



# What's Happening

Navy Fire and Emergency Services Newsletter  
*Protecting Those Who Defend America*



March 2021

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## Chief's Clipboard: Woman's History Month: Supporting Women in Fire & EMS

By Mary Anderson, Fire Chief



The first recorded female firefighter in the United States was Molly Williams. Little is known about Molly except that she was an African American who was held as a slave in New York City. Her enslaver was a wealthy New York City merchant who volunteered as a firefighter at Oceanus Engine Company #11. He would bring Molly to cook for the station and tend to him while on duty. In 1818, a blizzard hit New York City when the call came in for a major fire. According to accounts, Molly jumped on the ropes when the crew was struggling to pull the engine through the snowdrifts and helped haul the pumper "with as much strength and speed as any man answering the call for duty." Eventually Molly became known as "volunteer number 11" the FDNY did not have another female firefighter for another 164 years ([www.Brooklynroots.org](http://www.Brooklynroots.org)).

In the United States, there are 1,115,000 career and volunteer firefighters. Women make up 8% (93,700) of the fire service and the breakdown is as follows: 4% (15,200) career, 11% (78,500) volunteer, and 12% Federal Wildland firefighters (*National Fire Protection Association and FrontlineWildfire.com*). Recruitment and retention of women have always been an issue within the fire service. Despite that more women are serving in the fire service in recent years, growth and inclusion of women in the ranks has been extremely slow and lags behind the growth of women in other male-dominated fields (*Hulett, Bendick, Thomas, & Moccio, 2008*). It comes down to culture.

In the past three years, there have been studies exploring what the barriers exist for women in the fire service. In 2018, one study, the dissertation titled "Women in Leadership in the Fire Service, Law Enforcement, and the Military – a Comparative Study" by Dr. Janet Contursi, identified the three barriers to the fire service as: 1) organizational culture, 2) promotional systems and 3) absence of equal work environment. The US Fire Administration released,



Supporting the Fleet, Fighter, and Family



## Clipboard (Cont.)

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“Emerging Health and Safety Issues among Women in The Fire Service – March 2019” that identified and elaborated on those barriers and health issues such as behavioral health and cancer. Let’s look at these “barriers” a bit closer.

1) Organizational Culture: This is where we speak about diversity, inclusivity and how we as fire service leaders need to be intentional about our actions and practices. Diversity is often spoken of in terms of metrics and is often represented in percentiles, raw-scores, charts, diagrams, and statistics. These numbers make up the composite sketch of our organizations. Our organizations should reflect the demographics of our community. According to the Navy’s Gender, Race, and Ethnicity report released in 2016 by the Personnel and Readiness Office of Diversity Management and Equal Opportunity the demographics reflected in E1-E9 indicate that 58.2% identify as white non-Hispanic and of the same enlisted group 81.1% are male. The National Fire Protection Association reported statistic is that 82% of all firefighters identify as white non-Hispanic and 96% of career firefighters are men. This is where we begin the conversation of diversity and inclusion within the fire service. Where diversity is reflected in data, inclusivity is the subjective representation of our fire service culture. It’s the spirit of an organization. As fire service leaders we must be deliberate and purposeful in our actions. Diversity and inclusiveness needs to be protected by policy, procedures, practiced in communication, and driven through strategic plans, promotional processes, and performance reviews.

2) Promotional Systems: Display your process in writing, use standard performance measures and matrix’s, and have your panels reflect diversity and inclusion. This may mean that you have board members from outside the department.

3) Absence to Equal Work Environment: This refers to many things including station designs and configurations, physical ability tests, PPE and uniforms not custom fitting, or outright implicit or unconscious bias and discrimination. The USFA recommends standardizing the use of the CPAT for measuring a candidate’s physical fitness regardless of gender in a fair and consistent manner. When issuing PPE best practice is to use vendors that will custom fit turnouts and uniforms to the firefighter instead of a “one size fits most” approach.

Needless to say, the fire service has made tremendous strides since 1818 and continues to do so. Currently the IAFC and the IAFF are engaged and exploring multiple options with respect to topics such and cultural diversity, and inclusive workforce environments.

On a personal note, I am the sitting Fire Chief for Federal Fire San Diego and have seen a wealth of change spanning my twenty-five year fire service career.

My career started in 1995 as a member of a small municipal fire department. Being in a smaller department the concept of a female firefighter amongst the ranks may have been even rarer than in some larger more progressive departments. I saw my fair share of what many would refer to

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## Clipboard (Cont.)

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Mary Anderson  
Fire Chief, Navy F&ES  
Metro San Diego

as the “Brotherhood” or the “Good Ole Boy System.” Understanding those barriers and armed with an optimistic approach in life, brought upon my appetite and love of the fire service allowed me to navigate those obstacles.

Over the years, people have asked me how I overcame the obstacles. For me, the answer is quite simple. I would first picture myself as being in that position I was after. I knew I was capable and qualified for that position. And just as any other firefighter I would regularly prove myself in the course of my duties and when the opportunities became available, I went for them. As we all do, I failed at times but learned from this and made myself better. Failure as we all know is not an end, but should be looked upon as a lesson, an opportunity to grow. Heart and the ability to never give up, especially on myself became my personal mantra. I was told early in my career that regardless of where you are going seek out folks that have been down that path and directly learn from their guidance. I in turn sought out mentors who embodied what I aspired to be. Pro Tip: Network, find your mentor.

Additionally, when someone would tell me that I could not do something, I would always ask, “why?” I tackled every, could not, should not with more will power to achieve my goal. In doing so, I let my gains speak for themselves. Although negativity sometimes tends to stick with us, I took every day as a day to improve myself and in doing so would often gain the respect not by words but by action.

Now, after twenty-five years of service, I still have the same passion and love for this job as I did on day one. I would not change my journey as it has shaped me into the leader and person that I am today.

My journey has made me realize my own potential and to never under estimate anyone. Most would agree, that the fire service is a physical profession, yet with heart, dedication and can do optimism all things are truly possible. As a Fire Chief that happens to be female, the leadership model that I will continue to advocate for is one that fosters an inclusive environment within the fire service.

In the end, our fire service demands the best of ourselves regardless of gender. The fire service is about heart, passion, ownership and the desire to serve. I feel everyone certainly has those attributes.

**Chief Anderson briefs CNO Gilday on current fire operations on board the USS Bonhomme Richard**



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## Final Alarms

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## Passing of Former Fire Chief, Lance Milanez

Lance Milanez, former Fire Chief of MCLB Barstow Fire & Emergency Services, passed away suddenly on February 24 at his home in Barstow. Chief Milanez had a long and proud fire service career, starting in 1976 when he joined the Air Force and chose to become a Firefighter. He was honorably discharged in 1980 and joined MCLB Barstow F&ES in 1980, where he served for four years before being hired by the Barstow Fire Protection District in 1984. He was promoted to Engineer in 1986, then Prevention Captain in 1997. After one year as a Captain, he was promoted to Division Chief of the Prevention Bureau. In 1994, he became the Division Chief of Operations, where he was instrumental in overseeing the EMS, Training, and HazMat programs. He retired from the Department in 2001.



Lance returned to MCLB Barstow on February 5, 2005 to continue his fire service career. He served as Fire Inspector, Assistant Chief of Training and was ultimately promoted to Fire Chief on July 1, 2012. He served as Fire Chief until his retirement on February 25, 2015.

In addition to his fire service career, Chief Milanez also taught Fire Science classes at the Barstow Community College for many years. He also served on the Barstow City Council from 2000-2004. Chief Milanez is survived by his wife, a son, daughter and granddaughter. An outside memorial service was held on March 22 at the Mead Mortuary in Barstow, with interment at the Riverside National Cemetery.

## Passing of Fire Inspector Rosa Ferreira



It is with deep sadness, I announce the passing of our sister, Fire Inspector Rosa Ferreira. Inspector Ferreira has over 34 years of civil service with 30 of those years at Federal Fire San Diego as a Fire Inspector.

Inspector Ferreira oversaw all of the child development centers and youth programs, the lead coordinator for our annual Sparky Cheer at NMCSO, and the subject matter expert for Emergency Reporting's Vision Software; the records management system the Inspectors use for building inspections. Inspector Ferreira trained, mentored and developed many of the new Fire Inspectors as she was a wealth of knowledge and knew the installations intimately. Her passion was public education involving children.

She is survived by her family, friends, and Fire Prevention teammates. Please keep her family and Prevention brothers and sisters in your thoughts and prayers during this difficult time.

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## Last Alarms

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## Last Alarms

The USFA reported 32 line of duty deaths in 2020. The following line of duty deaths were reported since we published our last issue:

**Jeff Brozich** ♥  
Versailles, KY

**Victor Melillo** ♥  
Irvingto, NJ

**Jered Lloyd** ♥  
Spring Valley, NY

**William "Eddie" E. McNeill, Jr.** ♥  
Campobello, SC

**Dennis M. Bender** ♥  
Omaha, NE

**Chester Riley** ♥  
Nucla, CO

**Martin "Marty" Meyers** 🦠  
Kokomo, ID

**Payton Morse** ♥  
Watertown, NY

**Kevin "Bubba" M. Malukas** ♥  
Coal Township, PA

**Brian S. Mixson** ♥  
Ridgeland, SC

### 2021 Totals - 31 Mar 21

♥ 11 (34%) 🚚 0 (0%)

🔥 4 (13%) 🦠 17 (53%)

♥ Indicates medical or cardiac related death

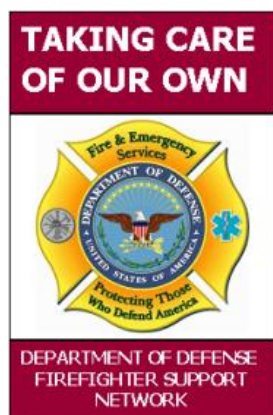
🚚 Indicates vehicle accident related death

🔥 Indicates fire/rescue related death

🦠 Indicates COVID19 related death



## TCoOO Update



## Taking Care of Our Own

There are currently six DoD firefighters in the Taking Care of Own program.

**Taking Care of Our Own** invites all DoD F&ES personnel to donate ONE HOUR of annual leave to DoD F&ES members in need to enable them to focus on recovery rather than financial distress.

Name	Location	Point of Contact
Marshall Espinoza	Metro San Diego, CA	Breana.Sheffield@navy.mil; Diana.Maclachlan@navy.mil
Matthew Derheim	JB Elemendorf-Richardson, AK	lisa.pascale.1@us.af.mil
Andrew Swick	USAG Yuma, AZ	Daniel.P.Goodwin2.civ@mail.mil
Christopher Bishop	F&ES Gulf Coast, FL	Daniel.Chiappetta@navy.mil
Philip Eubanks	F&ES Gulf Coast, FL	Michael.S.Glover@navy.mil
Michael Wise	Mid-Atlantic F&ES, VA	Marc.J.Smith@navy.mil

We provided all the service component chiefs with the proper procedures to enroll someone in the Taking Care of Our Own program. There was a trend of people using their own formats and forms which worked okay until the inevitable breach of personal identifying information (PII). We were very concerned about protecting PII when the program was stood up in 2003 and we designed standard procedures and forms to address those concerns.

Please contact your service component chief if you haven't seen this information recently.

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## Navy Awards

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## Calendar Year 2020 Navy F&ES Awards

### SMALL FIRE DEPARTMENT OF THE YEAR

NAVAL SUPPORT ACTIVITY BAHRAIN F&ES,  
Manama, Bahrain



### MEDIUM FIRE DEPARTMENT OF THE YEAR

NAVAL STATION ROTA F&ES,  
Rota, Spain



### LARGE FIRE DEPARTMENT OF THE YEAR

METRO SAN DIEGO F&ES,  
San Diego, California



### FIRE PREVENTION PROGRAM OF THE YEAR

NAVY REGION HAWAII DISTRICT 3,  
Navy Region Hawaii



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## Navy Awards (Cont.)

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"I am very proud of all our CNIC F&ES responders, inspectors and management staff," said CNIC F&ES Director Carl B. Glover Jr. "The dedication and devotion displayed daily to meet our mission is amazing. CNIC F&ES is critical to mission accomplishment at every installation. BZ (Bravo Zulu) to all the award winners and nominees."

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## Calendar Year 2020 Navy F&ES Awards

### MILITARY FIREFIGHTER OF THE YEAR



**SSgt Nicholas Harris,  
NSA Andersen, Guam**



### CIVILIAN FIREFIGHTER OF THE YEAR



**Adam Moriarity, First Coast F&ES,  
NAS Jacksonville, FL**



### MILITARY FIRE OFFICER OF THE YEAR



**SMSgt Mark Tross,  
NSA Andersen, Guam**



### CIVILIAN FIRE OFFICER OF THE YEAR



**Samson DeSessa,  
NAS/JRB Fort Worth, TX**



## Navy Awards (Cont.)

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## Calendar Year 2020 Navy F&ES Awards

### FIRE SERVICE INSTRUCTOR OF THE YEAR



Thomas Wiley,  
NS Rota, Spain



### EMS PROVIDER OF THE YEAR



Brittany Pellerin, First Coast F&ES,  
NAS Jacksonville, FL



### FIRE INSPECTOR OF THE YEAR



Jeffrey Owens,  
NAS/JRB Fort Worth, TX



### FIRE CHIEF OF THE YEAR



Shannon Orndorff,  
NSA Bahrain



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## *Navy F&ES Hall of Fame*

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## *Lifetime Achievement*



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## *Class of 2021 Adds Two New Members*

### *George Kennett, Fire Chief (retired) NAS Patuxent River, MD*



**Inductee 41:** Fire Chief George Kennett began his fire service career at as firefighter at NAS Patuxent River. Chief Kennett appeared ABC's Good Morning America with Joan London on October 9, 1984 representing USN Fire Prevention Program. In 1998, he was selected as the Fire Chief of Patuxent River. In 2005, Chief Kennett became dual hatted, as he served as the Deputy Region Fire Chief for NDW from 2005 to 2008. His department led the way to become the 1st Navy F&ES department to install automatic external defibrillators throughout his area of responsibility

### *Glenn DeLaura, Fire Chief (retired) Navy Region Hawaii*



**Inductee 42:** Fire Chief Glenn DeLaura began his career at Pearl Harbor Hawaii as a firefighter in 1974. In 2000, he was selected as the Regional Fire Chief which included responsibility for protecting Navy, Army and Marine Corps facilities in the State of Hawaii. He served as the Pacific representative on the U.S. Navy Fire Protection Advisory Board, Washington D.C. Chief DeLaura guided his department through joint basing initiative and become accredited by the Commission on Fire Accreditation International in 2010.

## *Navy F&ES Lifetime Achievement Award*



**Janice Lozoya**

**BRAVO ZULU** and congratulations to all of our Navy F&ES award winners and nominees. Competition at this level is fierce and selecting this year's winners was extremely challenging. All participants should be very proud of their professional achievements and well-deserved recognition.

Thank you for what F&ES contributes to CNIC and our communities every day!  
VR, VADM Lindsey



**Dan Vogel**

## Runners Up

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## CFAI News



## CY20 Navy F&ES Award Runners Up

Small Fire Department	Medium Fire Department	Large Fire Department
NAS Lemoore, CA	NAS/JRB New Orleans, LA	CFA Sasebo, Japan
Fire Prevention Program	Military Firefighter	Civilian Firefighter
CFA Sasebo, Japan	SSgt Nikolas Klein, Navy Region Hawaii District 3, HI	Roberto Lopez, Metro San Diego, CA
Military Fire Officer	Civilian Fire Officer	Fire Service Instructor
SMSgt Juan Rodriguez, Navy Region Hawaii, District 3, HI	Lincoln Ratliff, NAS Sigonella, Italy	Ichiro Karagishi, CFA Yokosuka, Japan
EMS Provider	Fire Inspector	Fire Chief
Ian Piccolo, Metro San Diego, CA	Travis Woodrash, NSA Bahrain	Mary Andersen, Metro San Diego, CA

## 23 Accredited at March Meeting

So far in CY21, the Commission on Fire Accreditation International (CFAI) has held 3 virtual hearings to consider the accreditation or reaccreditation of 23 agencies. The hearings are public and watched by hundreds of people online.

Accredited: San Diego Metro F&ES, Ft Benning F&ES, NAS Fallon F&ES



There are now 290 accredited departments, including 68 DoD departments;

U.S. Air Force	29	Navy	14
Marine Corps	12	Army	10
DLA	3	DoD in progress	45

Reaccredited: Navy Region Mid-Atlantic 4<sup>th</sup>, MCLB Barstow 3<sup>rd</sup>, Ft Drum F&ES 3<sup>rd</sup>, Westover F&ES 2<sup>nd</sup>, and Combat Center F&ES 2<sup>nd</sup>

Credentialing Numbers – 182 DoD Credentialed Officers

- Chief Fire Officer – 118
- Chief EMS Officer – 3
- Chief Training Officer – 11
- Fire Marshal – 11
- Fire Officer – 39

Fire Chiefs are encouraged to be an observer during the accreditation team visit and sit with their agencies (virtually or in person) during the hearings.

10th Edition of the Self-Assessment Model goes into effect at the hearing in March 2022.

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## Scholarship Awarded

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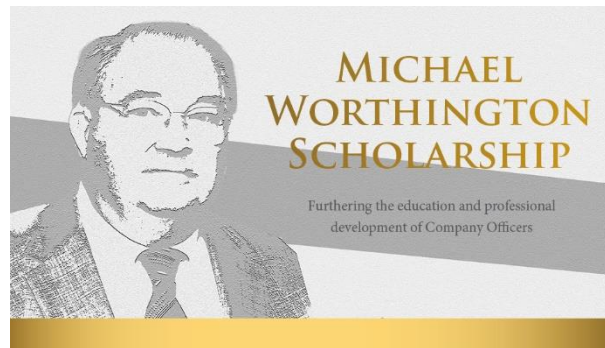


## 2020 ERG

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## Michael Worthington Scholarship

By Robert Sepulveda



The 2021 ambassador and first recipient of the Michael Worthington Scholarship Award is: Lt. Michael Cornista, Naval Air Station Fallon.



This year one of our own, Lieutenant Michael Cornista from Naval Air Station Fallon Fire & Emergency Services was selected as one of the recipients of the scholarship.

Lt. Cornista truly exemplifies the type of leader the fire service needs and continues to show growth as a leader. It is truly remarkable as I reviewed Mike's accomplishments and his wealth of experience, awards and educational achievements just how valuable of an asset he is. He is truly deserving of being a recipient of the scholarship and will receive the CPSE Fire Officer Designation on 2 February 2021. In addition, the scholarship has waived the registration fees for him to attend the Center for Public Safety Excellence Conference 2021. Congrats Lt. Michael Cornista! Well-deserved indeed.

The Mike Worthington Scholarship was established in 2016 to honor previous Center for Public Safety Excellence Board Member Mike Worthington, who passed away in September of 2015. As Mike exemplified continuous improvement and encouraged others to constantly grow and improve, we have committed to awarding up to five scholarships annually to active fire/EMS members serving at the Company Officer level. The Scholarship is awarded up to five company officers who exemplify continuous improvement and encourage others to constantly grow and improve in their profession. Scholarship recipients receive the FO designation, a waiver of the initial designation fee, and complimentary registration to the Excellence Conference.



## [2020 Emergency Response Guidebook](#)

The 2020 edition of the Pipeline and Hazardous Materials Safety Administration's Emergency Response Guidebook is now available for free order.



## *Back in the Day*

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## *Back in the Day - Walter Model CB-3000 Crash Trucks*

By Tom Shand

The Walter Motor Truck Company was a pioneer in producing all-wheel drive trucks and fire apparatus for use in fire departments and airports worldwide. The company was started in by Mr. William Walter during 1909 in New York City with the first piece of fire apparatus, a hose and chemical wagon was built for Hatboro, Pennsylvania in the same year.

Beginning in 1929, Walter supplied several tractors to the FDNY to repower older apparatus. As a result, Walter produced thirteen additional 75 foot wooden aerial ladders for New York with different manufacturers providing the aerial device. These units were ahead of their times as they were built with windshields and pneumatic tires together with their massive front radiators. Over the years, Walter produced many custom chassis fire apparatus including their first delivery of a modern crash fire truck in 1949. Walter quickly became noted for their go-anywhere crash vehicles that featured bodywork built by Maxim Motors as well as their snow plow equipment which were used by several branches of the military at airfields.

Walter Motor Truck collaborated with the Army Corps of Engineers in 1959 to build the Class 1500 crash truck. This vehicle was the first Walter vehicle to have aluminum body work using a rear mounted engine. This design proved the concept of unitized body construction with a forward driver and crew cab seating, which was eventually adopted for use at major airports.



In 1962, Walter introduced the larger CB model crash truck which was equipped with twin single stage fire pumps, each rated at 1000 gpm, along with a 3000 gallon water and 500 gallon foam tanks. When fully loaded the CB-3000 weighted 52,000 pounds with the early

models powered by Ford gas engines. In later years the CB model, with an overall length of 33 feet, 6 inches were powered with Detroit Diesel engines each rated at 330 horsepower through four speed semi-automatic transmissions.

Each fire pump was equipped with its own foam proportioning system, with in cab controlled metering valves. A hydraulically powered roof mounted

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## ***Back in the Day (Cont.)***

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Tom Shand

## ***CRR Pilot Prg***



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foam/water turret had a range of 150 feet producing either 750 or 1500 gpm. The CB-3000 also carried a 150 foot hand line capable of 60 gpm, along with 140 gpm ground sweep nozzle. Under vehicle protection was afforded by two, 17 gpm flexible nozzles.

The CB-3000 was capable of a top speed of 60 mph and could ascend an eight percent grade at 20 mph. Due to the aluminum body construction and use of fiberglass water and foam tanks, the Walter crash truck was well received by many airport fire departments with over one hundred vehicles produced until 1980 when newly redesigned models were introduced.

During 1950 the U.S. Navy acquired approximately 6000 acres of land in Calverton, New York on Long Island and over the next four years developed the area for use as government owned, contractor operated flight test facility. The Grumman Corporation oversaw this facility and was known as Plant Six and Plant Seven where the final assembly and testing of A-6, F-15, EA-6B and E-2C aircraft was conducted.

## ***Community Risk Reduction Pilot Program***

By Lorraine Carli, Public Affairs Office

Naval Air Station Fort Worth Joint Reserve Base Fire & Emergency Services Department has been selected among 250 fire departments nationwide to participate in second phase of National Fire Protection Association (NFPA) community risk reduction pilot program

February 3, 2021 – Naval Air Station Fort Worth Joint Reserve Base Fire and Emergency Services (NAS FTW JRB F&ES) Department has been selected by National Fire Protection Association (NFPA) and is the only Department of Defense agency to participate in the second phase of a pilot program to build a digital community risk assessment (CRA) tool. Aligned to NFPA 1300, Standard on Community Risk Assessment and Community Risk Reduction Plan Development, the tool, or “dashboard,” enables community leaders to gain valuable insights and make data-informed decisions around fire prevention and other risk-reduction activities in their communities.

According to NFPA, the concept of community risk reduction (CRR) - a process that identifies and prioritizes risks and ensures impactful mitigation initiatives- has been gaining traction across North America for more than 20 years. Innovative technology, access to data, and a shifting focus on prevention have resulted in new energy around this process. Reflecting that momentum, NFPA’s CRA tool works to help fire departments aggregate and disseminate data that pinpoint where risks exist within a given community.

Access to accurate data will allow CRR leaders to use insights and make informed decisions about where to focus efforts and resources,” said Karen Berard-Reed, community risk reduction strategist at NFPA. “While many fire departments have struggled to work with data sets, NFPA’s

CRA tool will do the complex work behind the scenes to compile relevant data allowing stakeholders to create effective community risk reduction plans that incorporate five priorities - education, engineering, enforcement, economic incentives, and emergency response - in the most impactful ways possible.”

The first phase of the pilot project, which included participation from 50 fire departments across the country, helped identify features of the digital dashboard that will work effectively and those that need fine-tuning. During the second phase of the program, which involves participation from 250 departments nationwide, the NAS FTW JRB F&ES department will provide insights around the use of dashboard through June of 2021 to help continue refining and enhancing its effectiveness.

“Participation in this project allows each fire department to provide important feedback that will be used to improve future versions of the dashboard, positions the community among CRR leaders in the United States, and signals an interest in leveraging technology to drive high-quality community safety initiatives,” said Berard-Reed.



As a participant in the pilot program, NAS FTW JRB F&ES will have free access to the dashboard, which includes customized visualizations (maps, charts, graphs) that illustrate each community’s risks and hazards across a variety of categories such as demographics, geography, building stock, economics, infrastructure, and event loss history. The dashboard also provides a snapshot of local capacity for risk reduction activities with information about public safety response agencies and community service organizations. In addition to dashboard access, participants will be provided rich networking and professional development opportunities with other communities engaged in CRR.

“We are thrilled to be participating in this important project,” said Matthew McQuaig, Fire Chief, NAS FTW JRB F&ES. “Not only will access to the tool give us invaluable information about our community’s needs, but it’s rewarding to know that using the tool will increase its effectiveness and help other fire departments in the long run.”

Follow NFPA’s CRR efforts on social media using #itstartswithinsights, or for more information online, visit [www.nfpa.org/crr](http://www.nfpa.org/crr).

#### **About the National Fire Protection Association (NFPA)**

Founded in 1896, NFPA® is a global self-funded nonprofit organization devoted to eliminating death, injury, property and economic loss due to fire, electrical and related hazards. The association delivers information and knowledge through more than 300 consensus codes and standards, research, training, education, outreach and advocacy; and by partnering with others who share an interest in furthering the NFPA mission. For more information, visit [www.nfpa.org](http://www.nfpa.org). All NFPA codes and standards can be viewed online for free at [www.nfpa.org/freeaccess](http://www.nfpa.org/freeaccess).



## SA Matters!

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## Understaffing Impacts Situational Awareness

By Rich Gasaway

Understaffing can have a big impact on first responder safety. We all know that. But it can also have a huge impact on first responder situational awareness... more than I ever imagined. I have experienced understaffing issues many times throughout my career but I never gave much thought to how my situational awareness was being impacted by it.

That is the stealthy nature of flawed situational awareness. You can lose it and never know it. One of the findings in my research was understaffing is a barrier to situational awareness – and a big barrier too! Out of the 116 barriers I identified, staffing would rank on the top of the list.

Let's explore how staffing levels can impact your situational awareness.

### Situational Awareness Overview

First, let's start out with a brief overview of what situational awareness is and how you get it.

Situational awareness is being able to understand what is happening, in the context of time and location, and then being able to successfully predict future events. The development of your situational awareness is aided, in part, by your training and past experiences. It is developed on a three-level continuum.

Level 1: Capturing clues and cues in your environment (Perception).

Level 2: Understanding the meaning of the clues and cues (Comprehension).

Level 3: Predicting future events (Projection).

### Narrowing of attention



Stress can impact situational awareness in many ways and I've written about this extensively in previous articles so I won't belabor that point here. One of the consequences of stress, induced by fear, is it causes a narrowing of attention to the source of the fear. Some responders have been taught about this phenomenon and know it as "tunnel vision." I am avoiding the use of that term because it is not an accurate representation of what happens. All the senses can become narrowly focused and to label the affliction with a name that points only to vision is simply inaccurate.

When an understaffed incident is being managed, the attention of the company officer or the incident commander can be narrowly focused on what is causing them the greatest stress. In this case, the safety of.

## SA Matters! (Cont.)

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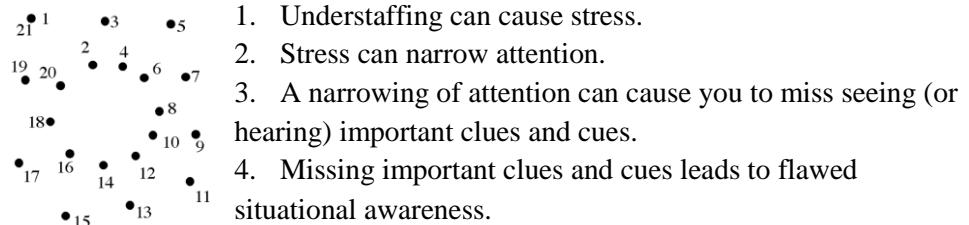


Rich Gasaway, PhD.

personnel operating in hazardous conditions. If this happens to you, it may cause you to miss seeing other things happening around you.

### Connecting the dots

Here is an easy way to understand how understaffing impacts situational awareness.



When I conducted my research I asked commanders to choose their most challenging barriers to situational awareness. They had 116 to choose from. Staffing-related barriers were consistently on the top of the list. And among the seven staffing-related barriers, understaffing was the leading barrier. (In case you're curious, the other staffing-related barriers included: unpredictable staffing levels, quality of staffing, response time delays, lack of experience, inadequate training levels and overstaffing.)

### Dr. Gasaway's Advice

Understaffing is becoming a big problem for first responders. We're feeling the financial squeeze and being told to do more with less. I'm seeing downsizing, rightsizing, and in some organizations, capsizing. If your department is understaffed, your situation probably isn't going to improve anytime soon.

One way to increase the number of personnel responding to emergencies is to enter into automatic aid agreements with neighboring departments. I realize this advice can present a host of challenges that may have to be overcome. Departments that have not worked cooperatively in the past are likely to suffer from having not communicated across organizational boundaries. And without communications, there's no relationship. And without relationships, there's no trust. And without trust, there's not going to be automatic aid agreements. It's a big task. But it's an important task too.

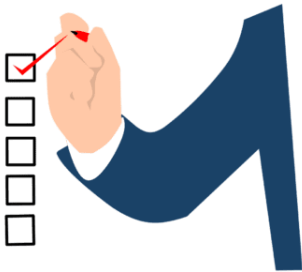
When operating in an understaffed environment, be conscientious of the fact that it increases stress and can subsequently narrow attention. You can use "meta-awareness" to help reduce the impact of this barrier. Meta-awareness simply means you force yourself to be consciously aware, at the moment, of what it takes to have good situational awareness and force yourself to do the things necessary to combat the narrowing of attention. This may sound confusing – maybe even a little odd.

Think of it this way. When you're operating in a high-stress environment,

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## ***SA Matters! (Cont.)***

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## ***NMCRS***



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compounded by understaffing, ask yourself: “How is my situational awareness? Am I scanning my environment and capturing important clues and cues (beyond the narrow environment where the understaffed crew is). “Am I comprehending what the clues and cues mean in the context of time and space?” Finally, “Am I making predictions of the future that are accurate and will facilitate me taking action in time to protect my crew and myself?”

### **Action Items**

1. Hold some open discussions about how understaffing can increase stress on responders, supervisors and incident commanders.
2. Share experiences where stress may have caused a narrowing of attention and subsequently impacted situational awareness. Discuss the impact that had (or could have had) on responder safety.
3. Discuss current staffing levels and brainstorm how staffing shortages can be overcome with automatic aid. This would also be a good time to discuss how operations and tactics should change as a result of understaffing.
4. Practice meta-awareness at all incidents you respond to. Raising your situational awareness to a conscious level may increase your understanding of many barriers, understaffing being just one. Then talk about these experiences with others.

## ***Navy-Marine Corps Relief Society (NMCRS)***

Continuing the messaging for this year’s Navy-Marine Corps Relief Society (NMCRS) Active Duty Fund Drive, enjoy this look back at the Society’s legacy and a look forward to ways in which it continues to support our service members:

1. Anticipating the personal needs of those serving in the U.S. military during World War II, President Franklin D. Roosevelt authorized a public appeal for support to benefit the military relief associations, paving the way to establish the Society’s Reserve Fund in 1942. This fund still thrives today, providing a rainy-day means of support and relief assistance not covered by other revenue streams, especially during catastrophic natural disasters that affect Navy and Marine Corps members and their families.

2. In 1964, the Society began an education assistance program. Today, interest-free loans and grants for 2- and 4-year degrees are available to active duty and retired Sailors and Marines, their spouses and children, and also to dependents of deceased service members. Go to <https://www.nmcrs.org/pages/education-loans-and-scholarships> for additional scholarship resources and college research information.

3. In the early 1980s, the financial assistance and counseling program was created to help service members better manage their money. Tools/resources found at <https://www.nmcrs.org/pages/financial-assistance-and-counseling> should be in all our repertoires to inform or counsel Sailors under our charge.

You can donate on-line at <https://www.nmcrs.org/>



## Promotions

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## New Fire Department Captains Pinned in Ceremony

By Navy Region Mid-Atlantic F&ES Staff, March 17, 2021

Navy Region Mid-Atlantic Fire & Emergency Services is pleased to announce the promotion of 25 of its firefighters to GS-9 Supervisory Firefighter (Captain). The new positions became effective during January and early February 2021.

This recent promotion process is the largest ever conducted in the department, and provides new captains at nearly every Navy installation in the Navy's Mid-Atlantic Region including Eastern Virginia, Naval Station Newport (RI), Submarine Base New London (CT), Portsmouth Naval Shipyard (Kittery, ME), and Naval Station Great Lakes (IL). The promotion process was conducted November 16 through 20, 2020.

Five of the new captains are assigned to Fire District 6, which includes Navy Region Mid-Atlantic stations at Naval Station Newport (RI) and Submarine Base New London (Groton, CT). Promotees were pinned with their new Captain badges by family members or fire department mentors on March 5, 2021 at Naval Station Newport; a new firefighter also received his badge at the ceremony. The five new fire department officers at District 6 reflect a total of nearly 40 years of experience with Navy Region Mid-Atlantic.



Supervisory Captain Brian M. Hall (left) and new Firefighter-EMT Justin Rinbolt were pinned on March 5th.



Captain William T. 'Tracy' Hudson was pinned by his wife Kelly.



Captain Matthew R. Labrise (left) was pinned by Battalion Chief Keith L. Knudson.

According to District Chief Tommy Clapsadle, families play a significant role in the operational success of the fire department. "The promotion of our captains is a special event in their careers, and is an opportunity for them to celebrate the achievement of making it through an intense promotional process, and the chance to be recognized for it," said Clapsadle.

In their new roles the five will lead single engine or ladder companies and serve as the initial incident commander on emergency responses; some will also be responsible for ambulance operations and personnel.

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## ***Promotions (Cont.)***

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Fire Chief Kevin Janney said, “All of these young men have demonstrated very high technical proficiency in their various specialties, whether: paramedicine, hazardous materials, or technical rescue. They have also demonstrated sound leadership abilities and are well-respected by their peers, and will serve the Navy community well as our next generation of fire officers.”

Due to COVID-19 precautions and restrictions, the ceremony was ‘closed’ with very limited attendance.

Navy Region Mid-Atlantic provides service to naval installations in the Navy’s Mid-Atlantic region with more than 600 personnel operating from 29 fire stations.

## ***Personnel Achievements***

### ***Navy Region Mid-Atlantic Personnel Achievements***

By: Kevin Janney, Fire Chief, March 2021

Navy Region Mid-Atlantic Fire & Emergency Services is blessed to have a truly exceptional and dedicated workforce. One of my jobs as fire chief is to ensure our personnel have the necessary avenues for training, education, and continued growth and development. This is essential for career progression (for the individual), and succession management planning (for the department). Usually these are opportunities we offer in-house, but we also encourage employees to take advantage of opportunities provided by the greater Navy and DoD, or by our Fire & Emergency Services Industry partners. Please join me in congratulating the following:

Heavy Equipment Mechanic Todd Martin just completed the Graduate School USA New Leader Program (NLP), a six-month program that prepares GS-7 to GS-11 employees for management and leadership positions. The program focuses on Executive Core Qualification (ECQs) competencies utilizing individual development, experiential learning, and

assessments during in-residence education at Graduate School USA in Washington DC, a 30-day developmental assignment, a three-day shadow assignment of a senior manager, and a variety of writing assignments designed to elevate written communication skills. Todd is a certified Emergency Vehicle Technician (EVT) based at Navy Region Mid-Atlantic Fire & Emergency Service’s Norfolk, Virginia apparatus shop in the department’s Support Services Branch.



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## Personnel Achievements (Cont.)

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## Combs Cartoon



## NBGB EMT Training

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Supervisory Firefighter (Captain) Matthew Hartsell (District 3, Station 8 - Dam Neck Annex) recently received the "Fire Officer" (FO) designation by the Center for Public Safety Excellence. The CPSE's Commission on Professional Credentialing (CPC) met in December 2020 to confer the designation. Captain Hartsell becomes one of only 535 FOs worldwide. The Designation program is a voluntary program designed to recognize individuals who demonstrate their excellence in measured professional components, and uses a

comprehensive peer review model to evaluate candidates seeking the credential. Matt has nearly 15 years of fire service experience, all of that with Navy Region Mid-Atlantic, except a 2014 to 2017 assignment to Souda Bay, Greece.

## Not Pot of Gold



## 9-1-1, what's your emergency?

By Travis L. Mills, Assistant Chief for Operations

"9-1-1, what's your emergency?" Every medical response typically begins with a sometimes frantic call placed to the Naval Station Guantanamo Bay with a sometimes frantic call placed to the Naval Station Guantanamo Bay (NSGB) Fire & Emergency Services dispatch center for a myriad of issues ranging from a child falling off a bicycle, an adult not feeling well, or something more serious. From there, First Responders consisting of a mix of firefighters assigned to one of the four stations, are dispatched along with two Corpsmen from the Naval Medical Readiness Training Command



## NBGB EMT Training (Cont.)

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(NMRTC) Emergency Department to respond to the call. The two entities service the installation with a population of approximately 6K residents with varying backgrounds, cultures and citizenships, from Jamaica, the Philippines, United States and other countries from around the globe.

In the past, the firefighters have been trained to the Emergency Medical Responder level which required them to have a working knowledge of basic medical emergencies, splinting/bandaging, supine spinal immobilization (long backboard), along with a few other interventions.

However, as of recent, the NSGB Fire Department and NMRTC have begun training together as Emergency Medical Technicians (EMT). What makes this so special and newsworthy you may ask? It's because the entire Operational staff, minus the Assistant Chiefs, for the fire department are all foreign nationals from Jamaica! At every medical response, civilian firefighters were working alongside Active Duty enlisted corpsmen to provide pre-hospital medical interventions prior to the patient being transported to the Emergency Department for further evaluation and treatment. This drove the desire and need to have the firefighters trained and certified to the same level in order to provide a better and more advanced service to the residents of Guantanamo Bay.

At the beginning of February, the journey began for four fortunate firefighters to attend a credentialed 5 week National Registry of Emergency Medical Technicians course hosted and instructed by the NMRTC staff of nurses, physicians, specialist and other paramedics from different commands on base. As the lead instructor, LT Krista MacMurray, who is a nurse from the Emergency Department, lead the instructional charge for Firefighter Odane Cranston, Andre Gardner, Kadeem Cranston and Fire Captain Kayona Davids, organizing lectures, creating quizzes and tests, and formulating mock scenarios to assess the student's knowledge, skill and abilities to employ lifesaving techniques they've been taught throughout the course.



Debriefing the class on multiple trauma skills application, Class consisted of 3 NMRTC and 4 NBGB members.



Extracting a patient with traumatic injury due to assimilated vehicle accident. FF Andre Gardner and Hospital Corpsman, HA Drake Brown.

## NBGB EMT Training (Cont.)

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Congratulations!  
Firefighter Andre Gardner,  
1st Foreign National to  
receive his NREMT  
certification.



The students will be tested on their ability to conduct six different psychomotor examinations: Patient Assessment / Management Trauma, Patient Assessment / Management Medical, Ventilation of an Adult Patient with Difficulty Breathing, Oxygen Administration by a Non-Rebreather Mask, Cardiac Arrest Management with an Artificial External Defibrillator, Supine Spinal Immobilization and either Bleeding Control / Shock Management, Joint Immobilization, Seated Spinal or Long Bone Immobilization. A course final examination of 150 questions along with the infamous NREMT cognitive examination must be passed in order for the students to be recognized as nationally registered EMTs.



(Left to Right, FF Kadeem Cranston, FF Andre Gardner, LT Krista MacMurray, FF Odane Cranston, FC Kayona Davids.

To date, the pilot program is proving to be a great success; the firefighters have passed every quiz and test administered and often lead the way in displaying expertise care in the practice psychomotor skills exams which will ready them for the final test-out. Providing an elevated service of pre-hospital emergent care to the base population is the overall goal, and it's being achieved like never before. There are already plans for a quarterly EMT Course hosted by NMRTC, which will bring more firefighters into BLS care for NSGB.

## Baby Delivery

### NSF Indian Head Firefighters Deliver Baby

By Kevin Grinder

Naval District Washington (NDW) Fire and Emergency Services Indian Head Company received a special thank you at a socially-distanced ceremony Feb. 16 for a “once a in career” call that saw them welcome a new life into the world.

The peaceful face of Zhyion, two weeks old, belied his too-exciting grand entrance Feb. 2, when the team of eight firefighters received a call for mutual aid from the Town of Indian Head.

Jackia Singleton, Zhyion’s mother, was taking a bath when labor contractions arrived suddenly. Indeed, the firefighters themselves barely arrived before the moment of truth. “I said catch him,” said Singleton. “He’s coming.”



Ms. Jaekia Singleton and Zhyion return to thank NSASP F&ES.

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## ***Baby Delivery (Cont.)***

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With Singleton's mother, Kenya encouraging her to push, Firefighter Nick Harrison accepted delivery. "[Zhyion's] eyes were wide open, looking right at me," said Singleton. "He gave out a good cry. It was awesome."

A ride in the ambulance to the hospital for further checks on mother and baby was perhaps the only routine part of the call. "They got us to the hospital and made sure the truck was nice and warm," said Singleton, who thanked the responders. "It was perfect. It was definitely appreciated."

After a few comfortable weeks at home, Singleton returned to thank the firefighters, accompanied by Kenya, Zhyion and new big brother Messiah, 5. The family was joined by CAPT Todd Copeland, Naval Support Activity South Potomac (NSASP) commanding officer, District Fire Chief Craig Jackson, and Indian Head Mayor Brandon Paulin, who presented the group with the key to the town.

The key, said Paulin, is for this "extraordinary feat" and "the mutual aid that you guys continue to provide out in town, out in the community. You're often there before anyone else and that needs to be recognized, and so I present to the department the key to the Town of Indian Head."

Mutual aid not only keeps Navy firefighters' skills sharp and provides community service, it also ensures community emergency assets come to the base when needed. However, the nature of emergency response means it's a rare call that is a truly happy affair.



Chief Jackson, "I highlight this because we run tons of calls," said Jackson. "This one here is a gift. You can go 25 years and an entire career without delivering a baby. I want to thank each one of you that were on this call."

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## TSP Update

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## TSP Funds Snapshot

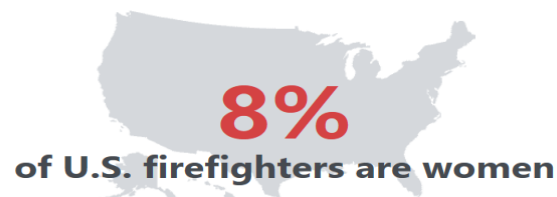
As of Wednesday, March 31, 2021

Fund	Price	%	YTD
G Fund	\$16.55	0.00%	0.26%
F Fund	\$20.49	0.07%	-3.35%
C Fund	\$59.14	-0.30%	5.78%
S Fund	\$78.99	1.16%	6.45%
I Fund	\$36.76	0.11%	3.87%
L Income	\$22.54	0.01%	1.19%
L 2025	\$11.43	0.02%	2.43%
L 2030	\$39.95	0.03%	3.03%
L 2035	\$11.95	0.04%	3.29%
L 2040	\$45.04	0.04%	3.57%
L 2045	\$12.30	0.05%	3.80%
L 2050	\$26.86	0.06%	4.06%
L 2055	\$13.06	0.06%	5.19%
L 2060	\$13.06	0.06%	5.19%
L 2065	\$13.06	0.06%	5.19%

[TSP Data Center](#)

## Women Firefighters

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**4%** of all  
career  
firefighters  
are women.

**11%** of the  
volunteer fire  
service  
are women.

**12%** of  
federal  
wildland  
firefighters  
are women.

Sources: [National Fire Protection Association](#), [FrontlineWildfire.com](#)

## Navy F&ES POCs

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## Navy F&ES Legacy

## Distribution

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## Navy Fire & Emergency Services (N30)

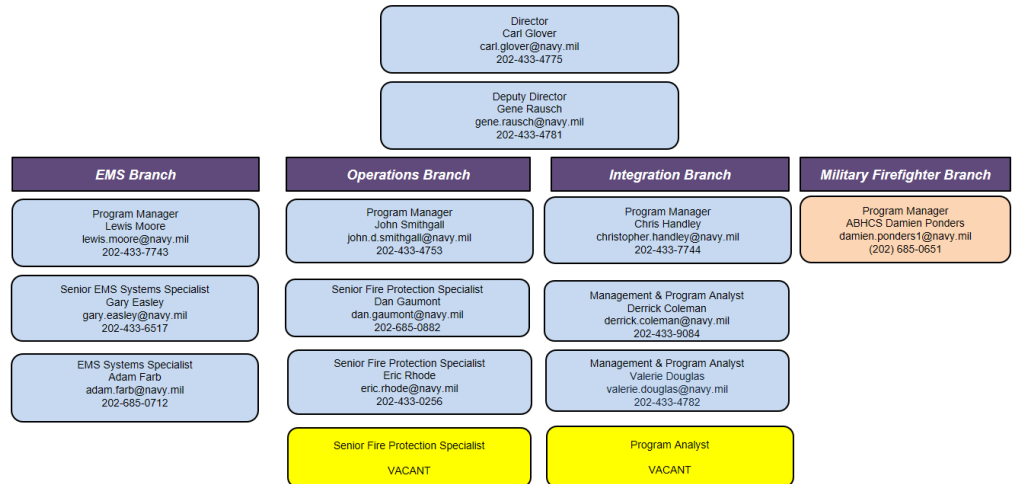
Commander, Navy Installations Command

716 Sicard Street, SE, Suite 305

Washington Navy Yard, DC 20374-5140

[http://www.cnmc.navy.mil/om/operating\\_forces\\_support/fire\\_and\\_emergency\\_services.html](http://www.cnmc.navy.mil/om/operating_forces_support/fire_and_emergency_services.html)

DSN 288



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Dave Wise  
Virgil Slater

\* Denotes member of Navy F&ES Hall of Fame. If you know of someone we missed, please e-mail the editor.

To receive this newsletter automatically, e-mail [Gene.Rausch@navy.mil](mailto:Gene.Rausch@navy.mil) to be added to the *What's Happening* distribution list.



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Navy civilian firefighters needed, visit [USAJobs.gov](http://USAJobs.gov) for details.  
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