



What's Happening

Navy Fire and Emergency Services Newsletter

Protecting Those Who Defend America

CNIC
* FLEET * FIGHTER * FAMILY



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OMNI CEDO DOMUS

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From the Director

First and foremost, I wanted to say **thank you** for the work our F&ES members are doing to sustain operations during the government shutdown. It is vitally important we continue to provide the F&ES services essential to our installations and community. We fully recognize the uncertainty the shutdown brings, both professionally and personally. There are resources to help with the challenges of a shutdown if needed, don't hesitate to reach out to your financial institution or your supervisor, for access to Employee Assistance Programs.

Unfortunately, as a result of the extended government shutdown, the Region Fire Chiefs Working Group previously scheduled for the first week in November has been cancelled, we will consider rescheduling when shutdown ends.

Over the last few weeks, I had the opportunity to connect with some Navy F&ES alumni. I spoke with Retired Fire Chief Cort Jamison and it was nice to talk and reconnect. Cort is currently residing in Japan and doing fine. Retired F&ES staff member Eric Rhode stopped by the office to say hello. Eric is happily retired, and is taking on a new business venture and will stay connected with the DoD F&ES family. Best Wishes Eric. I also had the chance to talk with Retired F&ES staff member Dan Gaumont. Dan is doing well in Texas where he has taken on a new task of killing rattlesnakes ! Stay Safe Dan. We certainly miss having Eric and Dan on our staff to help with the many projects underway. Thanks to Dan for helping with our new truck programs.



I traveled to San Diego and El Centro to visit with our F&ES departments just before the shutdown. I was very happy to see the progress Chief Orndorff and his team has made with establishing a new fire station on the south end of Naval Base San Diego.

The repurposed facility (in-house NAVFAC project) turned out very nice and will significantly improve response times to the waterfront. BZ to Team San Diego for a creative solution to the fire station challenge. While in the area, I was fortunate enough to visit firefighters at NAF El Centro. We had a good exchange of information and discussed the changes underway across Navy F&ES.





Continued



It was a great opportunity to meet with the F&ES team and the Installation CO, to hear their concerns and recommendations. The feedback gave me better insight into the challenges from the deck plate. The amazing new Fire Station at NAF El Centro replaced a very old aircraft hangar that was previously converted to a fire station. The new state-of-the-art facility was long overdue, so we are glad to see the firefighters in a new station, that will serve the installation for many years in the future.

We were deeply saddened to learn of the passing of Retired Region Fire Chief Eric Tucker, gone way too soon. Eric served as Region Northwest Fire Chief and retired in 2022. Eric also served at various Navy and Marine Corp installations as well. ***Rest Easy***; we have the watch.



Special thanks to those who continue to provide feedback to our updates for the Navy F&ES Line of Duty Death Honor Roll.

We are always looking for Newsletter contributions with articles and pictures, please continue to send recommendations; as we like sharing the good news of all the ***“What’s Happening”*** across Navy F&ES.

Happy 250th Birthday to our Navy !

Thanks to all our Navy F&ES Teams and members who serve,
Protecting Those Who Defend America.

Carl



New 1500 Oshkosh ARFF for NS Norfolk; also during the trip we inspected a 3000 ARFF for NS Norfolk; a 3000 ARFF for NAWS China Lake, and a 3000 w/HRET for Navy Region Hawaii. Looking forward to receiving the new trucks !



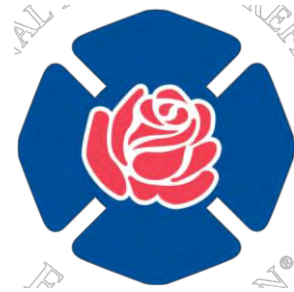
Last Alarms

The USFA reported 65 line of duty deaths in 2025. The following line of duty deaths were reported since our last issue:



Brenna Kulikowski
Show Low, AZ

Damon Thmpson
Show Low, AZ



Lest We Forget

Navy F&ES Line of Duty Deaths in October



Stephen Stiffner
Navy Auxiliary Landing Field San Clemente Island, CA
1 October 1973

Brian Lindsey
Naval Air Station San Diego, CA
19 October 1973

Stanley Hertel
Naval Air Station San Diego, CA
19 October 1973





Taking Care of Our Own Program – A Refresher

The “Taking Care of Our Own” Program, a sub-set of the Voluntary Leave Transfer Program (VLTP), was developed to support Department of Defense (DoD) Fire & Emergency Services (F&ES) personnel with a medical emergency (a medical condition of an employee or a family member of a DoD F&ES employee that is likely to require an employee's absence from duty for a prolonged period of time and to result in a substantial loss of income resulting from the unavailability of paid leave). The Program invites all DoD F&ES personnel to donate ONE HOUR of annual leave to any DoD F&ES member approved to receive leave under the VLTP to enable F&ES personnel in trouble to focus on recovery rather than financial distress.



All DoD F&ES personnel may participate by donating or receiving leave without regard to the Service component/DoD agency to which they are assigned. No consideration is given to past participation in the program.

The recipient may provide a statement concerning his health/physical situation if desired but such information is not required.

The fire chief/senior F&ES manager at the duty station of the leave recipient will provide the following information to the Service component's F&ES Chief/Director through channels:

- ✓ Information needed to complete Block 10 of OPM Form 630-B (for outside agency personnel to donate leave) or Block 9 of OPM Form 630-A (for internal agency personnel to donate leave).
- ✓ A brief statement concerning the health/physical situation, with permission of the recipient.
- ✓ Updated status at 30-day intervals of the recipient's progress and the total hours of donated leave received, with permission of the recipient.
- ✓ The name, email address, phone number, and fax number of a local point of contact.

NOTE: Individuals within the same component as the leave recipient use OPM Form 630-A (i.e. Navy firefighters donating leave to a Navy leave recipient); individuals in other components use OPM Form 630-B (i.e. Army firefighters donating leave to an Air Force leave recipient).

The fire chief or senior F&ES representative at each DoD F&ES organization will publicize the Taking Care of Our Own information received from the service component's Chief/Director of F&ES and assist F&ES personnel to complete and forward the OPM Forms 630-A/B to the leave recipient's organization.

The Service component's F&ES Chief/Director will send Taking Care of Our Own information received from other service components to their F&ES organizations.



Back in the Day - U.S. Navy Pierce Arrow Pumpers

Story and photos by Tom W. Shand

During the decade of the 1980's U.S. Navy Fire & Emergency Services embarked on a fleet replacement program for engine apparatus which would provide enhanced protection for personnel with canopy cab units where members would no longer have to ride the rear tailboard. After several smaller orders completed by Fire Trucks Incorporated and Seagrave during 1984 the Walter Motor Truck Company of Voorheesville, NY delivered 78 pumpers to the US Navy using a Duplex D-260A cab and chassis with a lime green paint scheme, differing from the previous chrome yellow livery.

These pumpers were the first to have aluminum bodies and were equipped with a 1000-gpm pump, 750-gallon water and 100-gallon Class B foam tank with an around the pump foam system. Other changes included three crosslay hose beds and a fixed wagon pipe supplied by a 3.00-inch discharge from the fire pump.

Another order for 61 new engines was awarded to Pierce Manufacturing which were delivered starting in 1987 on a Pierce Arrow two door cab chassis, these rigs with a white and lime green livery with a ten-inch mid-body white stripe. These units were built on a 184-inch wheelbase with an overall length of 29 feet, 2 inches and were powered by Cummins diesel L-10 engines rated at 320 horsepower with an Allison HT-740, four speed automatic transmission.

The Waterous single stage fire pump was rated at 1000 gpm with a 750-gallon water tank and a stainless steel 100-gallon foam tank. A Feecon APH 1.5 around the pump foam system with a direct tank fill line was provided to support Class B foam operations. The engines were equipped with three crosslay hose beds, front suction along with a pre-piped Akron model 3426 wagon pipe. In later years several of these canopy cab engines were rebuilt with four door cabs at the Pierce facility in Weyauwega, WI to upgrade these rigs to the 1989 version of the NFPA 1901 Standard that required four door cab apparatus from that point forward.



The US Navy Pierce Arrow pumpers were delivered to installations around the globe with many of these vehicles providing nearly twenty years of front line service. Multiple Pierce Arrow engines were assigned to the Federal Fire Department in Hawaii and San Diego. The former Naval Air Station in Brunswick, ME

operated two 1988 Pierce Arrow engines, with Engine 1 carrying USN property number 73-02982 and Engine 2 assigned 73-02886.

Located approximately 165 miles to the west on Big Moose Island on the Schoodic Peninsula the Naval Security Group Activity in Winter Harbor during the years of operation staffed two engine companies including one of the 1988 Arrow engines, assigned property number 73-02981 and Pierce serial number E-4409-03. After the installation closed in 2002 this engine along with a



1979 GMC-6500 4x4 pumper built by Fire Trucks Incorporated were turned over to the National Park Service. In later years the 1988 Pierce Arrow became Engine 621 with the Winter Harbor Fire Department and today continues to serve with the West Frankfort Fire Department in Waldo County.

These engines were well liked by the crews that staffed them and performed well during their life cycle. Back in the Day engine apparatus continue to serve with many smaller communities to provide fire protection which is a testament to the quality of these vehicles and the dedication of the personnel who built these vehicles for Navy Fire & Emergency Services.



Video Links

Navy Region Mid Atlantic Direct Hire Video

<https://www.facebook.com/share/r/1CrDHPjQSP/>

Oceana New Engine

https://m.facebook.com/story.php?story_fbid=pfbid02FTswRGtrm4sxp84EiKvtedkLb3g6YEsg4uchj3B6zFvW31Gx8w7QefrD1XC14mRDL&id=100081478711859&mibextid=ZbWKwL



NAVY Jargon "LOG BOOK"

Log book – In a time before GPS and phone apps, ship captains navigated by the sun and the stars. To gauge their speed, they used a triangular-shaped piece of wood (**log**) tied to a long string, knotted at precise intervals. They'd toss the log overboard and count how many knots were fed out in a certain amount of time. To this day, **knots** are still the official unit of measure at sea, and journeys are still documented in **log books**.



New Leadership at Souda Bay



NSA Souda Bay – Fire & Emergency Services

Interview with our new Fire Chief Shannon Pawlowski

What inspired you to pursue a career in the fire service?

I had the opportunity to train to be a fire warden in Maine while I was going to college, and training included going through a fire academy. I fell in love with the fire service. Shortly after, I changed my career path and have spent the last 22 years serving the communities I've been a part of.



What are your top priorities for the department in your first year as fire chief?

The first 6 months of any new position is best spent learning the ins and outs of the new organization, getting to know it's people, and mastering its mission. My top priorities are to work with our staff to understand our programs and capabilities, and continue to provide outstanding support to the NSA Souda Bay community.

What's your vision for strengthening community safety and prevention programs?

The focus will be to build on established training frameworks, both internal for NSA Souda Bay customers, and external with our partners across the airfield and at the piers. All too often programs exist in a silo, and bridging that gap between organizations is the best way forward in strengthening preparedness efforts and response capabilities for everyone.

What excites you the most about leading this department, and what do you hope your lasting impact will be?

I'm extremely honored to be joining such a wonderful team, at a strong installation, in one of the most beautiful places in the world. That alone is exciting enough! As far as my lasting impact, I hope that I can help this team continue to do great things as a program, strengthen our community relationships, and help members of our staff strive for growth.



NSA Souda Bay – Fire & Emergency Services

Interview with our Fire Inspector Pandi Kaloudi

What motivated you to become a Fire Inspector?

As a Fire Inspector I have the opportunity to help stop emergencies from occurring in the first place. The idea that I can protect lives really motivates me.

How has your perspective on fire prevention and public safety changed over the past year?

Actually, it has shifted a lot. I have learned how important every little detail is and how important it is to explain the "why" behind the code. When people understand it, they are more likely to follow it.

How has working with other inspectors and firefighters shaped your first year?

It has contributed significantly to my growth and confidence in this role. I have learned a lot by watching how experienced inspectors approach complex situations and how they communicate with the public.

What role do you see Fire Inspectors playing in the overall mission of the Fire Department?

Fire Inspectors are a critical part of the Fire Department's mission because we focus on prevention. We work to reduce the likelihood of emergencies in the first place. By identifying hazards, enforcing codes and educating the public, we directly protect lives and support firefighter safety. Every code violation corrected means fewer risks on the front line.

What is the most rewarding part of engaging with the community?

It is seeing the difference education makes. Whether it is teaching kids in schools, community members or base personnel I can see people start to understand fire safety in a real way. Knowing that the time I spend educating the public could prevent an injury, save a life or even stop a fire from happening is one of the most fulfilling parts of this job.





NSA Souda Bay Fire Chief Tim Dias Retires

NSA Souda Bay recently gathered to celebrate and honor Fire Chief Timothy Dias as he retires after 38 years of dedicated service in the Fire Service.

Chief Dias has chosen to come to Crete not once, but four times to serve, and in that time, he has built a deep connection with the island, its people, and its culture. He didn't just serve here, he became a part of this place, and it became a part of him.

What stands out most about Chief Dias is not only his leadership, but his kindness. He truly cares about every member of the station, making sure everyone is treated with fairness and given equal opportunities to grow and succeed. He is understanding, compassionate, and always quick with a smile or a laugh to lift the spirits of those around him.

Chief, your presence has shaped our team in ways that will last long beyond today. We will miss working with you, but we will carry forward the example you set with integrity, kindness, and heart.

Thank you for everything, Chief Dias. Congratulations on your retirement and don't forget, you will always be a part of our fire family!



The best way to find yourself is to lose yourself in the service of others."
- Mahatma Gandhi



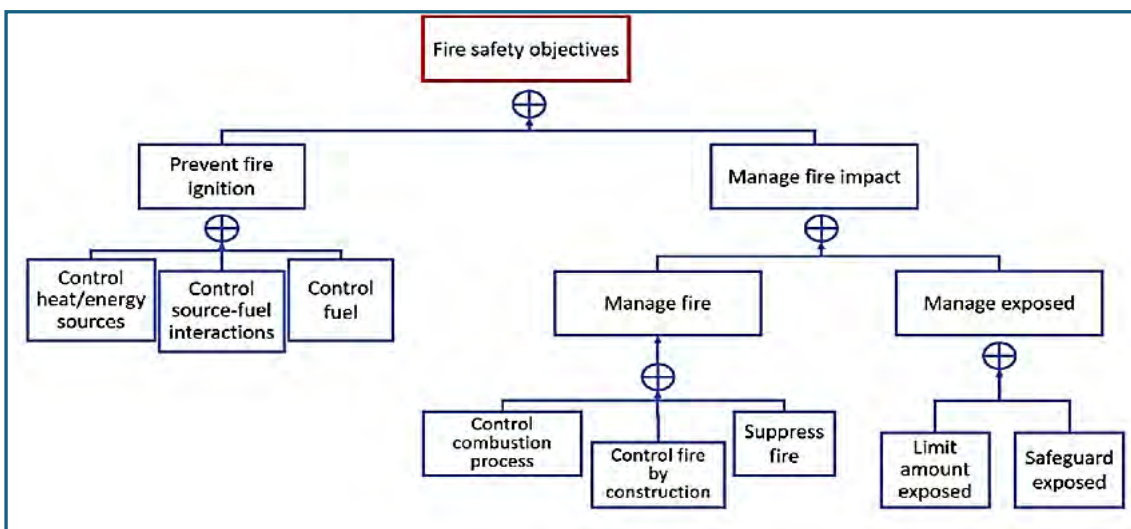
Fire Safety Concepts Tree

By Mark Weil, Retired Assistant Chief Fire Prevention, Navy F&ES Hall of Fame #51



The NFPA 550 Guide to the Fire Safety Concepts Tree is a systems-based methodology that provides a framework for analyzing fire safety strategies and their impact on achieving safety goals. It helps fire safety practitioners understand the interrelation of various fire protection features and develop effective strategies for prevention, detection, suppression, and egress, ultimately leading to improved fire protection and performance.

The fault tree analysis system was first developed by H.A. Watson of Bell Telephone labs in 1962 and adopted and modified in 1995 by the NFPA with elements of the original design.



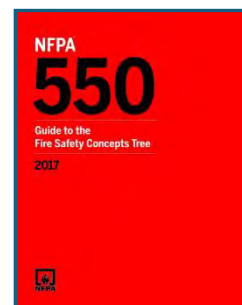
The tree provides a common structure for analyzing and communicating fire safety concepts to achieve specific objectives, such as preventing ignition or protecting occupants. The guide describes the structure and application of the Fire Safety Concepts Tree, which breaks down fire safety into key components and their relationships.

The tree focuses on two main strategies: preventing ignition and managing impact.

Preventing ignition: Controlling heat sources and fuel through methods like material storage and smoking regulations.

Managing impact: Limiting building size, requiring fire resistance, ensuring adequate egress, and implementing fire protection systems.

The tree aids in the analysis of codes and standards and helps identify gaps and redundancies in fire protection strategies. It facilitates the development of performance-based designs and supports decision-making for fire safety practitioners like designers, engineers, and code officials. It also provides a tool to more effectively communicate complex fire safety concepts for fire safety practitioners, including designers, architects, engineers, consultants, code officials and anyone involved in developing, analyzing, or implementing fire safety strategies.





Fire Prevention Week Across Navy F&ES

NAS Sigonella



NSA Souda Bay



Our team went live on AFN to help spread awareness about fire prevention and emergency preparedness. Following the interview, we hosted a static display with hands-on demos for CPR/AED, Stop the Bleed, fire safety, and battery safety.

A big thank you to everyone

who stopped by and took the time to learn life-saving skills! Let's keep working together to prevent fires and be ready to respond when seconds count.



NWS Seal Beach

Navy Weapons Station Seal Beach F&ES partnered for the 2nd year with Orange County Fire Authority Station 48 and Seal Beach Police Department for their Annual Joint Fire Prevention Open House.



The event brought together families, neighbors, and first responders in a shared mission, educating the community on fire safety, prevention, and preparedness.





CFAC Chinhae



Fire Proclamation Signing, kicking off this year's Fire Prevention Week, event was held at the CFAC Fire Station, attended by Commander, Fleet Activities Chinhae, CDR Lawrence Schaffer, Changwon City HQ Fire Chief Mr. Yi, Sang Gi, Commander Naval Region Korea Fire Chief Gil Chavez, ROK-Navy Fire Leadership and several other CFAC and Host Nation First Responders.

CFAC Sasebo



CNRJ F&ES Fire Prevention Month Open House at Hario-housing was a huge success! The event, which began with a parade, featured food, fun, and activities at Fire Station 12. Highlights included firefighting and rescue demonstrations by CFAS firefighters. Sparky the Fire Dog made a special appearance, delighting the kids and poster and coloring contest winners were recognized from DoDEA Elementary School

CNRJ F&ES kicked off Fire Prevention Month with CFAS Commanding Officer, CAPT Michael Fontaine, and Fire Chief Mark Wampler signing the 2025 FPW Proclamation, marking the official launch of CFAS fire safety initiatives.





Sasebo Adding Knowledge, Skills and Abilities

FIRE ACADEMY GRADUATION

CNFJ RDML Johnson recognized Drill Masters Shinji Yuasa and Yujiro Iwata with a Bravo Zulu shout out for expertly leading the 2025 CNRJ Firefighter Recruit Academy, transforming eleven recruits into highly skilled graduates ready to meet the demands of CNRJ fire service. Their 90-day, 512-hour program encompassed 30 blocks of instruction and culminated in a 95% average score on final exams. Each graduate earned comprehensive certifications in HazMat Awareness/Operations, Fire Fighter I/II, CPR/AED, ICS-100, and EVOC, demonstrating exceptional preparedness for their Navy firefighter careers.



ITLS ACCESS Course



CNRJ F&ES completed another successful International Trauma Life Support (ITLS) Access Course! For the 10th year running, CFAS has hosted this vital training program, making them the **ONLY** military installation in Japan to do so! This year, they facilitated the course for 40 dedicated first responders

from 12 prefectures across Japan, including two ER Doctors and 19 Paramedics. Over two intense days, these heroes honed their skills in rapidly assessing, stabilizing, and extricating trauma patients in challenging scenarios using minimal hand tools. The focus? Maximizing the chances of survival within that critical "golden hour" rule following traumatic injury. We're incredibly proud to support these amazing individuals who dedicate their lives to saving others.

Sasebo F&ES – 2025 Softball Champions!



It's been an exciting week for CFAS F&ES, and to top it off, our Fire Department team captured the 2025 End-of-Season Softball Championship defeating the USS TRIPOLI (LHA-7) team in a hard-fought final game!

A huge thank you to MWR for organizing a great season and an outstanding tournament.



The Broken Windows Theory of Leadership

Small Things Aren't Small – They are the First Signs of Decay

Back in the early '80s, James Q. Wilson and George Kelling introduced what became known as the “Broken Windows Theory.” The idea was pretty straightforward, leave one broken window unrepaired, and it sends a message that no one's paying attention. That one window turns into two, then four, and before long, the whole neighborhood starts to unravel. It's not just about the glass, it's about the signal it sends. Disorder left unchecked invites more of the same, and eventually, crime follows

I've seen this play out in every community I've worked in, it's a pattern that constantly repeats itself. A developer comes in, puts up a shiny new building, takes full advantage of the depreciation, and then hands it off to the next investor, who does the same. For the first few years, everything looks great. But after a decade or so, the lack of maintenance starts to show. No one's reinvesting. No one's taking responsibility. The building slowly falls into disrepair, and pretty soon, it's not just one, it's several in the area. What was once a clean, vibrant neighborhood starts to look tired and forgotten. And it's not just the buildings that suffer, it's the people who live in them. Services like grocery stores and pharmacy begin to pull out, resources dry up, and residents are left to navigate the decline on their own. That's often when crime takes root, when people feel abandoned and the structure around them starts to crumble. It doesn't happen overnight, but once it starts,

it spreads. And before you know it, the character of that neighborhood, what made it special, is lost.



In the 1990s, Rudy Giuliani and Police Commissioner Bill Bratton took the Broken Windows Theory and made it the cornerstone of New York City's policing strategy. The core idea was simple: if you ignore the small stuff, graffiti, fare jumpers, public drinking, it sends a signal that no one's in charge, and bigger problems follow. Bratton operationalized this on the street, pushing officers to confront quality-of-life issues head-on, while Giuliani gave it political backing, calling it zero tolerance. And it worked as the crime rate plummeted. But it didn't come without consequences. For many communities, especially communities of color or those with a predominant ethnic heritage, it felt less like order and more like occupation. Still, their approach sparked a national conversation on what policing should look like, and who it should serve. But these insights extend far beyond law enforcement. It applies directly to leadership, culture, and organizational decay.

Don't Sweat the Small Stuff? Not If You're Leading.

We've all heard the phrase: “Don't sweat the small stuff.” It's well-intentioned advice, meant to help people avoid burnout and stay focused on the big picture. But when it



comes to leadership, that mindset can quietly become dangerous and that's exactly where things start to go sideways. Because the "small stuff" is often what builds, or breaks, your culture.

The Broken Window You Ignored

You walk past a broken window every day and never say a word. Eventually, so does everyone else. And over time, no one even sees it anymore. That's how culture erodes. In leadership, the smallest things, unaddressed behavior, missed deadlines, disrespect in a meeting become part of the norm if you let them slide. You don't have to micromanage, but you do have to pay attention. Because when you lead, people are always watching. And silence is a decision.

The Little Things ARE the Big Things

It's not the major crisis that usually gets you. It's the small stuff, the tension between team members that never gets resolved. The equipment that keeps breaking but never gets replaced. The side conversations that slowly turn toxic. Great leaders don't wait for problems to explode. They stay dialed in to the friction points. They see the cracks before the structure starts to fail. And they act—early. That's the job. Leadership means staying grounded in the day-to-day while keeping your eyes on the horizon. It's not either/or—it's both.

Culture is Set in the Margins

People think culture is defined in mission statements and retreats. It's not. It's defined in how you respond when someone shows up late. It's built in how you treat the people who can't do anything for you. It shows up in the tone of your emails, the way you run a meeting, the things you choose to ignore. That's where the real leadership happens, in the margins, in the small, quiet moments most people overlook. If you're not paying

attention there, your culture is being shaped without you and you probably will not like what it turns into.

Don't Confuse Grace With Lowering the Bar

As leaders, we're expected to show grace. But let's be clear, grace doesn't mean you turn a blind eye. Grace means you care enough to have the hard conversation. It means pulling someone aside and saying, "That's not how we do things here." It means paying attention to the small stuff, because when it starts chipping away at performance, morale, or trust, it's no longer small. Leadership isn't about lowering the bar so people can clear it. It's about raising the standard, and helping them rise to meet it. You don't leave people behind. But you also don't leave them where they are. You lead them forward. That's the work. That's leadership.

When Leadership Goes Silent, the Team Does Too

When leadership looks the other way, employees notice. They may not say anything, but they're paying attention. And over time, but here's what starts to happen:

Trust Starts to Fade

People lose faith in the system real fast. When someone keeps showing up late or cutting corners and no one says a word, the message is clear, fairness is a suggestion, not a standard. Doesn't matter how hard you work because the rules don't apply fairly to everyone.

People Disengage

Why go the extra mile if no one seems to care? You stop raising your hand. You stop pushing yourself. You do the job, but nothing more. Not because you're lazy, but because the environment tells you it's not worth it.



Silence Becomes the Safe Bet

When problems keep getting brushed aside, people learn real quick, it's safer to stay quiet. Nobody wants to be the one who stirs the pot. So, they keep their heads down, do just enough, and stop raising their hand. And when that happens, the real issues don't go away, they multiply.

The Wrong People Get Ahead

In cultures like this, it's not the best people who move up. It's the ones who play the game, keep their heads down, and tell the boss what they want to hear. And that's when the real talent starts checking out, or walking out. Quietly. For good.

Cynicism Takes Root

There comes a point where the gap between what's said and what's actually done gets too wide to ignore. The values on the wall? Just noise. The mission statement? No one's buying it anymore. People stop listening and start rolling their eyes. Because they've heard it all before, and they've seen how little of it actually shows up in the day-to-day.

Good People Leave

And here's the part no one likes to talk about: the people who care the most, the ones who show up, do the work, lead themselves with integrity, and want to make things better, are usually the first to go. Not with drama. Not with a big exit. They just quietly disappear. And when they're gone, so is your future. Because those are the ones you needed to build something strong. What you're left with isn't a team. It's a room full of people just trying to make it through the day.

The Bottom Line

You don't lose a team overnight. You lose them one broken window at a time. And if you tolerate a broken standard, you just created a new one. Leadership means fixing

the window, before the whole house starts to fall apart.

If This Hits Home, It's Time to Act

If you're an employee reading this and it feels all too familiar, trust your gut.

You've seen the signs. You've watched standards slip, good people check out, and leadership look the other way. You didn't imagine it. You're not overreacting. You're living it. And here's the hard truth: if the people at the top aren't going to fix it, you owe it to yourself to find a place that will. A place where leadership leads. Where the culture lifts people up, not wears them down. Don't waste years in a place that's already telling you, loud and clear, that you and your efforts don't matter.

And if you're a leader reading this and recognizing your own organization in these words, then the mirror's right in front of you.

This is your moment. Course-correct now. Not next month. Not when things "settle down."

Now.

Start holding the line. Start rebuilding trust. Start leading like it actually matters because it does.

And if you can't, or won't, do that, then do the honorable thing: step aside.

Because holding the title without doing the work only makes it worse.

For the people.

For the culture.

And for the future of the organization.

You don't fix a broken culture by hoping it'll get better. You fix it by leading better.

Or by getting out of the way so someone else can.



Final Thought

Here's what I know after 35 years in leadership, small things are never just small. Whether it's a broken window in a neighborhood or a broken standard in an organization, what you tolerate becomes what you are.

I've seen firsthand how decay starts. Not with a major blow-up, but with silence. With looking the other way. With convincing yourself it's "just one time" or "not that big of a deal." But it is. That small thing sends a signal. And if you ignore it long enough, it spreads.

If you're on the front lines and you see this happening around you, trust what you're seeing. You're not imagining it. You're just one of the few still paying attention. And if leadership won't fix it, you need to ask yourself how long you're willing to work in a place where doing the right thing doesn't matter anymore.

And if you're the one in the chair, if you're leading, managing, or in any kind of position of authority, and this landed uncomfortably with you, then good. That means it's hitting where it needs to. Now do something about it. This isn't about blame. It's about responsibility. Leadership isn't about a title. It's about what you allow, what you confront, and the standard you set when nobody's watching.

Fix what's broken. Not next week. Not after the next fire drill. Now, because this isn't a drill, your building's already burning!

And if you can't or won't? Then step aside. Let someone else lead, someone who's willing to hold the line and do the work. Because the cost of looking the other way isn't just cultural. It's personal. And "What you walk past as a leader, you just endorsed.

Smokey Visits Fort Story



Smokey the Bear joined Fire Inspector/Life Safety Educator Stephanie Lanpheare to teach children about fire safety and protecting our environment.

Sharing these lessons with our youngest base residents helps build safe habits early—and the kids had a great time learning from Smokey!





Around Navy F&ES

NSA Souda Bay



NSA Souda Bay never misses out on an opportunity to work with our Hellenic partners, especially when it comes to supporting the Fleet! NSA Souda Bay Fire & Emergency Services and the Hellenic Navy Fire Department held a simulated shipboard firefighting drill at the NATO Marathi Pier Complex displaying excellent partnership and readiness.



We're proud to celebrate two important milestones in our department:

Firefighter Giannis Stratoudakis has officially completed his training and joined our ranks, ready to serve and protect our community.



Inspector Pandi Kaloudi has also successfully completed her training, strengthening our team's fire prevention and safety expertise.

Please join us in congratulating them both on their hard work, dedication, and commitment to keeping our community safe.

NSA Naples



CNIC Fire working with EURAFCENT F&ES and NAVFAC staff has taken delivery of two new European Style fire trucks for NSA Naples. These represent the first two deliveries of European built with Navy specifications for EURAFCENT. The initiative is aimed at achieving improved in-service rates, better service support, faster parts delivery and streamlined maintenance with the European built trucks. These trucks were manufactured by Rosenbauer Italia. EURAFCENT also has three European style ARFF trucks on order as well.



Recognizing Career Milestones



Join us in recognizing Firefighter James Grigsby for reaching an important milestone; 5 years of dedicated service at NAS Corpus Christi Fire & Emergency Services!

Firefighter Grigsby has consistently demonstrated professionalism, pride, and commitment to our mission and community. His hard work and dedication set a great example for our team, and we are proud to celebrate this achievement with him.



Navy Region Mid-Atlantic Fire & Emergency Services - Great Lakes celebrated the retirement of Captain Mark Dodge and his 25 years of service. Congratulations and good luck in your next chapter.



Congratulations to Mr. David Segovia, Junior Civilian of the Quarter and Mr. Jacob Hernandez in recognition of 10 years of service.



CHANGE YOUR CLOCKS | CHANGE YOUR BATTERIES

Daylight Savings Time Ends November 2nd





Recognizing Career Milestones (Cont.)



Station Chief Klayton Price. NAS Corpus Christi Fire & Emergency Services would like to thank you for your 28 years of Federal Service. Enjoy your retirement, we will continue to stand the watch... it was truly an Honor to work by your side, and we will continue to carry the torch.



We wish Captain Mark Bruner (3rd from left, standing) all the best in his future endeavors as he rides the seat of Rescue Engine 47 during his final shift at the United States Naval Academy.



Today we celebrated with three District 2 members who will be riding off into the sunset of retirement. Captain Sam Winfrey, Firefighter/Paramedic Mark Wooster, and Firefighter George Peyton will all be retiring in the coming weeks. Good to see a lot of old faces come back to say goodbye! Good luck in everything you do in retirement gentlemen!





Aircraft in Trouble, NAS Kingsville Responded

By NASK Public Affairs

NAS Kingsville Fire Chief Eric Kinman said it began with a text message that an aircraft approaching Kleberg County Airport was having mechanical problems.

“The nose wheel wouldn’t deploy on the single-engine Piper aircraft,” Kinman said. “I knew that Kleberg County was actively engaged with a grass fire. I asked if they needed our assistance with the aircraft and they said yes.”

Because its mission includes covering military airfields, NASK fire fighters receive extensive training in aircraft fires.



“We have special certifications for aircraft fire fighters, with periodic revalidation,” Kinman said. “We’re one of only three fire departments in the area that have that level of training – us, NAS Corpus Christi and Corpus Christi International Airport.

“We also invite local fire departments to periodically join us when we train with our aircraft fire simulator to give them some familiarity.”

NASK FD rapidly deployed to the airport with a command vehicle, a ladder truck and a small crash truck. An Allegiance ambulance also responded. Kinman assumed duty as the incident command. The pilot’s family was in phone contact with the pilot and discussing efforts to deploy the nose wheel, without success.

Kleberg County got the grass fire under control and sent additional crews to the airport to support. The airfield manager agreed to have the pilot land on a taxiway, which allowed keeping the main runway open.



The aircraft had too much fuel on board to try and use it all, so once all the rescue units and personnel were in place, Kinman told the pilot, “We’re ready.” The pilot came in as slow as possible, with the propeller blades taking much of the damage when the nose settled to the ground. Firefighters helped the pilot out of the cockpit and Kinman ensured the battery was disconnected to prevent any possible fire.

“He was hot, exhausted – and happy to be back on the ground,” Kinman said. “I didn’t see any debris on the taxiway.

Damage was minimal.’ The pilot was checked out by the ambulance crew and released to his family.

“He had a lot of family there,” Kinman said. “His plane will need repairs, but no one was injured.”



Landmark Training in Korea

By Gil Chavez, Regional Fire Chief, Commander Navy Region Korea Fire & Emergency Services

Firefighters from Commander Fleet Activities Chinhae (CFAC) Fire & Emergency Services, Changwon Fire Headquarters, and the Republic of Korea Navy's Jinhae Naval Base Command (JNBC) joined forces at the former Daewoo Apartment Complex in Seongsan-gu to conduct one of the most comprehensive joint training events to date.

The redevelopment site, vacated earlier this year and awaiting demolition, provided a rare opportunity for live, full-scale drills in real apartment buildings. Over 80 personnel from U.S. Navy, ROK Navy, and Changwon 119 Fire Services came together for two days of high-intensity training, sharpening skills that will be essential in future joint responses.

“Older apartments present unique challenges, such as heavy steel doors and narrow compartments,” said Lee Geun-du, Policy Response Team Leader, Changwon Fire Headquarters. “By training with the U.S. Navy and ROK Navy units, we strengthen both our technical readiness and the partnerships needed to keep our communities safe.”

Each department brought unique strengths to the exercise. Changwon Fire Headquarters contributed its extensive resources and specialized teams in hazardous chemical response, drone-assisted rapid intervention, water search and rescue, and urban collapse. JNBC ROK Navy Fire added naval firefighting and portside damage control expertise, vital in shipboard and naval base emergencies. CFAC F&ES enhanced its ability to integrate with larger, high-volume organizations and gained valuable exposure to Korean tactics, command styles, and equipment interoperability. Together, these contributions built a collective response force greater than any one department could field alone.



With the support of Mr. Joseph Cushard, RDC Supervisor, and Mr. Gus Wilson, RDC Training Supervisor, the goal is to enable real-time communication and tandem dispatching between U.S. Navy, host-nation, and ROK Navy responders. While still in development, this initiative represents a major step toward full integration and directly aligns with Commander, Naval

Region Korea's (REGOMS) strategic objective of “Strengthening the Alliance.”

“The Hyang Ro Bong fire proved the stakes are real,” said Asst. Fire Chief Paek, CFAC F&ES. “When we train together in realistic environments like Daewoo, we aren’t just checking a box—we are building the relationships, communications, and interoperability needed to save lives, protect property, and safeguard our shared mission.”

Together, they are forging a collective, all-hazards force ready to protect life, property, and mission readiness across Korea.





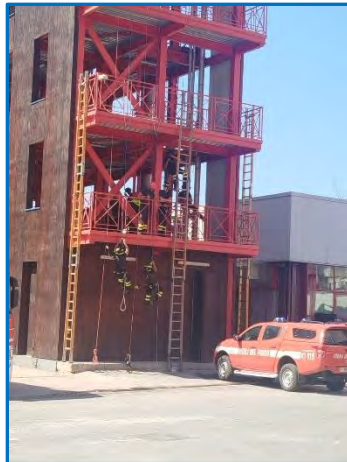
NSA Naples Visit Vigili-del-Fuoco HQ

By Jason Kinlaw Fire Chief NSA Naples Fire & Emergency Services

Representatives from NSA Naples Fire & Emergency Services (F&ES) visited Vigili del Fuoco (VVF) - Naples headquarters to further strengthen our partnership and collaboration.

NSA Naples Fire Chief Kinlaw, LN Assistant Chief Boccolino, and Management Assistant Minieri Marilena met with the Naples Fire Chief, Director Dr. Giuseppe Paduano, to discuss ongoing partnerships and operational support. During the visit, NSA Naples staff toured the massive headquarters and impressive training facility, gaining insight into their capabilities, equipment, and training programs.

The Fire Chief commented, "We are fortunate to have such a capable response force, ready to support NSA Naples in times of need." This exchange highlights the strong relationship and mutual commitment to ensuring the safety and readiness of our communities.





Violinist Finds Rewarding Career as Firefighter/Paramedic

From Kyler Hood, Navy Region Hawaii Public Affairs

When she's not saving lives, paramedic firefighter Arlene Koh enriches lives with her musical talent.

The professional violinist regularly performs at Navy and Marine Corps events as well as with the Hawaii Symphony Orchestra and Diamond Head Theatre Orchestra. She played most recently at the Navy Region Hawaii change of command, performing a captivating rendition of Hawaii Pono'i, Hawai'i's national anthem, which is rarely performed on the violin.



Koh, 50, learned to play the piano at age five.

About a year later she learned to play the violin. She took private lessons for both instruments four times a week and practiced up to six hours a day. The demanding practice schedule paid off. Koh was invited to play the piano with the Hawaii Symphony Orchestra first when she was 7 years old then again when she was 9. When she was 14, she was invited back to play the violin.

Koh eventually stopped playing piano to focus on playing the violin. She earned a full music scholarship to the University of Hawai'i (UH) at Mānoa where she was actively involved in the music scene, playing for the UH Symphony Orchestra, the UH Chamber Orchestra, and various string quartets. She performed again with the Hawaii Symphony Orchestra before graduating in 2002 with a Bachelor of Arts in music.

Koh enrolled in Kapiolani Community College and in 2004 earned a certificate as an emergency medical technician qualified to provide basic life support and emergency medical care. She went on to earn her associates degree as a mobile intensive care technician qualified to provide advanced pre-hospital care for critically ill patients as a paramedic.



Koh has been with Emergency Medical Services (EMS) for about 20 years and is stationed at Fire Station 8 on Marine Corps Base Hawaii (MCBH). However, she is temporarily assigned to Sub Base Fire Station 2 at Joint Base Pearl Harbor-Hickam (JBPHH). Koh's extensive medical training allows her to administer approximately 32 medications including controlled substances and lifesaving interventions such as intubations to facilitate breathing and cardiopulmonary resuscitation (CPR).

Koh is grateful to her coworkers who frequently allow her to exchange shifts so she can perform at Navy and Marine Corps events. Protecting the community is what matters most to Koh and is honored to be a Navy firefighter.

"I've enjoyed and find rewarding supporting the state, supporting the Navy, supporting the federal system on the bases that help protect our state," she said. "I'm proud to support the community."



Celebrating the Career of Assistant Chief Stephen Elmer



After more than 34 years of service, Assistant Chief Stephen Elmer is retiring from Federal Fire San Diego, leaving behind an enduring legacy of leadership, mentorship, and dedication to the Navy fire service.

Steve began his career in 1991 as a GS-3 firefighter at Naval Training Center San Diego. His early assignments included rotations through Coronado, Naval Amphibious Base, and Imperial Beach, where he quickly distinguished himself with his strong work ethic and technical expertise in communications. Over the years, his skill with radios and electronics proved invaluable—most notably when he was later assigned as base frequency manager at Naval Base Coronado,

and again during his overseas tour in Souda Bay, Greece. There, he played a pivotal role in upgrading the base's emergency communications system, saving the Navy more than a million dollars in labor costs, while also mentoring American and Greek firefighters.

Throughout his career, Steve rose steadily through the ranks—Engineer in 1997, Captain in 2003, Battalion Chief in 2012, and Assistant Chief in 2014. He led from the front during major incidents, including the 2003 Cedar Fire, where he commanded strike teams for more than three weeks without injury to his crews. He also earned recognition for lifesaving actions while serving overseas.

Just as impactful as his technical and operational contributions has been Steve's commitment to mentorship. He dedicated countless hours to training and developing the next generation of firefighters, leaving a lasting imprint on the department's culture of professionalism and service. His influence extended beyond the firehouse as well, with both of his sons choosing public safety careers—one as a firefighter, the other as a police officer—continuing the family tradition of service.

Steve's career reflects the very best of the Navy fire service: integrity, dedication, and an unwavering commitment to mission success and community. As he begins retirement, we celebrate his accomplishments and thank him for more than three decades of extraordinary service.

Congratulations, Assistant Chief Elmer—you leave behind a safer, stronger, and more connected fire service.





Situational Awareness Starts with the Size-Up

By Rich Gasaway

During my fireground situational awareness classes we talk about the process for making high-stress, high consequence decisions. The first step in this process is performing a rapid size up. When I ask participants how long they take to size up a single-family residential dwelling fire with no exposures, the answer I get ranges from 10 to 30 seconds. Then I challenge the group as to why they don't take 5 to 10 minutes to make such a critical, high-risk decision. The answer I most typically get is "Because the building will burn down." This may be true. From the perspective of brain science, the time frame is the same, but the explanation is much different.



Rapid size ups

Performing a rapid size up during a dynamically changing event like a structure fire is essential. Not because the building will burn down if more time is taken (though as I noted that may happen). Rather, it's because in a dynamic event the information is changing so rapidly that your brain will quickly become overloaded with trying to process and comprehend the volume of information coming at it.

Think about it this way. If I gave you a sequence of seven random two-digit numbers over the course of a thirty second period of time and then asked you to recall the fifth number in the sequence, you'd probably be able to recall it with ease.

But, if I gave you a list of seven different and random two-digit numbers every thirty seconds

21 54 87 10 43 76 09

over the course of five minutes and then asked you to remember the eighteenth number I gave you, your performance would likely be abysmal. Why? Information overload. Under stress, you'll do better when you process small amounts of information versus a large amount of information over a longer period of time.

Remember Ug, your cave dwelling ancestor?

Perhaps you may recall from previous articles my discussions about your cave dwelling ancestors and their influence on your genetic engineering and your performance under stress. Imagine Ug is out on his daily hunt for food. A predator is fast approaching and it's "game on." The Fight or Flight response engages.



Ug is going to have a bunch of clues and cues to process in a compressed amount of time. But there's really only a handful of clues that are going to be important to survival, perhaps five to seven, but definitely not dozens or hundreds. And while the scene is rapidly unfolding, it's all going to be over quickly – perhaps in 10 to 30 seconds. The size up must be rapid and accurate. [\[tweet this\]](#) Sounds a lot like a fireground size-up, doesn't it?

For once, your genetic engineering is working in your favor when it comes to making an accurate, timely incident scene size-up.



The secondary size-up

The secondary size-up is as important as the primary. Again, there is a misconception that the secondary size-up is to capture what may have been missed in the primary. And while this may have an element of truth, from the perspective of situational awareness, the secondary size up serves a completely separate, yet critically important role.

The secondary size-up should take considerably more time. Two to three minutes is not out of the realm of possibility. In addition to capturing clues and cues that confirm or refute the intuition of your initial size up, the secondary size up is your first opportunity to develop Level 3 situational awareness – predicting future events.

If you've been reading my articles up to this point, you should understand that the ability to predict future events is a catastrophically important skill set for a commander or company officer. To predict where the event is going, and how fast it's going to get there, you must first understand the SPEED at which the incident is moving. And every dynamic incident scene has a speed.

The secondary size-up, conducted over a two to three minute period allows you to grasp the speed of the incident. Armed with that information, you can now make reasonable predictions as to whether the resources you have on hand are going to be able to outmaneuver the incident (based on it's speed).

The speed of what?

What things are you looking to understand the speed of? Essentially, there are three things.

The speed of the smoke: is both in terms of the quantity being generated and how fast (or angry as Dave Dodson puts it) the smoke is moving.

The speed of the fire: Again, this is in terms of the quantity of flames being generated and how fast the flames are moving.

The speed of building decay: Make no mistake about it, every building on fire IS in the process of falling down. And when the building decays to the point where it can no longer be held up against the forces of gravity, it IS going to fall down.



Snapshots and movies



What I've described here are two visual processes. One, the primary size-up is a snapshot in time – a rapid gathering of a small number of clues and cues, intended to form pattern matches to past experiences and training stored in your brain to prime your recognition and trigger your intuition.

The second visual process isn't a snapshot. It's a movie. The secondary size-up is a prolonged visual assessment of the speed of change over time that helps you determine if your personnel can out maneuver (out run) the incident.

The on-going size-up

In a dynamic environment the primary and secondary size up primes the pattern matching and helps a commander or company officer understand what is happening at that moment in time (the snapshot) and where the incident is heading in the future (the movie). But the size up doesn't end there...



As conditions change, the commander must continually re-assess the conditions because the clues and cues are continually evolving and the speed of the incident is subject to change throughout the incident.

Conduct the size-up or delegate it?

This is a common question I get asked all the time. The short and sweet answer is: Conduct it yourself. You cannot effectively delegate the processing of sensory clues and cues that will form your pattern matches and prime your intuition. It is very unrealistic to expect someone else's verbal report will be able to effectively prime your recognition.

It's not impossible, but their verbal account to you of the clues and cues would have to be so vividly described that it would take them longer to explain it than it would for you to view it for yourself and there is NO WAY anyone else could EVER describe the roughly eleven million bits information your brain is going to process every second.

The best, and most accurate, size up will be the one you conduct yourself.

The strongest situational awareness will be held by the person who is able to personally assess the speed of the smoke, fire and building decay first-hand.



Commanding from a remote location

Another frequent question I get asked is how a commander can sit in a command vehicle a block away from an incident and have any idea of what is going on? The downside is, they can't. The upside is, they may not need to. That statement requires some unpacking. If the remote commander has competent



decision-making divisions and sector officers who can accurately relay the gist of the situation, that may be enough for the command of a large-scale incident to coordinate activities.

Whenever I commanded from a remote command post, while being called the incident commander, I felt more like an incident coordinator. The real decisions about how the event was being managed tactically were being made by those in the forward position – namely the operations officer in conjunction with the safety officer.

My role was merely to ensure they had the resources to complete their mission. When you think about the strategic roles of a large-scale incident being Command, Finance, Logistics, Operations and Planning (CFLOP), it's easy to see there is one role best suited for forward decision making (Operations).

Where commanders can get caught sideways is when they try to make operational (tactical) decisions from remote locations without the benefit of a primary size-up, secondary size-up or an ongoing size-up.

To be effective, a remote commander must have competent officers in forward positions who can perform the size-ups.



Chief Gasaway's Advice



Conduct your own primarily and secondary size-ups to ensure your process of size-up is on-going and relevant to the role you are filling.

Keep in mind that a good size-up in a dynamic environment involves a snapshot, followed by a movie, followed by another snapshot and another movie and the process continues throughout the incident.

An effective size up, especially by first arriving personnel should include a 360-degree walk around to evaluate the incident scene. Even if nothing is happening on the back side of a structure, that is valuable information.

If you're commanding the incident, conduct the primary size-up and then stay back far enough from the action to see the big picture. Far enough away also means you won't be tempted to become a hands-on commander. Ensure you are not in the midst of the action. Far enough back to avoid interruptions and distractions yet ensure you are close enough to capture the critical clues and cues.

If you're going to command from a remote location where you cannot capture clues and cues first-hand, be willing to relegate the tactical decision making to forward division or sector officers who are in the best position to see the changing conditions.

Discussion questions

1. What are some tips and tricks you use when conducting your primary size up to ensure you are gathering the right information?
2. What are the factors that help you assess the speed of the incident (smoke and fire)?
3. What are the clues and cues that help you determine the speed of the building decay?



Dr. Gasaway is widely considered to be one of the nation's leading authorities on human error, situational awareness and high-risk decision-making processes. His work has been chronicled in more than 450 books, book chapters, journals and website articles and he has delivered over 4,000 presentations to 100,000+ first responders, business leaders, industrial workers, medical providers, utility workers and military personnel worldwide. Dr. Gasaway served 30+ years in fire, EMS, rescue and emergency management and he held

positions of firefighter, EMT-paramedic, lieutenant, captain, assistant chief and fire chief in 6 emergency service organizations in West Virginia, Ohio and Minnesota.

Reprinted by permission [Situational Awareness Matters!](#)TM

The difference between being a victim and a survivor is often a low level of situational awareness.

- Barry Eisler



Annual Awards Season Opens



Attention The 2025 Navy Fire & Emergency Services Annual Awards season is upon us. Please continue to work on the award packages for your firefighters, EMTs, paramedics, chiefs, and fire stations. Also, please take the time to consider your nominations for the next class of Hall of Fame inductees and Lifetime Achievement Award candidates. Award packages are due ***no later than*** Feb. 1, 2026.

You may contact Gary by email: gary.m.easley.civ@us.navy.mil or by phone: (202) 433-7744.





Navy F&ES Legacy



NAVY FIRE & EMERGENCY SERVICES FALLEN FIREFIGHTERS IN THE LINE OF DUTY

Date	Location	Name	Date	Location	Name
27 May 2024	Portsmouth Naval Hospital, VA	Anthony "Tony" McVey	9 August 1982	NS Adak, AK	Perry Wallace
21 August 2023	NAS JRB New Orleans, LA	Thomas "TJ" Maury	12 July 1981	NAS Whidbey Island, WA	John Schmidt
27 June 2023	NAS Patuxent River, MD	Brice Trossbach	4 March 1981	NAS Norfolk, VA	William Travis
21 August 2021	NAWS China Lake, CA	Mikel Lowe	19 October 1973	NAS San Diego, CA	Brian Lindsey
09 August 2021	NAVSTA Great Lakes, IL	Jeffery Peters	19 October 1973	NAS San Diego, CA	Stanley Hertel
1 January 2021	NSF Indian Head, MD	Bryan "Hammy" Hamilton	1 October 1973	NALF San Clemente Island, CA	Stephen Stiftnier
6 November 2019	NAS Pensacola, FL	Dwain Bradshaw	24 January 1964	NSY Puget Sound, WA	Vernon Fletcher
5 February 2018	NS Norfolk, VA	Stephen Bement	20 March 1962	NS Annapolis, MD	Herbert Wells
30 May 2014	JB Anacostia-Bolling, DC	John "Mac" McDonald	22 January 1961	NAS Midway Island, Atoll	AM3 Ronald Blakeman
13 January 2012	NSA Naples, Italy	Lugi Rullo	22 January 1961	NAS Midway Island, Atoll	AB3 Gordon Blatchley
13 August 2011	NSA Naples, Italy	Roberto Nocera	22 January 1961	NAS Midway Island, Atoll	AN Robert Razez
25 November 2005	NSY Philadelphia, PA	Robert Staepel	15 April 1954	NSF Dahlgren, VA	Warrend Marsh Sr.
31 December 2003	NSB New London, CT	Kenneth Jeffrey	17 September 1943	NAS/NOB Norfolk, VA	Gurney Edwards
27 September 1988	NAB Little Creek, VA	Robert "Bobby" Hoeflein	07 December 1941	NAVSTA Pearl Harbor/Hickam Field, HI	Names Unknown

In Memoriam

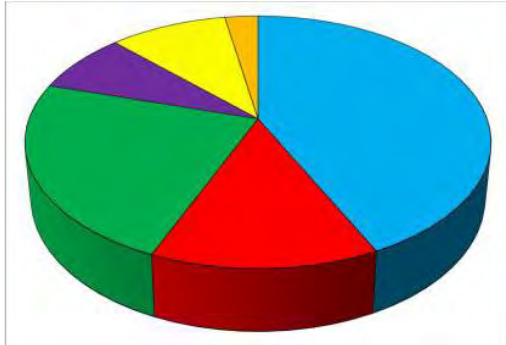


ESAMS Corner Update

CY 2025 Statistics (01 January – 30 September)

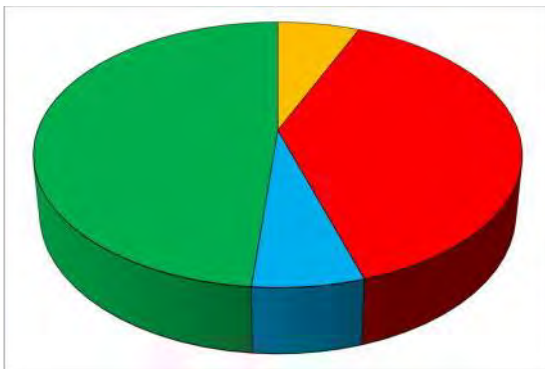


Operations:



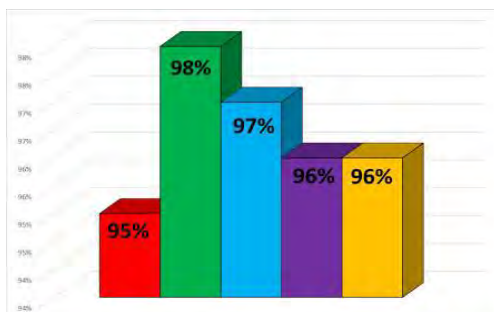
Rescue & EMS	19,017
Hazardous	5,761
False Alarm	10,347
Service Calls	3,443
Good Intent	4,303
Fires	1,179
Total	44,050

Prevention:



Fire Public Ed Classes	2,433
Hot Work Permits	20,170
Inspections	23,544
Building Evacuation Drills	2,523
Total	48,670

Training:



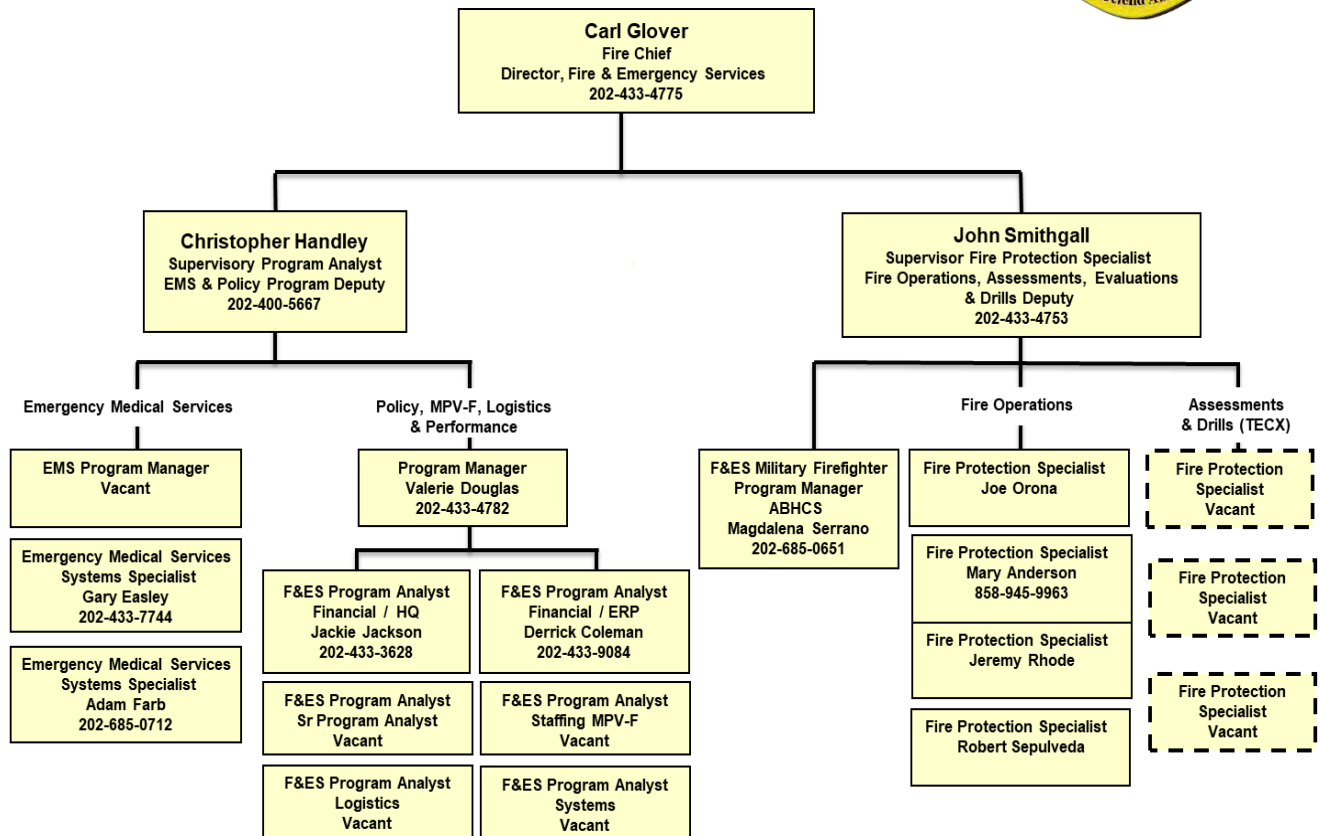
EMS	97%
Proficiency	95%
Emergency Management	98%
Safety	96%
DoD Certification	96%

Mishaps Reported: 21 Total Lost Work Days: 2



Navy Fire & Emergency Services

Commander Navy Installations Command
716 Sicard Street, SE, Ste 100
Suite 305
Washington, DC 20374-5140



To read past issues of *What's Happening*, the Navy Fire & Emergency Services newsletter, visit
<https://www.cnmc.navy.mil/FES-Newsletter>

To submit stories and photos to *What's Happening*, send an e-mail to Director, Navy F&ES,
Carl B. Glover at carl.b.glover.civ@us.navy.mil



WE ARE HIRING !

Please check *usajobs* (search for 0081) or
Contact the Navy Fire Chief at the **Installation**
you would like to work