



What's Happening

Navy Fire and Emergency Services Newsletter
Protecting Those Who Defend America



June 2019

OMNI CEDO DOMUS

Vol 17 No 6

Email the Editor:
Ricky.Brockman@navy.mil

TABLE OF CONTENTS

- [Chiefs Clipboard](#)
- [Combs Cartoon](#)
- [Combat Challenge](#)
- [Last Alarms](#)
- [TCoOO Update](#)
- [Back in the Day](#)
- [Pushing In](#)
- [On the Job - Okinawa](#)
- [Old Navy Rigs](#)
- [Development](#)
- [Innovations](#)
- [Travel Humor](#)
- [SA Matters!](#)
- [新しい消防車](#)
- [Fitness Programs](#)
- [New Navy Rigs](#)
- [New Trainer](#)
- [On the Job - Northwest](#)
- [Speed is an Issue](#)
- [I Know Funny...](#)
- [NBVC Recognized](#)
- [F&ES POCs](#)
- [Navy F&ES Hall of Fame](#)
- [News Distribution](#)

Do You Remember Sam?

By Ronny J. Coleman

Sam Spear is dead. And the funny thing was I didn't even know it. I still wouldn't know it if I didn't happen to be one of those people that simply cannot drive by a fire station without going in and looking around. That is how I found out that Sam was no longer with us. But, I will bet you that a whole bunch of other people didn't know either.

And that is a shame, because, from what I can find out Sam was someone that I think that I would have liked. In fact, I bet you would have liked him too. The proof was there for review in his epitaph.



How I found Sam was accidental. I was conducting an inspection of fire stations for a planning effort when I found a letter on the wall of a fire station in Northern California. The letter was framed and was titled: A memoriam Samuel Joseph Spear - 1879 – 1925.

There was a letter on the wall that started off with "The brave little champion of the fire of San Francisco went to his death last 4th of July, in the waters of the lagoon at Brighton Beach, San Mateo County. He died as lived – heroically – in an attempt to save his two drowning boys. The children were rescued by others while their father perished beneath the waves. He is gone. But behind him he leaves an enduring monument – not a fine stone or marble, but a moment of his greatest endeavor"

I was expecting the next couple of words to be about his family or something about his heroics on a fire. Instead I found "– the two platoon system." Right. At one time the fire service only had one platoon. You worked every day. Time off was measured in terms of hours and minutes. The writer of the letter went on to say - "It is not too much to say that were it not for Sam Spear the two platoon system might still be a vague vision devoutly to be wished for rather than to be part and parcel of the department regulations. Thus he led the fireman out variable house of bondage into the promise land of decent hours and better conditions. As Chairman of the Campaign Committee, he led the vain fight of the two platoon in 1912. Undaunted by defeat, he made plans for another battle to achieve the goal."



Supporting the Fleet, Fighter, and Family



Clipboard (Cont.)

[Back to Table of Contents](#)



[Back to Table of Contents](#)

Wow! This guy was some kind of hero wasn't he? He stood up for principle not just to get accolades from those he served; the citizenry, but for those he served with; his fellow firefighters.

The writer went on, describing Sam Spears as a person that "Bravely he met the attacks on the two platoon system made by property owners, merchants and professional men. Calmly he talked to them, turned the logic of his arguments on them and converted them to his side. He won the battle by winning their respect; by forcing them to admit that the firemen were men as well as public servants. Despite almost insurmountable difficulties, the measure carried in 1916."

That says to me that this person was someone that understood the concept of courage under pressure and passed the test with flying colors. The letter writer continued to eulogize the person being memorialized by noting that "In the pay raise granted in 1918 and the last year, Chief Spears was in the forefront of both fights. His time and talents were placed freely at the command of his comrades. His sincerity of approach, his forceful manner and distinctive argumentative style won the people of the fireman's causes as they had in the two platoon campaigns. "

He didn't stop with getting the two platoon system, He didn't stop with getting the guys a raise. He continued to fight for the basic rights of those he serves with. According to the eulogy, "He realized that the civil service system could be perpetuated and good working conditions obtained only by the formation of a central fireman's organization. Accordingly, with others, he founded the David Scannell plug and served as its first president. "

But what kind of guy was Samuel Joseph Spear? It was reported that he was born in San Francisco in 1879, and he was only 46 years old at the time of his death. He entered the department in 1903, passing "number one" on the first fireman's sole service examination. In 7 years he made a Lieutenant and four years later he passed first on the exam to be a Captain. He headed the Civil Service list for Battalion Chief in 1917 and was first on the list to be appointed second assistant Chief Engineer when he died. He was a guy that if he was magically brought back to life today would be fiercely competitive for the next exam. He would probably be just as committed today as he was back then. He was no arm chair firefighter – he was engaged

Again, the letter writer reminded the reader that Spears was a man of action. "Justly has he been called a hero. In 1909 he saved several of his comrades from death in the burning whole of the steamer Contra Costa. Five years ago he swam half a block off Meiggs to rescue a drowning man. At this hour, a gold medal lies in the office of the Fire Commissioner inscribed with his name for the rescue of a woman at a Golden Gate Ave blaze- a lass, it can never be presented. "

If you think we invented the idea of getting an education to be a fire officer – think again. Spear pursued the four year night courses at St. Ignacio College and graduated with a degree in Bachelor of Law when he was 45 years old. If he had been able to live to enjoy his retirement from the department he planned to engage on the practice of his profession.

Clipboard (Cont.)

[Back to Table of Contents](#)



Ronny J. Coleman

Charles Boden – the author of the eulogy stated that “There is no eulogy for Sam Spear. He needs none. In a simple narrative of the deeds of a man who lived a brilliant life of love and service- and died even a more normal death. To his crushed wife and children and sorrowing relatives the fireman offered heartfelt sympathy.” That sort of sounds like the phrase we keep hearing repeated over and over again – our thoughts and prayers are with you tonight.

Boden also predicted that the San Francisco’s Firemen will not forget Sam Spear. He called him the: Prophet of the “New Day” in the department; apostle of the “square deal”; and wished that his sincere friend and his memory shall be ever green. But you know what? I don’t think that happened.



We did forget. All of you out there that enjoy the platoon system owe a debt of gratitude to Sam Spear. Those of you that have a decent wage as a firefighter owe a debt of gratitude to all of the Sam Spears of the world. But more importantly, we all owe it to the service to remember that each generation makes a contribution and that no one generation owns the image of the fire service. We really talk a lot about tradition and then forget to remember those that fabricated it for us. We talk a lot about courage, but then think that the only acts of courage are those that are exhibited on the fire ground.

I will admit that I am sorry that I didn’t know who Sam Spear was till I read that letter. I did know about the Creator of the Kelly day – which preceded the two platoon system, but I didn’t know about Sam. I have offered up this tale of recollection as reminder that it’s not all about us – it’s all about all of us. The past, the present and the future.

I would hope that there are young firefighters out there that could learn something from a man who died almost 8 decades ago about integrity. I would hope that there are young chiefs out there that could say that they care as much about taking care of their personnel as a man that only made about \$100.00 a month. Sam Spear may have sacrificed his life a long time ago, but he is a role model for today -

May God have mercy on this soul!

[Back to Table of Contents](#)

Combs Cartoon

[Back to Table of Contents](#)



History Lesson



Combat Challenge



[Back to Table of Contents](#)

CNRMA Team Qualifies for World Challenge Event

By Firefighter-EMT Michael Saunders, and www.firefighterchallenge.com



Firefighters from Navy Region Mid-Atlantic F&ES recently participated in the regional level Firefighter Combat Challenge at Mount Trashmore Park in Virginia Beach, VA. (Pictured left to right) Firefighter/EMT Michael Saunders from NAS Oceana Dam Neck Annex completed the course in 2:05. Firefighter/EMT Kyle Zerkle and Firefighter/Paramedic Nicholas Locorriere, both from Naval Station Norfolk, completed the course in 2:26 and 2:35 respectively. All were veteran competitors achieving new personal records on their individual runs. Firefighter/EMT Ashshon Cunningham from Naval Station Norfolk made his Combat Challenge debut with a respectable time of 3:01. The group competed in the team event with a time of 7:08, taking sixth place. On day two, Saunders and Zerkle competed in the tandem event with a time of 1:54 and the entire team competed in the relay event with a time of 1:58 qualifying them for the World Challenge XXVII at Montgomery, AL in October. We are proud of all of our competitors.

Last Alarms

[Back to Table of Contents](#)



TCoOO Update



[Back to Table of Contents](#)

Last Alarms

The USFA has reported 22 line of duty deaths to date in 2019. The following line of duty deaths were reported since we published our last issue:

Charles Ruffing
Boise, ID

Christopher Moore ♥
Maryland Heights, MO

Jared Echols ♥
Springville, AL

Todd Lanthrip ♥
Mathiston, MS

2019Totals

♥ 13 (59%) ☠ 1 (4%)

♥ Indicates cardiac related death



Taking Care of Our Own

There are currently nine 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
Neil Hogan	Navy Region Southwest HQ, CA	Joyce.Matanane@navy.mil
Walter Taylor	NAS Patuxent River, MD	Jerry.Schenemann@navy.mil
Christopher Carneal	Fort Carson, CO	Karen.M.Connors2.civ@mail.mil
Dana Carneal	Fort Carson, CO	Karen.M.Connors2.civ@mail.mil
Thomas Maury	NAS JRB New Orleans, LA	Matthew.Spreitzer@navy.mil
Darren Lewis	Fort Stewart, GA	Carolyn.E.Colon4.civ@mail.mil
Mike Lecik	Fort Lee, VA	Demetrice.Mccain2.civ@mail.mil
Rosa Ferreira	Naval Base San Diego, CA	Joyce.Matanane@navy.mil
Timothy Ramsey	Naval District Washington, DC	Christopher.Scully@navy.mil

We recently emailed all the service component chiefs with the proper procedures to enroll someone in the Taking Care of Our Own program. There was a recent 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.

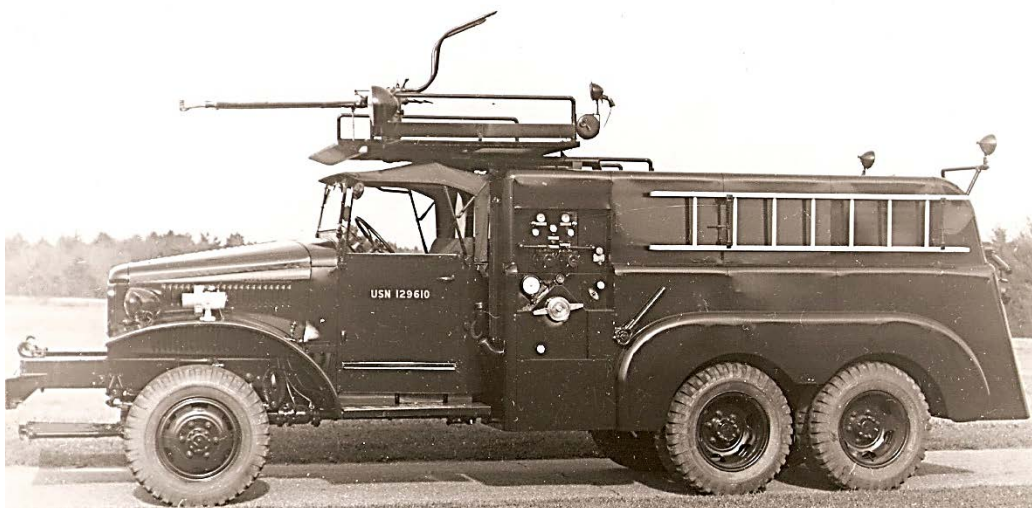
Back in the Day

[Back to Table of Contents](#)



Navy Model FFN-5 Crash Truck

By Tom Shand Photo from the collection of Ted Heinbuch



The history of Aircraft Rescue Fire Fighting (ARFF) vehicles can be traced back to 1937 when Chief J.K. Schmidt demonstrated a high-pressure fog appliance at Elgin Air Force Base, FL under the auspices of the U.S Army Corps of Engineers. Chief Schmidt modified a Peter Pirsch 750 gpm pumper replacing the hose bed with a 250-gallon water tank and using a high-pressure fog nozzle that was utilized by local citrus farmers, introduced the first apparatus specifically designed to combat aircraft and fuel fires.

Like many traditions within the fire service, the acceptance of new technology was not immediately adopted. As commercial aircraft and airports were built and expanded fire protection resources were limited until the outbreak of World War II when the military took the lead in providing adequate fire/rescue equipment to protect assets around the globe. During 1947 when the U.S. Air Force became a separate branch of the military the emphasis on fire protection research and ARFF vehicles took center stage and today's apparatus designs are credited to the early pioneers in Aircraft Rescue Fire Fighting.

Over the years, there have been several manufacturers who specialized in building ARFF vehicles including American and Ward LaFrance, Maxim and Walter Motor Truck among others. While today's modern ARFF vehicles look nothing like their predecessors Emergency One, Oshkosh, Pierce and Rosenbauer are some of the companies that have engineered specialized apparatus for both civilian and military applications. History has been repeated with the resurgence in ultra-high pressure fog streams that were introduced by the Air Force and now in use at many installations.

[Back to Table of Contents](#)

Several standards govern the basic designs and capabilities of ARFF apparatus including Federal Aviation Administration circulars and National Fire Protection Association Standard 414. Developing specifications for ARFF apparatus can be dependent upon the source of funding for apparatus at municipal airfields with each branch of the military developing their requirements based upon assessments of installation needs and the size of airframes assigned to these locations.

Back in the Day (Cont.)

[Back to Table of Contents](#)



Tom Shand

For these reasons, there is a fair amount of standardization in the vehicle suppression systems and components that enables personnel to safely operate a wide range of equipment.

During World War II, the U.S. Navy engaged the services of Maxim Motors in Middleboro, MA to develop a new crash rescue vehicle. The Model FNN-5 utilized an International 6X6 chassis equipped with an engine driven 500 gpm pump, 800-gallon water tank and 80 gallons of foam. Foot pedals controlled a manually operated roof turret with the vehicle outfitted with two one hundred foot hand lines and six 20-gpm ground sweep nozzles. USN property number 129610 had a sleek looking appearance with the enclosed pump controls and radius bodywork.

Several years later, the U.S. Navy worked with both American LaFrance and Ward LaFrance to develop crash/rescue vehicles that incorporated fully enclosed cabs, four wheel drive and large capacity water tanks. These experimental vehicles were never produced in large numbers due to the expense of the custom chassis configurations.

While an old bromide “Necessity is the Mother of Invention”, this statement still applies today. Crash/Rescue apparatus Back in the Day were built with a combination of military truck chassis with water and foam capabilities that were quite innovative at that time.



Pushing In



[Back to Table of Contents](#)

NSA Mechanicsburg Pushes In New Quint

By Chris Cleaver, Public Affairs Officer Naval Support Activity Mechanicsburg



NSA Mechanicsburg firefighters, retirees, local officials, base employees and families celebrated the housing of the new installation firetruck 25 April 2019. "Quint 52" now officially resides in the station. The ceremony followed the historic tradition of pushing horse-drawn fire apparatus back into the firehouse. Three different groups: firefighters and retirees, installation employees, and children each took a turn.

On the Job - Okinawa

[Back to Table of Contents](#)



Old Navy Rigs



[Back to Table of Contents](#)

Good News Story



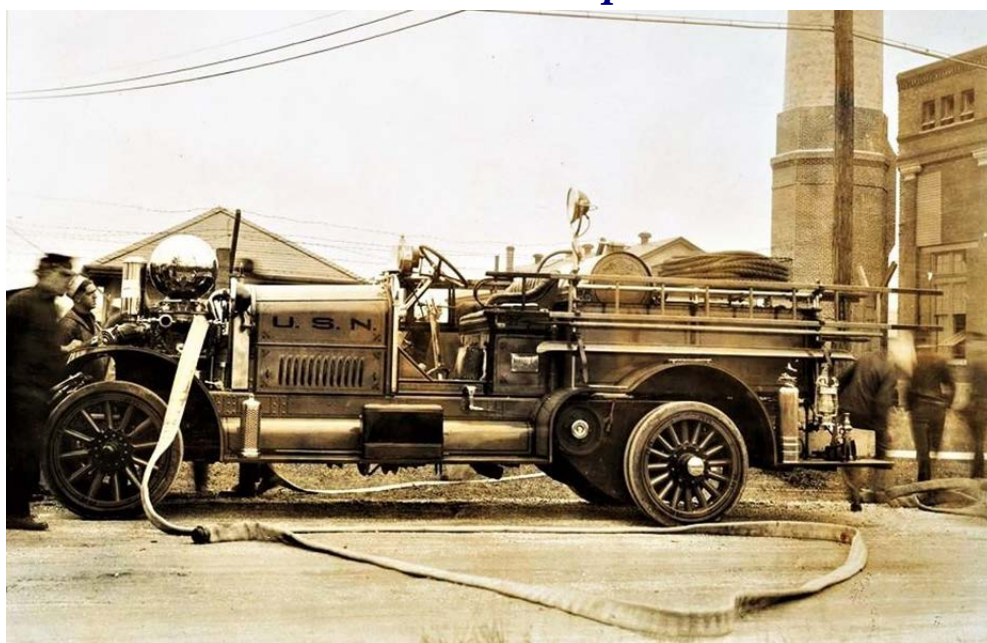
District Chief Hirohito Kakazu is the Master Labor Contract (MLC) employee of the quarter for the first quarter of 2019!

Chief Kakazu has been a firefighter on Okinawa for over 32 years and started his fire service career with the Kadena Air Base Fire & Emergency Services (F&ES) flight. During his time with Kadena FES, Chief Kakazu served as firefighter, driver operator, crew chief, and District Chief before his promotion to Training Officer in 1998.

When Naval Facility White Beach transferred emergency services from Marine Corps Installation Pacific to Commander, Navy Region Japan in December 2009, Chief Kakazu saw an opportunity to lead and transferred from Air Force to Navy F&ES. He was one of the first MLC chief officers to stand up White Beach F&ES. He played a pivotal role in the selection of firefighters, establishing training standards, creating a budget and working with other installation agencies to stand up the fire station.

Chief Kakazu is well respected among the U.S. Forces Japan (USFJ) firefighters; he has been the president of the USFJ MLC Training Symposium since 2015. Chief Kakazu holds Fire Officer III, Fire Instructor II, Fire Inspector II, HAZMAT IC and Rescue I certifications. Chief Kakazu is married and he and his wife Sugako have one son.

New Orleans Naval Base Pumper



1918 Aherns-Fox K-4 750 GPM #686. Photo taken 16 June 1919. NARA photo

Development

[Back to Table of Contents](#)



**A GOAL
WITHOUT
A PLAN
IS JUST A
WISH**

[Back to Table of Contents](#)

There is No Success Without a Successor

By Reginald D. Freeman, CFO, MS, FIFireE, Chief, Hartford Fire Department and CPC Chair

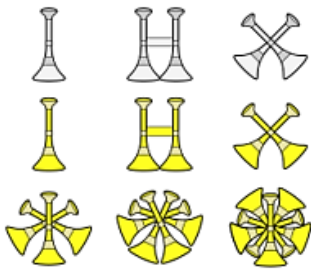
The 21st century fire service is faced with unprecedented challenges that warrant unprecedented leadership so that organizations can accomplish their missions. These challenges include, but are not limited to, operational budget reductions, multi-jurisdictional consolidations, staff reductions, professional development, resource reductions, scarce capital improvement funding, and the average years of total service being noticeably lower today when compared to just 15 years ago. Although these challenges may initially seem to be intimidating, as a profession, when we properly prepare ourselves, poor performance can be averted. The success of any fire department is contingent upon the organization's ability to proactively address problems before they become a crisis. This is applicable to both emergency and non-emergency responses. If you ask ten executive fire officers what it means to be "properly prepared," you would get multiple different answers. Simply put, "Proper Preparation Prevents Poor Performance."

As we confront the challenges and issues of the 21st century fire service, ensuring that a comprehensive succession plan is in place is critically important. Having a succession plan that is coupled with the organization's strategic plan and professional development program correlates goals, objectives, and tasks with organizational statements. I do not use the term "Officer Development Program" because it leaves out all members of the team who are not ranking officers. Firefighters, civilians, and, drivers, etc. should all be participating in a professional development program. When a professional development program, succession plan and strategic plan are synergized, true "Tri-Advancement Planning," a term that I created and have lectured about to international audiences for over a decade now, occurs. The organizational statements which are the vision, values, and mission statements, respectively, should be foundational to every initiative proposed within the department. The succession planning process should occur for every rank and position within the department. I say "succession planning process" instead of "succession plan" because some overlook that success is obtained from going through a process and not just checking a box. Succession planning should occur in both Operations and Support Services Divisions. From Firefighter up to Fire Chief and Shop Technician to Fire Marshal, ensuring that succession planning and professional development is occurring is the only way to ensure sustainable success.

One first step in developing an organizational succession plan is to establish a robust coaching/mentoring program. This coaching/mentoring program should be formal; however, at the minimum, it should acknowledge that informal mentoring is happening in the work place on a daily basis. Next, regular reviews of the progress being made between the protégé and mentor should be conducted by an assigned person to gauge the effectiveness of the relationship. Adjustments can be made accordingly that include revising goals and objectives, if necessary. A reliable blueprint to properly document knowledge, skills, abilities and goals is an "Individual Development Plan (IDP)" that should include:

Development (Cont.)

[Back to Table of Contents](#)



Individual Development Plan (IDP) Current Role	Name, Division, Position Title and Rank Developmental goals for current job Competency (knowledge, skills, ability) Developmental activity (on-the-job training, education, or classroom training) Outcome desired Intended completion date and cost
Individual Development Plan (IDP) Short-Term Goals	Name, Division, Position Title and Rank Short-term goals (1-2 years) Knowledge, skills and ability to develop Outcome desired Intended completion date and cost
Individual Development Plan (IDP) Long-Term Goals	Name, Division, Position Title and Rank Long-term goals (3-5 years) Knowledge, skills and ability to develop Outcome desired Intended completion date and cost

When an IDP is created in conjunction with a formal mentoring program, the protégé has explicit direction and an established mentor to consult with as needed. During scheduled mentor/protégé meetings, the progress being made in accomplishing the identified goals should be discussed. Also, any roadblocks, challenges, delays, and general problems should also be discussed during the scheduled meeting. Lastly, it is important to celebrate small wins and successes as well. Often times, we tend to focus on just the negative and forget about the power of positive reinforcement and the impact that it has on desired outcomes.

So, how do we reach our desired outcomes? In the IDP, we have discussed establishing goals as well as knowledge, skills, and abilities (KSAs). One reliable way to enhance KSAs is through a professional development program. Some organizations have professional development programs that are tied to the promotional process while other programs are in place to assist members with identifying which fire service classes to take as well as collegiate classes for higher education. Some organizations utilize the Fire & Emergency Services Higher Education (FESHE) initiative to standardize training, education, experience, and certification activities as well as use it as a general professional development roadmap. Although there is no one right answer on what a proper professional development program should consist of, below is an example of what classes could be included in a program:

Series I

FIREFIGHTER & PUMP OPERATOR / AERIAL OPERATOR:

- Fire behavior, reading smoke, and interior fire suppression (offensive & transitional attack) classes
- Specialty classes (i.e.: hazardous materials technician, rescue technician, elevator rescue technician, etc.)
- Pump/Operator and/or Aerial Operator (NFPA 1002)
- Fire Officer I (NFPA 1021), Fire Instructor I (NFPA 1041), Fire Inspector I (NFPA 1031)
- Nationally Registered EMT or Paramedic (depending on jurisdictional requirements)
- Team building training
- NIMS 100, 200, 700, & 800
- Working towards Associate's degree

[Back to Table of Contents](#)

Development (Cont.)

[Back to Table of Contents](#)



[Back to Table of Contents](#)

Series II

LIEUTENANT:

- Complete Associate's degree
- Fire Officer II (NFPA 1021)
- Fire Instructor II (NFPA 1041)
- Haz-Mat Incident Command
- NIMS 300 & 400
- Conflict resolution
- Emotional intelligence
- Diversity & Inclusion
- Working towards Bachelor's Degree
- Fire Officer Designation (Center for Public Safety Excellence, Inc.)

Series III

CAPTAIN:

- Fire Officer III (NFPA 1021)
- IMS (Multi-jurisdictional response/mutual aid training)
- Emergency Operations Center
- Servant leadership
- Transformational leadership
- Managing Diversity & Inclusion initiatives
- Conflict resolution
- Incident Management Team (IMT)
- Managing Officer program (NFA)

Series IV

BATTALION/DIVISION CHIEF:

- Fire Officer IV (NFPA 1021)
- Complete Bachelor's degree
- Executive Fire Officer program (NFA)
- Chief Fire Officer Designation (Center for Public Safety Excellence, Inc.)
- Start Graduate degree
- Conflict resolution
- Team building
- Creating diversity & inclusion programs
- Computer simulation lab

Series V

2nd IN COMMAND & FIRE CHIEF:

- Complete Graduate degree
- Implementing diversity & inclusion programs
- Team building
- Conflict resolution
- Budget management
- Capital improvement program management
- Computer simulation lab
- Workforce management
- Workers compensation/labor law

Development (Cont.)

[Back to Table of Contents](#)



Chief Reginald Freeman

Keeping in mind the 5Ps that were previously mentioned, “Proper Preparation Prevents Poor Performance,” the objective of professional development is to prepare members of the fire department for the next rank PRIOR to being promoted. That is why in “Series I” of the professional development program example above, a Firefighter is pursuing and or being trained in disciplines that a Lieutenant must have. The rationale is that if a member of a department is required to execute duties and responsibilities of a specific role with a specific title, in this case, that of a Lieutenant, why is it not required nor the expectation that they be proficient in all of the job performance requirements on their first day in their new role? Through mentoring and obtaining certification classes, higher education and soft skill training, then duty efficiency and effectiveness is maximized.

A succession planning matrix assists with identifying all of the following: critical positions, when said positions are expected to become vacant, the priority of the position, and if a successor is secured. Let’s take a deeper look at the succession plan matrix and imperatives that are included in it:



As a profession, we work extremely hard within our respective organizations to respond in a professional manner when someone is in need. That is done at the macro-level of job execution; but how good are we at being proactive at the individual micro-level of the organization? Although pursuing and obtaining credentials and accreditation through the Center for Public Safety Excellence, Inc. have been the hallmark of excellence on an individual (micro) and organizational (macro) level for years, what is the purpose of obtaining excellence if it cannot be sustained? The pursuit of excellence should be identified as the cultural expectation by the organization. It is all of our duty to reach out, reach back, and reach down to fellow fire service professionals in efforts to implement sustainable success. Besides, there is no success without a successor. From the rank of firefighter up to the rank of fire chief.

[Back to Table of Contents](#)



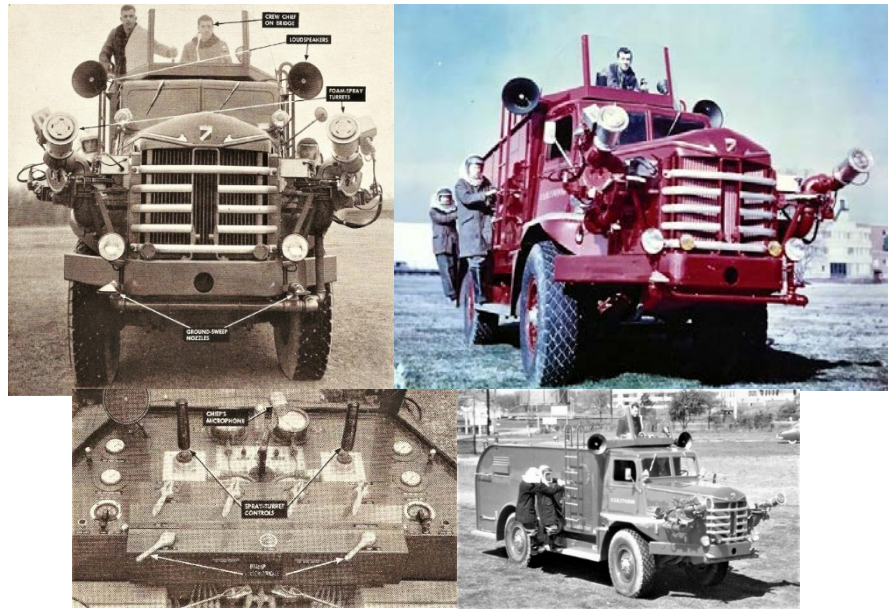
Innovations

[Back to Table of Contents](#)



Navy Experimental Rig Circa 1952

From Ted Heinbuch, <https://www.facebook.com/ted.heinbuch>



Navy experimental airfield crash truck built by the Water Motor Company and Maxim Motors, 4x4, powered by a 175 hp. engine, was developed and tested at the Naval Research Lab, DC., in 1952. The truck was developed for fire protection at Naval Air Stations with large frame aircraft. The crew chief stood behind safety glass at a control panel on the "bridge" of the truck, from there he directed operations over loud speakers. The two turrets were raised, lowered and swiveled by separate sets of three battery operated electric motors, which were operated by joy sticks on the bridge. Ground sweep nozzles at the front bumper discharged foam as the truck moved closer to the fire. Twin foam pumps each powered by a 140 hp. engine were located on the rear of the truck that metered foam solution and water, drawing air into the mixture to create foam. The vehicle carried 1,250 gallons of water with 80 gallons of foam. Limited information on this rig.



Travel Humor



[Back to Table of Contents](#)

From the Flight Deck

Upon reaching a comfortable cruising altitude the Captain came on the intercom;

"Ladies and gentlemen, this is your Captain speaking. Welcome to Flight Number 293 non-stop from Baltimore to Los Angeles. The weather ahead is good and we anticipate a smooth flight so sit back and rela... **OH MY GOD!**"



After a few minutes of silence, the Captain came back on and said, "Ladies and Gentlemen, I am so sorry if I scared you earlier. While I was talking to you, I accidentally spilled my coffee in my lap. You should see the front of my pants!" A voice from the back yelled, "That's nothing, you should see the back of mine!"

SA Matters!

[Back to Table of Contents](#)



[Back to Table of Contents](#)

Nine Dangerous Mindsets: Part 9 – The Synergist

By Rich Gasaway, PhD.

Welcome to this, the last of the nine part series on dangerous mindsets. From the feedback I'm getting, this series hit some chords with readers. I appreciate the kind words about my observations and the advice I've dispensed throughout this series. In this installment I'm going to talk about the Synergist – the person who seeks others who are like-minded and tends to side with their compatriot's point of view regardless of the presence of mounting evidence that refutes the position of the like-minded.

This can impact situational awareness because the synergist may be so hell-bent on agreeing with other like-minded individuals that he or she overlooks important clues and cues that indicate something may be going wrong. Let's explore this phenomenon.

Synergy

Two or more things working together to achieve a result that is independently unobtainable. In the world of situational awareness this may manifest itself as two individuals who both have flawed situational awareness yet neither knows it and they agree on what is happening. Or, it could be that one team member has flawed situational awareness and it is combined with the accurate situational awareness of another team member, resulting in an overall diluted awareness of what is really happening.



Groupthink

Groupthink is a psychological phenomenon where a group of individuals are so focused on the important task of reaching agreement or so concerned about avoiding conflict or confrontation that they agree simply for the sake of agreement. A responder or team member arrives on the scene and makes an assessment that is not consistent with the next arriving responder or team member.

The second, in an effort to reach agreement quickly or to avoid conflict, simply takes the position of the first arriving team member and adopts it to be his or her own. This can be a very dangerous mindset because the second team member may very well see critical things that can impact scene safety but avoids speaking up because appearing agreeable or avoiding conflict is more important.

This phenomenon was, in part, to blame for the Space Shuttle Challenger disaster that occurred on January 28, 1986. If interested, here's a link where you can read more about the findings of the Presidential Commission Report on the Space Shuttle Challenger Accident. In a nutshell, there was so much pressure put on the launch team that the engineers who knew the "O" rings were not rated for a cold weather launch did not speak up. The shuttle launched. The rings failed. And history was made. Afterwards, the engineers admitted their awareness of the concern but noted they felt pressured to support the launch – to reach agreement and avoid conflict.

SA Matters! **(Cont.)**

[Back to Table of Contents](#)



A mind is a terrible thing to waste

There are some people who will avoid conflict at all cost. They are either afraid of the dialog that will come from conflict, afraid of getting into trouble for speaking up or they have such a strong desire to get along that speaking up is not an option. They may be very knowledgeable, yet do not speak up. This person may, or may not, after the fact, give an indication that they knew things were going bad.

Sometimes a person can be so strong minded that their opinions influence others around them in damaging ways. They may or may not realize they have this effect on others. Those impacted by this type of person may think it's less confrontational to avoid disagreement or they may also be concerned if the strong minded person has former authority over them. Regardless, they choose synergy (harmony) over speaking up.

Association bias

Like minded people can also suffer from an association bias. This bias occurs when two or more people who associate with each other and like each other's opinions find themselves feeling their decision is "more correct" because there is agreement about the decision. Apply this bias to situational awareness and a group who thinks they have a common shared situational awareness might assume it to be correct even though it may be flawed. This can be very hard to detect because everyone may be in agreement on what the situation is. When, in fact, some may have agreed only for the sake of being agreeable.

Birds of a feather

Situational Awareness Matters There's an old saying that notes 'birds of a feather flock together', meaning the like minded tend to congregate. This social tendency starts early in life and extends throughout. Elementary school students form 'clubs.' High schoolers form 'cliques.' College students form 'fraternities' and 'sororities.' Adults form 'organizations.' And seniors citizens form 'clubs' again... and so life cycles. Thus, it should not be surprising that within emergency services organizations, the like-minded find each other and congregate both on and off the job.

Where relationships are built, trust follows. This is not, fundamentally, a bad thing. In fact, it is for the most part, a very good thing. But trust should not be blind trust – not in situational awareness. There's too much at stake. A person blinded by trust cannot form their own situational awareness because, well, they're blind.

Dr. Gasaway's Advise

For the synergist, I recommend the approach that Ronald Reagan stated in his dealings with the Soviet Union: Trust, but verify. There is too much at stake for first responders to be caught in the traps of groupthink or association bias. For this mindset, awareness of its existence and open discussions among responders may be the best way to counteract it.

[Back to Table of Contents](#)

SA Matters! (Cont.)

[Back to Table of Contents](#)



Rich Gasaway, PhD.

Once a leader acknowledges the potential flaws that can occur in situational awareness from synergistic views, it can be extremely valuable to express to subordinates how important it is to speak up and disagree. Agreement can help an organization accomplish great things and build momentum. But blind agreement can cause all the proverbial lemmings to follow the lead lemming off the cliff.

Some leaders measure their status in the organization by how often and how many people agree with their leadership decisions. Other leaders can become very defensive when anyone disagrees with them, leading the Synergist to follow blindly out of fear. It doesn't take too much imagination to see how an emergency scene can deteriorate into a catastrophe quickly when everyone is agreeing for the sake of agreement or out of fear. Important clues and cues, indicating the impending disaster will never be articulated by the Synergist. Look no further than the Space Shuttle Challenger disaster for an example of the sobering consequence of this dangerous mindset.

Action Items

1. Discuss some examples where groupthink or association bias may have contributed to flawed situational awareness in your organization (on or off the emergency scene).
2. Discuss some ways your organization and its leaders can counteract the ill effects of synergistic thinking.
3. Engage the synergist in a discussion about how to respectfully dissent when there is concerns for the decision making of superiors.



新しい消防車



[Back to Table of Contents](#)

Right-Hand Drive Pumper for Yokosuka



Fitness Programs

[Back to Table of Contents](#)



How to Implement a Fire-EMS Fitness Program

By Bryan Fass, <https://www.firerescue1.com>

There is a lot of noise in the firefighting world right now. Firefighter fitness, functional fitness, tactical fitness, fit for duty – the list is endless. But what is right and what is wrong? What is science fact vs. science fiction? What is really going to keep you alive on the fireground and after the call? We all know that firefighting is a job that can kill you, so it would only make sense that all departments have fitness programs with 100% compliance to prevent line-of-duty deaths (LODD), right?



This is where we find the disconnect in the industry. Some departments have structured fitness and wellness programs, and others have nothing. For the past 15 years, I have had the privilege of traveling the country to train fire and EMS departments. From patient-handling to fitness to physical abilities testing, I have covered a lot of ground, and it's afforded me a unique perspective of seeing the good, the bad and the ugly of fire-rescue fitness.

1. Culture: A fitness-focus starts at the top

As the saying goes, “it starts at the top,” and in the case of a successful fitness program, this is true. But this isn't just the chief; successful programs have shared their vision and goals with risk management, human resources and even the city manager. Firefighter health and wellness needs to be clearly explained to the concerned parties, so if you need funding for equipment or training, the “why” is clearly understood.

This buy-in at the top is especially important if and when training injuries occur, as I would rather have a training-based “minor injury” than a catastrophic injury on scene. Of course, exercise should never cause injury, but we have to cover all our bases.

Once we have the administrative buy-in, the next top-down plan is to build fitness and wellness into your standard operating procedures (SOPs) and follow them. As bugles come and go, so do priorities, but surviving the job is always a top priority.

Your culture is also established the moment the probie walks in the door. If they walk into a lazy and fractured fitness/wellness culture, then nothing will work. If they walk into a department that is invested in their health and wellness from the start, then that probie will become a brand ambassador for the next group.

This culture falls heavily on the established company officers, and this is where the push often fails. If one crew is fit and invested while the next crew is invested in the recliner, then you have a leadership issue. This is why buy-in from the top is so critical. Someone with rank needs to remind these folks that safety also involves being fit for duty and following a department-wide SOP on fitness.

[Back to Table of Contents](#)

Fitness Programs (Cont.)

[Back to Table of Contents](#)



[Back to Table of Contents](#)

2. Setup: Evaluate equipment and budget

Once you have leadership on board, it's time to formulate your fitness and wellness plan. I recommend first looking at the equipment and cost.

Equipment: Do you have modern and appropriate equipment at every station? This should include cardiovascular machines, functional training equipment (racks, bumper plates, bars, hex bars) kettlebells, dumbbells and the assorted exercise straps and bands necessary for firefighter fitness.

If space is limited, don't worry, you can get a few suspension trainers and hang them from the roof, wall or even the truck. Frankly all you need is some bands, kettlebells, floor mats and dumbbells, and you have a gym.

Cost: A limiting factor is often the cost of outfitting the stations. Look at grants, capital expense plans, budgeting and even working with the city. Many local health clubs will offer discounts for on-duty crews to come and train if that is a more viable option. As I tell a lot of the departments I train, a suspension trainer, a few bands and some kettlebells will only cost around \$500. Even that old broken treadmill is still a great tool –use it like a sled and push the belt.

3. Priority: Fitness shouldn't be a "maybe today"

Time of day is a big issue when starting or re-vamping a fitness program. When is the best time to train? Physiologically, it's somewhere between 11 a.m. and 3 p.m. As far as call volume, look at your historical data and determine when the best time is. You can always change it later.

I have even seen stations stand down for 45 minutes for PT time and others follow my preferred mantra of "check off the truck, then check off your body," getting it done in the morning right after station duties. The bottom line with fitness is that it should never be an afterthought or a "maybe today"; it must be a priority. In today's busy shift structure and with all the other training, I still see fitness fall by the wayside as other tasks are deemed more pressing.

Working out vs. training: This is one of the biggest issues I see in all aspects of fitness, not just in the fire service. Currently, you can jump online and find hundreds of "WODs" (aka workout of the day). They have become very popular, but they also have two big pitfalls: 1) working out is myopic and is devoid of a long-term goal; and 2) often the WOD is not the right choice of exercises, intensity or focus for you your crew. Plus, almost everyone is at a different place physically and physiologically. I prefer to see training programs that cover mobility, rehab and job-specific strength versus a workout pulled from a hat.

4. Test and measure: Getting everyone on board

No program will ever be successful if you cannot measure the success of your program. This needs to encompass everything from your annual medical physical, cardiovascular fitness, mobility screen and annual physical abilities test. Having all these measurement tools in place accomplishes some other goals as well. It tells you how well your exercise programming is working, it gives you an idea on overall departmental fitness/wellness, and it keeps the "why" clearly in focus.

Fitness Programs (Cont.)

[Back to Table of Contents](#)



Bryan Fass

How you choose to test and measure is the tricky part, as it often requires union, labor, city and command staff to all weigh in on the best process. As long as everyone – and I mean everyone – understands that this is all being done to protect you, then the path is clear. When it becomes an us vs. them discussion, then the fitness and wellness programs often fall by the wayside.

5. Recruits: The right approach starts in the academy

Finally, the fire service must do a better job teaching recruits how to survive the job physically. This starts in the academy. If the instructor's only purpose is to beat them down, then we failed. Yes, I want fit, motivated recruits ready to enter the field fit for duty, but if we break them in the process, what did you accomplish long term?



Teach your folks how to prehab, rehab, train for the job, sleep and eat for the job. Give them the tools and education to make the job better, and it's all easy from there.

Building a hire-to-retire system

By following this framework, it's possible to build a lasting fire-EMS fitness program that becomes part of the culture along with becoming a hire-to-retire system of firefighter wellness.

About the author

Bryan Fass, ATC, LAT, CSCS, EMT-P (ret.), has dedicated over a decade to changing the culture of EMS from one of pain, injury, and disease to one of ergonomic excellence and provider wellness. He has leveraged his 15-year career in sports medicine, athletic training, spine rehabilitation, strength and conditioning and as a paramedic to become an expert on prehospital patient handling/equipment handling and fire-EMS fitness. His company, Fit Responder, works nationally with departments to reduce injuries and improve fitness for first responders. Contact Bryan at bfass@fitresponder.com.



New Navy Rigs



[Back to Table of Contents](#)

NSF Indian Head Brush Vehicle



New Trainer

[Back to Table of Contents](#)



[Back to Table of Contents](#)

The Next Generation Training Prop

Aircraft emergencies are extremely hazardous when ordinance is involved; the risk analysis becomes almost incalculable. Department of Defense/Military Fire Departments may deal with these emergencies more frequently, but they remain high risk/low frequency emergencies. Pit fires were originally used to help simulate those dangerous and potentially catastrophic events but were inherently unpredictable and perilous themselves.



The use of training pit fires and crude burning products were determined harmful to firefighters and the environment and have recently been replaced by smart trainers using cleaner burning fuels. Mobile Aircraft Firefighting Training Devices (MAFT-D) are utilized to facilitate aircraft firefighting and aircraft rescue in a controlled environment. This controlled environment affords emergency personnel the opportunity to achieve specific performance objectives with or without a fire. Naval Air Station Joint Reserve Base (NASJRB) New Orleans Fire and Emergency Services (F&ES) received a newer generation MAFTD, manufactured by FireBlast Global in Corona, CA. FireBlast Global created this MAFTD to replicate real life fighter aircraft emergencies with a specific focus on the F-18. Emergency personnel are now able to conduct practical hands-on lifesaving training as opposed to simply simulating critical mission tasks.



This device allows our Aircraft Rescue Firefighters (ARFF) to satisfy their live fire training requirements. With a little planning and imagination, several critical training objectives can be accomplished in a single evolution. NASJRB New Orleans F&ES has been able to maintain all 50 active members' monthly training for over two year. Once word of this new trainer hit the military firefighter community, New Orleans trained over ten different reserve units all over the United States, from the Portland, OR 142nd Fighter Wing Fire Department to the Gulfport, MS 209th SOCES.

New Trainer (Cont.)

[Back to Table of Contents](#)



[Back to Table of Contents](#)



Older complex MAFT-D training devices require significant set-up and tear down time; are becoming less reliable, often inoperable; and are expensive and time consuming to repair. Further, extended out of service time prevents departments from meeting annual live fire training requirements. This new generation of trainers have no firing up sequence, are operated by one person with a hand held controller, and each component has the ability to function independently. Now, instead of a multitude of lines there is a single electrical power supply and, depending on the evolution, a single fuel line.

If there is a component failure, the operator can simply remove the firebox from the malfunctioning component and replace it with a firebox from another component. Because the firebox components are interchangeable, there is limited or no down time. In addition, in our ever-changing technologic atmosphere, FireBlast Global engineered its MAFTD to have future enhancements and modifications. This will increase the device's longevity, but most importantly, save on capital expenses and limit out of service time.



Firefighters will no longer have to fear approaching an F-18 or any other fighter aircraft because they are unfamiliar with the aircraft's features. With this training aid, the Navy is once again leading the world in innovative training with a real commitment to its training programs.

This is truly the MAFTD of the future.

On the Job - Northwest

[Back to Table of Contents](#)



[Back to Table of Contents](#)

Firefighters Participate in Wildland Training

By Firefighter Mark (Dusty) Miller, Naval Magazine Indian Island Station 91



Navy Region Northwest Fire & Emergency Services (NRNW F&ES) Firefighters participated in a two-day training evolution to prepare firefighters for small to large-scale brush and wildland fires throughout the Olympic and Kitsap Peninsulas. The training evolution involved 97 firefighters from 16 mutual aid partners to include Kitsap County, Jefferson County, Clallam County as well as the Washington State Department of Natural Resources (DNR). East Jefferson Fire & Rescue and Port Ludlow Fire & Rescue facilitated the training at the Port Ludlow Golf Course.

The simulated wildland incident deployment took a multi-faceted approach to assist firefighters in obtaining various wildland firefighting certifications and promote interagency cohesiveness during future wildland emergency responses. Firefighters received training in skills that included wildland-urban interface, protecting homes and businesses, creating firebreaks and back-burns for more significant incidents. Crews also performed air operations by calling in a DNR Helitack crew from Olympia and making water drops in remote areas not accessible by foot. Personnel also practiced progressive hose lays and extremely long hose deployments; critical to getting water to rural areas with little to no permanent infrastructure or water supply.



The teamwork of seasoned professionals and the integration of multiple agencies provided invaluable knowledge and learning opportunities that cannot be achieved solely by department education and training. The experience enhanced the effectiveness of NRNW F&ES capability to provide wildland firefighting response throughout our installations and neighboring communities.

Speed is an Issue

[Back to Table of Contents](#)



[Back to Table of Contents](#)

The Fire Scene: Time Is Not on Their Side

By John J. Salka, Jr.

I attended a conference recently in Portland, OR, and had the pleasure of sitting through a presentation that enlightened me on several issues. All the presentations were interesting, but the one topic I'm going to talk about here is "time." We are all already aware of the impact and effect that time has on our operations, but the presenter said something that really made me think. He was talking about the many tasks and operations that we perform at structural fires and at one point talked specifically about donning the SCBA facepiece.

The presenter recounted an exchange that he had with a firefighter who was being timed on donning the facepiece. When he showed the firefighter how he could save 6 seconds, the firefighter's answer was that 6 seconds was not much time and he could sacrifice that brief period with little negative impact. That answer woke me up. The presenter explained how he told the firefighter that those 6 seconds were not his! The time that it takes us to gear up, turn out, respond, stretch lines and start searching is not ours, it belongs to the folks waiting for us to perform!

So where can we start to save some time in our structural fire responses? What steps can be performed more quickly? What elements of our response can we possibly eliminate to get to the finish line more quickly? Let's look at the chain of events that make up a response.

Time savers

The tones sound as an alarm comes in. THAT is the first place that almost all of us can shorten our response time. The moment you hear the tones or bells you should be moving. Most alert systems in firehouses provide for loudspeakers that blare out the alarm particulars. While you are moving toward the apparatus floor, you should listen to the alarm details. And, if you start to move and then hear that the alarm is not for your unit, you simply turn around and settle back into whatever you were doing.

Now the rig is rolling out the doorway. Just a few items here will improve the response. First, know where you are going before you start the trip. Another good reason to get down to the apparatus floor quickly is if a map or route card needs to be examined. Second, don't put the pedal to the medal. It simply doesn't work. It is also dangerous and irresponsible. If you turned out quickly and know where you're heading, you are already ahead of the game.

So now you are approaching the scene. Smoke is visible and the dispatcher is advising you of numerous calls of flames from the house and possibly people trapped. This is where the rubber meets the road! I have personally watched many initial fire operations and I've seen many more online as well. Here are a few observations from those: DON'T WALK! I used to say don't run, and you shouldn't, but all I see lately is firefighters, officers and chiefs, strolling slowly from rig to rig or whatever they are doing. It almost looks like a training evolution where everyone knows there is nobody inside. Put some bounce in your step! This is NOT a drill. Someone's home and belongings are on fire and rapidly being destroyed.

Speed is an Issue (Cont.)

[Back to Table of Contents](#)



John J. Salka, Jr.

I Know Funny...



[Back to Table of Contents](#)

Next, know what you are going to do when you arrive. You KNOW it is a house fire. You KNOW you will be stretching the 1¾-inch attack line. You KNOW there are hydrants in that neighborhood. When you exit the apparatus, you should be steps away from going into operation. If you performed correctly back at the firehouse, you will be dressed in full gear when you step off the rig. As you can see these issues are all intertwined. One omission at the early stages of the response can result in dramatic amounts of time lost and wasted later in the event!

Train, train, train

What else do you think will allow us to get into operations at the scene faster? Training! It's hard to write an article about anything that we do without including training. Training is the time we spend every day, every shift or every drill night that saves us (and them) time days later during a working fire. The material that is available for training firefighters today is probably 100 times greater than it was 10–20 years ago. Books, magazines, websites, lesson plans, videos, simulators, hands-on, blogs ... I could go on and on.

If you are a chief, start or increase funding for quality training. If you are a company officer, lure, coax or drag your firefighters out to drill whenever you get two or three members together. If you are a firefighter, ask, ask and ask for more training. Let's go!



Mama's Bible

Contributed by Retired Chaplain (Capt.) Bud Robinson, Naval Base Ventura County

Three brothers left home for college, and became successful doctors and lawyers. Some years later, they chatted after having dinner together. They discussed the gifts they were able to give their elderly mother who lived far away.

The first said, "I had a big house built for Mama." The second said, "I had a hundred thousand dollar theater built in the house."

The third said, "You know how Mamma loved reading the Bible and you know she can't see very well. I met this preacher who told me about a parrot that can recite the entire bible. It took twenty preachers 12 years to teach him. I had to pledge to contribute \$100,000 a year for twenty years to the church, but it was worth it. Mamma just has to name the chapter and verse and the parrot will recite it."

After the holidays Mom sent out her Thank You notes. She wrote:

"Milton, the house you built is so huge. I live in only one room, but I have to clean the whole house. Thanks anyway."

"Michael, you gave me an expensive theater with Dolby sound, it could hold 50 people, but all of my friends are dead, I've lost my hearing and I'm nearly blind. I'll never use it. Thank you for the gesture just the same."

"Dearest Melvin, you were the only son to have the good sense to give a little thought to your gift. The chicken was delicious. Thank you."

NBVC Recognized

[Back to Table of Contents](#)



Community Service Awards

By Mark Wampler, Assistant Chief, Naval Base Ventura County

Local communities recognize Commander Navy Region Southwest Fire and Emergency Services Naval Base Ventura County (NBVC) each year for helping protect their neighborhoods. Distinguished members are recognized for their commitment to excellence and service beyond the call of duty.

This year, the Port Hueneme Chamber of Commerce recognized NBVC Fire Engineer Cesar Torres as the 2019 Firefighter of the Year. The Oxnard Council 750 of the Knights of Columbus selected NBVC Fire Engineer Timothy Guiles for their Public Safety Fire Fighter of the Year Award 2019.



NBVC Fire Engineer Cesar Torres with NBVC Commanding Officer CAPT Jeff Chism



[Back to Table of Contents](#)



NBVC Fire Engineer Timothy Guiles with NBVC Chief Staff Officer CAPT Douglas King



Navy F&ES POCs

[Back to Table of Contents](#)



Navy F&ES Hall of Fame



[Back to Table of Contents](#)

Distribution

Navy Fire & Emergency Services (N30)

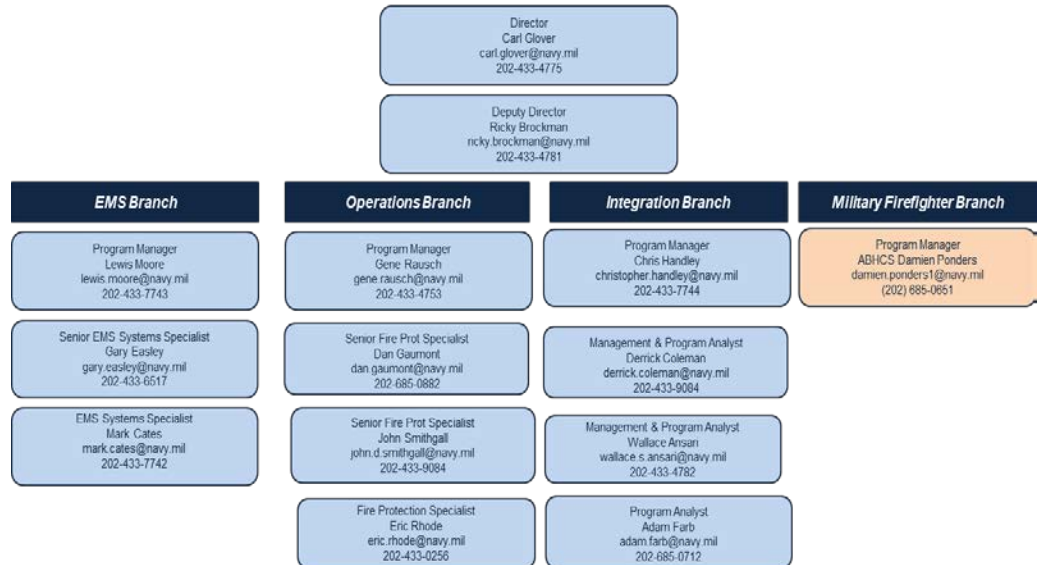
Commander, Navy Installations Command

716 Sicard Street, SE, Suite 305

Washington Navy Yard, DC 20374-5140

http://www.cnic.navy.mil/om/operating_forces_support/fire_and_emergency_services.html

DSN 288



Navy F&ES Hall of Fame

- | | | |
|-------------------------------|----------------------------|--------------------------------|
| 001 William Killen, 2004 | 014 William Thomann, 2009 | 027 Augustus Bowling, 2014 |
| 002 James Manser, 2005 | 015 Harry Tagen, 2009 | 028 Robert Darwin, 2015 |
| 003 Clarence Rout, 2006 | 016 Frank Brannigan, 2010 | 029 James Meagher, 2016 |
| 004 David Butler, 2006 | 017 Lewis Meyer, 2010 | 030 Frederick Seibel III, 2017 |
| 005 Alvah Cuthriell, 2007 | 018 Roy Grubbs, 2010 | 031 Gerald Makowski, 2017 |
| 006 George McGuigan, 2007 | 019 Orville Emory, 2011 | 032 Gelacio Rodriguez, 2017 |
| 007 Waverly Sykes, 2007 | 020 Charles Peters, 2011 | 033 John McDonald, 2017 |
| 008 Hank Vescovi, 2007 | 021 Douglas Thomas, 2011 | 034 Dudley King, 2018 |
| 009 William Albrightain, 2007 | 022 Charles Gindele, 2012 | 035 Eugene Carmody, 2018 |
| 010 Daniel Marshal, 2007 | 023 John Wentzel, 2012 | 036 Robert Williams, 2018 |
| 011 Nicanor Benavidez, 2008 | 024 Leroy Ellis, 2013 | 037 Jerry Sack, 2019 |
| 012 Haraldur Stefánsson, 2008 | 025 Dr. Richard Tuve, 2013 | 038 William Hennessey, 2019 |
| 013 William Beniker, 2008 | 026 John Arruda, 2014 | |

This and past issues of *What's Happening* are available on the CNIC webpage at https://www.cnic.navy.mil/om/operating_forces_support/fire_and_emergency_services/navy-fes.html

To receive this newsletter automatically, e-mail ricky.brockman@navy.mil to be added to the distribution list.