



What's Happening

Navy Fire and Emergency Services Newsletter
Protecting Those Who Defend America



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Same Old, Same Old' Dangers

By Ronny J. Coleman

"Houston we've got a problem!" With that statement, the crew of Apollo 13 really got everyone's attention. One might say that the declaration was an understatement.

How would you like to be in a spaceship hurling along at thousands of miles per hour and be told that your life may depend upon a solution being developed

to a problem that had never occurred before. As we all know, in the case of the Apollo crew, there were two groups of people working on the solution. One group was in the capsule, the other was on the ground.

In searching for that solution, the written script delivered another line that expressed an expectation: "failure is not an option!" The two lines only equal 10 words, but speak volumes with regard to the skill set that is needed to resolve serious problems. At one level, every problem has to be discovered, which requires insight. The earlier a problem is perceived as being a real problem, the longer you have to work on its solution, the reverse is also true. Late identification sometimes means there is not enough time to act.

Secondarily, staying focused on a problem requires persistence in the belief that you will prevail. This is usually a function of the complexity of problems, for the more difficult one eludes resolution by simple fixes.

There is another word we often hear as part of the vocabulary of problem solving and that is "being proactive". So, now let's define how you can improve your skills as a problem solver, and better yet, improve your reputation as a problem solver.

The first thing to recognize is that recognizing problems is a special skill set. Average people are often easily convinced that everything is going okay because everything is pretty much the same as the past. I'm sure you've heard of the phrase "same old, same old".



Supporting the Fleet, Fighter, and Family



Clipboard (Cont.)

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That is an example of an attitude of indifference about the possibility of change. You may have witnessed the perspective in individuals who believe the status quo is challenge enough. If you have ever expressed it yourself, then you have manifested the perception. Identifying problems does not mean looking for trouble. But, it does mean that you should always be paying attention to opportunities to move up in performance.

Essentially, this means that most problems came disguised as performance gaps. The status quo is easy to accept on a day to day basis. So, the one thing that a person who seeks improvement in problem solving is that they continuously look for differences between expectations and results.

Proactivity, then is not just reacting to change. It is recognizing opportunities to define, refine and streamline policies, practices and procedures.

So let's look at the word opportunity for a second. How do we know that there is an opportunity to improve anything? Have you ever heard the term "if it ain't broke – don't fix it". Harkening back to my discussion early of status quo that is a pretty frequent phrase. Let me add a new one to your lexicon. If it's not broke but it is not working as well as it could, it is time to make adjustments. The inference here is that opportunity comes by paying close attention to the difference between mediocrity and excellence. If you accept the fact that something is puttering along and is not effective, then you are overlooking the opportunity to make the necessary adjustments to improve it.



To put this in a fire service context, opportunity comes primarily from us improving the way we do everything. For example, can we improve on our turnout time as firefighters? It has been my experience that many fire departments after focusing on this issue have made significant inroads in improving response times. What about our fire inspection activities? Are there opportunities to improve on the enforcement of fire codes by exercising new options? We are always talking about educating the public but may or may not be actively seeking ways to accomplish it. The list can go on and on.

I was once counseled by a fire officer who told me that it is not the big things in life that will bring you down; it is the tiny little details that will trip you up. Opportunity then is not always found in grandiose schemes but rather in the details of how we are accomplishing things. Ask yourself right now; are there any programs in your department that would be better if they were changed? I know that is very open ended, so let me make another suggestion.

The next time you go to a conference or workshop, ask yourself how what you have just learned can make an improvement when you go home. Anytime you are attending training or education experience there is an opportunity to make an improvement.

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Ronny J. Coleman

They don't always have to be big ones as we stated before but they must possess at least one quality that you should value. That quality is that there is a quicker, faster, better, more effective, more efficient way of doing something and it is only going to happen if you make it so.

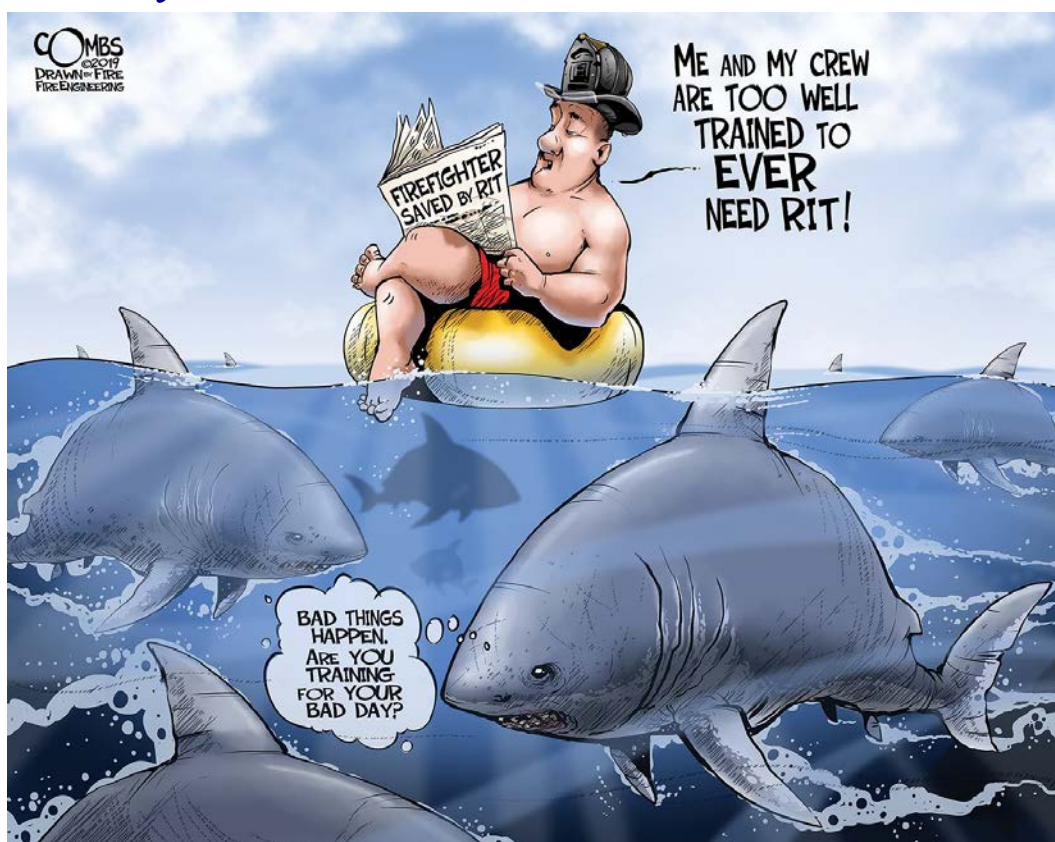
Earlier in this article, I talked a little bit about the two teams in Apollo 13. One was in a capsule; the other was in a communications center. We could draw a comparison between these two groups of the difference between the mindset of those who are on a fire company and those who are sitting in headquarters. Both of these teams have an opportunity to make a difference. But the consequences are often drastically different. The closer a team is to a problem; the more likely they will be the one to suffer negative consequences if they fail to pay attention. So, if something went wrong in the capsule, lives could end quickly. The same thing could be said for what can happen to a fire company. Failure is not an option when it comes to safety, for example. Once we elevate a problem to "management" then the consequences are usually felt further and further from the epicenter of the discussion.

Whether you are a fire captain in charge of a company, a battalion chief in charge of a platoon, or a fire chief in charge of an entire department, you have the opportunity to make improvements. If the two teams we talked about earlier can work together, they can create miracles. If they do not work together, we can have problems. It is in our best interest as fire officers to be seen as problem solvers rather than victims of circumstance when things go wrong



Combs Cartoon

Bad Day



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Last Alarms

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TCoOO Update



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Last Alarms

The USFA has reported 37 line of duty deaths to date in 2019. The following line of duty deaths were reported since we published our last issue:

Michael Bell
Farmington, ME

Edward Nulton 🚒
Dallas, PA

Claud Messer 🚒
Waynesville, NC

Kenneth Stavinoha ❤️
Houston, TX

2019 Totals

❤️ 21 (56%) 🚒 5 (13%)

❤️ Indicates cardiac related death

🚒 Indicates vehicle accident related death



Taking Care of Our Own

There are currently 12 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
Jeremy Anderson	Navy F&ES Gulf Coast	Candace.Leslie1@navy.mil
Martin Flores	Fort Carson, CO	Karen.M.Connors2.civ@mail.mil
Chris Bishop	Navy F&ES Gulf Coast	Candace.Leslie1@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

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National Board of Fire Underwriters

By Tom Shand

The American Fire Service owes much of its formation to nationally recognized agencies that over the years impacted the planning and day to day operations of fire departments across the country. Most recently, the National Fire Protection Association through its standards development process has become the benchmark for how building codes, fire protection equipment, fire apparatus and staffing models have influenced department operations.



Along with the NFPA Standards the insurance industry has provided benchmarks for municipal fire protection dating back April, 1866 with the formation of the National Board of Fire Underwriters. After the Civil War national fire losses had increased to over 43 million dollars with the insurance industry in danger of collapse due to the excessive losses. Major conflagrations in New York City and Portland followed by the Great Chicago Fire in October, 1871 demanded that additional action needed to be taken to strengthen fire protection in major urban areas.

The result was the NBFU implementing recommendations to the City of Chicago including establishing fire limits where certain occupancies and building construction would be prohibited, improvements in the water supply and reorganization of the fire department along with improvement in stations and equipment. This was the beginning of the NBFU conducting municipal fire protection inspections along with the development of the Grading Schedule. This document outlined the areas that would be reviewed in each community and included the following: water supply, distribution system, hydrant locations and inspections, fire flow tests, fire station locations and staffing levels, number of engine and ladder companies, training, response to alarms, fire alarm system along with building and fire prevention codes and inspections.

These inspections were conducted on a regular basis with each municipality visited every eight to ten years. Communities where serious deficiencies were noted were given recommendations with specific time frames for implementation. As an example, Report 243 for Syracuse, New York from December, 1922 was twenty seven pages long and provided recommendations including establishing a new engine company at Station 11, relocation of Ladder 4 and providing a hose wagon to Engine Company 1. These reports were often utilized by Fire Chiefs and city fathers to justify improvements with the fire department and for many years were considered the “gold standard” when evaluating municipal fire protection.

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Tom Shand

The NFBU grading schedule became the basis for fire insurance premium costs in communities with the result being a classification ranging from Class One to Class Ten based upon the strength of the fire protection services. Municipalities with a lower classification would enjoy reduced fire insurance premiums with Class One being the most desirable. In later years the Insurance Services Office assumed responsibility for conducting municipal fire protection surveys to determine the community Public Protection Classification.



Today, over forty thousand communities have been reviewed with 373 fire departments awarded the coveted Class One ranking. In many cases the recommendations listed in NFBU reports were utilized to justify water system improvements, replace fire stations, enhance staffing and acquire new apparatus and equipment. Several

departments have utilized this grading to promote their services including the City of Los Angeles and Syracuse, NY as shown in the images of their apparatus. The fire insurance industry with the development of the Grading Schedule was responsible for improving fire protection across the country dating back to when horse drawn steamers and ladder wagon were the backbone of department fleets Back in the Day.



On the Job - Yokosuka



CFAY Keeps Rescue Skills Sharp

By Richard Henderson, Yokosuka Fire Chief, CNRJ F&ES

On 4 September 2019, Commander Fleet Activities Yokosuka, Fire & Emergency Services (CFAY FES) and safety representatives from Ship Repair Facility (SRF) conducted a high-risk, high angle rescue from one of CFAY SRF's eight 240 foot tall, 4.6 metric ton cranes. The scene involved a simulated worker performing maintenance underneath the crane control room, 110 feet off the ground. The worker was unable to self-rescue and the SRF's shore rescue plan went into effect.



The members of CFAY FES sprang into action and quickly sized-up the scene, and accomplished a quick and safe rescue of the trapped worker. Using a combination of the ladder company's platform and the crane's built in staircase. Firefighters made the climb to the top and quickly began setting up rescue systems to reach the victim. Once victim contact was made, rescuers rapidly assessed and picked off the victim from their position, hanging underneath the crane. Once lowered to the main platform, the victim was further medically assessed by the EMR crew and loaded into another rescue system to be lowered onto the ladder company's platform. The drill was completed once the victim was safely on the ground.

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From CNO

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CNO Message to the Fleet

Released by ADM M. M. Gilday, Chief of Naval Operations



I am humbled and honored to be your Chief of Naval Operations. Together, we are part of the greatest Navy in the world. Everyone on our team - Officers and Enlisted Sailors, Active and Reserve, Uniformed and Civilian - plays an important part in making sure we not only remain the greatest Navy in the world, but that we get even better.

For the first time in a very long time, we face serious challenges at sea around the world. For decades, we have taken for granted that no other blue-water navy would dare take us on. That's no longer true.

The U.S. Navy will continue to be a global force for security and stability. But there are other nations who would use their maritime forces to threaten the freedom of the seas, to intimidate their neighbors, or to coerce others in violation of international law. Those maritime forces are growing in numbers and in strength. Still others know they cannot take us on at sea, but will try to attack our Navy in areas like cyber.

Rapidly modernizing our Navy and keeping pace with technology will remain a priority for us. However, I still believe what my first Chief told me: that people are our most important weapons system. A well-trained force is our competitive advantage. I look forward to hearing your feedback to make improvements for Sailors and their families.

I have a great sense of urgency to get after solutions to the challenges we face. In the coming weeks, my FIRST priority will be visiting with many of you. I will work with our leaders in the fleets, with our Marine Corps teammates, and with our other joint service and international partners as we develop our way ahead to meet these challenges.

We will question our assumptions. We will think differently about the competition we are now in. We will be the Navy the nation needs now and we will build the Navy the nation needs to fight and win in the future.

What remains constant are our core values of honor, courage and commitment. We will remain true to our core attributes of integrity, accountability, initiative and toughness. We will remain the premier Navy in the world and I know we will be even better tomorrow than we are today.

Further detailed guidance will be issued within 45 days.

Thank you for all you do for our Navy and for each other. I'll see you out in the fleet.



Tech Rescue

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Rethinking 9-1-1 as Confined Space Rescue Plan

By Adam O'Connor and Jeff Tomb | Emergency Management

Workers die in confined spaces every year. And every year, firefighters die trying to rescue workers from these manholes, sewers, tanks, silos and pits. Most workers enter confined spaces with the expectation that they will be rescued if something goes wrong. But if a crew's only rescue plan is to call 9-1-1 in the event of a problem, that rescue may not be possible.

Take, for example, the case of a welder who entered a confined space from a small opening some 20 feet off the ground via a scaffold. As far as the crew was concerned, the requirements for this permit-required confined space had been met: they had an attendant, an entrant and a supervisor; the space was clearly marked as a confined space; the air was being monitored; the welder was wearing a harness; a tag line, tripod and winch were in place; and the crew had completed a confined space permit. The only remaining requirement was the rescue plan. The crew fulfilled this requirement as they were trained to do, and as they'd always done in the past: They wrote down "Call 9-1-1."

Ultimately, it was a rescue plan that proved unable to save a life. When the welder was electrocuted in the confined space and went into cardiac arrest, there was no way to remove him from the pipe chase – the crew couldn't drag the large welder over the elevated, horizontal pipes. They called 9-1-1, but a rescue couldn't be performed in a timely manner. As a result, the welder perished.

We are firefighters. We know it is not easy to move a flaccid body. A 100-pound victim is a struggle for two men, especially if you are trying to lower that victim out of second story window. You are not going to pull a limp adult around, over and through entrapments with a rope, even using a winch. Furthermore, most workers die in confined spaces because of a lack of oxygen. You have only 4-6 minutes to provide oxygen to worker's brain tissue before they start losing function. Hands-only CPR has increased survivability rates, but you have to be able to get to the victim to start compressions.

People die in confined spaces because there is no true rescue team on the scene, and many times because "Call 9-1-1" is the only rescue plan. More likely than not, if a person is not breathing, we are not going to get to the scene and affect a rescue in time to save the victim without violating OSHA law and putting our own lives at risk.

The Firefighter's Limitations

Firefighters are America's most trusted problem solvers. Arm stuck in a vending machine? We're there. Strange odor in your home? We'll be right over. So what would ever give the public the idea that we weren't ready, willing and able to save you from a legitimate emergency like a confined space incident? Not us, at least not publicly. We are the "can-do" guys.

Some larger departments have developed highly skilled and specially equipped technical rescue teams who can handle confined space incidents, but these departments are few and far between. Some departments have conducted assessments and made the conscious decision not to perform confined space rescue operations.

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Usually this is a result of a study looking at call frequency (demand), equipment costs and training requirements. Other departments have never addressed the issue, perhaps because no solution availed itself beyond just saying “no.” And unfortunately, some departments still are oblivious to the hazards of confined spaces.

The fact is that for every victim who dies in a confined space, three would-be rescuers die trying to save that victim. These sobering statistics have been supported time and time again as recently as 2010 when firefighters in Tarrytown, N.Y., Liberty Township, IN., and Middletown, OH, were involved in confined space rescue attempts that killed or hospitalized the would-be rescuers. Why? Because it’s not in the nature of the firefighter not to help someone in trouble. The term “viable victim” is a term used frequently in training, but short of obvious mortal injury, most firefighters have a tough time making the call that a victim is no longer viable.

Perhaps equally alarming is the fact that we unknowingly or unintentionally expose ourselves to these situations. Have you ever received a call at the station from a local entity to inform you that they are making a confined space entry? I have. The reason some workers are doing this is so that they can legitimately put a check mark next to the confined space permit section that says “Standby Rescue Team” – it’s usually right next to “Rescue Plan” where they have written “call 9-1-1”. What’s even more concerning is that many don’t bother to call – they simply check the box and write 9-1-1.

One safety director of a large, international design and build contractor had this to say about his planning for multiple confined space entries every month: “We always make self rescue the first option, then we back that up with non-entry rescue, and if we have to we will hire a rescue team to stand by.”

He added, “If a contractor or facility is putting “Call 9-1-1” as their rescue plan, they are only planning for a body recovery.”

OSHA’s Perspective on “Call 9-1-1”

If the facilities in your area are putting “Call 9-1-1” as their confined space rescue plan, then OSHA states they have to ensure the responding units have met these specific requirements in 29 CFR 1910.146 Confined Space:

“Evaluate a prospective rescuer’s ability to respond to a rescue summons in a timely manner.” What is “timely”? Once again, brain death starts in 4 to 6 minutes.

“What will be considered timely will vary according to the specific hazards involved in each entry.” If you are responding to a facility that contains hazardous materials, especially toxic inhalation hazards, the danger of the confined space grows exponentially. Trying to maneuver in a confined space wearing an SCBA is ill advised and limits your time to work in the space and escape.

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“Evaluate a prospective rescue services ability, in terms of proficiency with rescue-related tasks and equipment, to function appropriately while rescuing entrants from the particular permit space or types of permit spaces.” To meet this standard, your engine crew would have to do a scenario at the facility in which you rescue a full size mannequin from the space.

If the entrants are required to wear respiratory protection to enter the confined space OSHA says this in 29 CFR 1910.134 Respiratory Protection: “Requires that that employers provide a standby person or persons capable of immediate action to rescue employees wearing respiratory protection while in work areas defined as IDLH atmospheres.”

I don’t know of any fire departments that are willing to take rigs out of service to do standby confined space rescue work. I also don’t know of any that will be able to make it to the scene and assemble a confined space rescue in 4 to 6 minutes.

The Firefighters’ Solution

Honesty and training are perhaps the best solutions firefighters have for this complex issue:

Be honest with your local businesses. When they call and state they are entering a confined space, make sure they know what your rescue response will be, so they can make an educated decision about the safety of their employees. All firefighters talk as if they can handle anything that comes their way. It’s part of our culture, and I wouldn’t have it any other way. That confidence, and our expectations of each other, is what keeps us sharp and motivated to improve. It also leads to false advertising.

Make sure everyone – dispatchers, firefighters and fire officers – know what your response times and capabilities are. Clearly convey this information to local facilities and those that call to inform you of an entry. If they know you are 4 minutes away on your best day, and you will still have to get through the plant and assemble gear to effect a rescue, they may think differently about putting “Call 9-1-1” as their rescue plan.

Training should start with familiarizing firefighters and fire companies with the OSHA standards. This knowledge base will allow you to speak intelligently with plant safety directors when doing inspections and pre-plans. I would start with The United States Department of Labor website. It is easy to use and has explanations of all the confined space standards. Confined space work originates in industry, and industry is the best resource for training.

Train your fire companies in basic confined space awareness. This way, they will understand what the permit and accompanying paperwork is showing them when they arrive on the scene. The entry log and rescue plan should answer: How many entrants are in the space? How long they have been in the space? Are there atmospheric or engulfment concerns? What are the current atmospheric readings? Has lockout/tagout been completed, and who has the keys?

Tech Rescue (Cont.)

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Adam O'Connor

Train your firefighters to do non-entry rescue. In all of the years I have worked confined space rescue in industry and the fire service, I have never encountered a confined space where victim rescue was as simple as pulling on a rope. I have, however, been involved with more than one grain-silo rescue where that was the plan and it failed. Attaching ropes to entrants may make it easier for rescuers to find them, but it is not typically a way to perform the rescue. If that rope is attached to a haul system, or a portable winch, our odds of accomplishing rescue are greater. Educate your firefighters on the use of a basic cable winch and the “Davit” arms they are attached to. There should also be a rescue pole (a telescoping rod with an attachment on the end that holds a carabineer tied to a rope) on the scene and firefighters should be trained in its use.

Additional Training Resources

Establish a relationship with your local industries. Many facilities have trained confined space entry teams and conduct scenario based training annually. Find out who has that responsibility in your area and learn what you can do as a first in company, and what you can do to help them when they arrive.

All responding firefighters need practical confined space training. They need something more than PowerPoint programs with certifications and tabletop scenarios. You may have to look outside your department if you want to get the kind of training that is going to keep your crew intact and save lives. There are several private, highly regarded training companies, many owned or operated by firefighters, that provide training in these topics.

Industrial Rescue Teams are another great resource for training. These teams do the work every day in mills, refineries and manufacturing, and they often are unencumbered by politics, certifications and lowest-common-denominator training. Facilities can pay to have industrial rescue teams train their employees. Find out if your local steel mill or industrial complex has training scheduled. It may be a free pass to drill your crew in a state of the art training simulator, with seasoned instructors. It all starts with establishing a relationship with the safety coordinators at your local industries.

If local industry is using “Call 9-1-1” as their rescue plan, you have to be honest with them about your response, setup time and capability, even if that comes down to “No, we don’t do your confined space rescue.” This may not be what the facility safety director wants to hear, but at least you have informed them of the situation.

Make use of the best training resources you can, and remember that the acumen and muscle memory that comes from repeatedly building rescue plans, haul systems and performing LOTO is hard earned. You can’t learn it in a classroom. If you have the opportunity to train with an industrial rescue team, take it. At the very minimum, train your crews in confined space awareness, basic atmospheric monitoring and non-entry rescue. The life you save may be your own.

Adam O’Connor is the Deputy Chief and 22 year veteran of the Fort Wayne Fire Department. He is also a hazmat and rescue technician, is licensed as a registered nurse and is a regional manager for Niles Safety Services. Jeff Tomb is a firefighter with South Haven Fire Department. Jeff is also the founder of Niles Safety Services, a safety company providing safety and training services to municipal, commercial and industrial clients.

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Performance Awards

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Calls for Fewer Awards, Stricter Ratings for Feds

By Eric Katz, Senior Correspondent, www.govexec.com

The administration has instructed agencies to give out fewer performance-based awards to federal employees and to make it more difficult for workers to receive top performance ratings.

In a pair of complementary memoranda, Office of Personnel Management acting Director Margaret Weichert said agencies should do a better job of providing a meaningful distinction in levels of performance. She simultaneously said agencies should spend less money on rating-based awards in favor of bonuses for “special acts.”

The administration first notified agencies of its intended reforms during the fiscal 2020 budget process. Agencies will now have to submit formal plans spelling out changes to their bonus system in next fiscal year’s blueprints. Those proposals will include how much each agency will spend on awards, explain how the plans will “result in improved outcomes and organizational performance,” and describe how they will shift funds away from performance-based awards and toward awards for a specific contribution from an individual.

In issuing the memos, the administration rescinded all previous OPM and Office of Management and Budget guidance on awards with one exception: a freeze on discretionary bonuses for political appointees that President Obama instituted in 2010 will remain in effect.

OPM also reminded agencies to allocate awards in a manner that “provides meaningfully greater rewards to top performers.” To accomplish this, Weichert said, agencies must institute “rigorous performance standards.” Agencies should not be “grading on a curve” and should use “objective criteria” with specific benchmarks for assessing workers.

Most federal agencies use a mix of OPM-approved performance appraisal systems, which primarily include five rating levels: unacceptable, minimally successful, fully successful, exceeds fully successful, and outstanding. Current budget proposals have noted that more than 99% of employees are rated “fully successful” or higher. The Government Accountability Office found the same in a 2016 report, while 61% were rated “outstanding” or “exceeds fully successful.” A proposal creating a \$1 billion interagency performance fund to reward top employees in lieu of across-the-board pay raises has not garnered any momentum in Congress.

In the new memos, OPM clarified that “fully successful” should “never be characterized as a low level of performance or be phrased in such a way as to define unacceptable performance.” Only employees who “contribute meaningfully to an agency’s success” should receive such a rating. OPM called on agencies to clearly spell out the differences between each rating level so both supervisors and employees can clearly understand those distinctions.

Only employees who receive at least a fully successful rating are eligible for a performance-based monetary award.

Performance Awards (Cont.)

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GOVEXEC.COM

On the Job - Rota



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“Fully successful should be seen as the category for employees who are meeting valid performance standards designed to deliver on what the American public should be able to expect from their civil servants,” Weichert wrote.

Ratings above that level should go only to employees who proactively solve potential problems before they materialize or provide high-level performance in a challenging context over a sustained period of time, she added.

Linda Springer, a former OPM director and a senior advisor at OMB, said in response to the memos that awards must be consistent with achievement in order for any recognition structure to be successful. She also noted that performance metrics must be mutually agreed upon by an employee and supervisor, and enable managers to “engage, provide feedback and support the employees’ success throughout the performance period.”

Rota Pierside IC and Response System

By Shane Rayfield, Fire Chief, NAVSTA Rota



NAVSTA Rota F&ES procured an Incident Command and Response System. The purpose of this mobile system is to provide fire suppression support equipment for daily ships maintenance operations during ammo movements and other operations requiring special equipment. In addition, in the event of fire or other emergency, provide an incident command post to manage the incident.

During ship maintenance, various shipboard firefighting equipment is needed for pier lay down and this system allows for onsite storage, improving efficiencies and reducing wear and tear on fire equipment and vehicles.

The unit provides immediate access to required fire hose, couplings, nozzles and all related equipment needed during maintenance, ship repair, fueling and weapons movements. A built in cascade system provides onsite refilling of self-contained breathing apparatus (SCBA) cylinders.

The system also provides immediate access to rehabilitation equipment, decontamination and thermal imaging camera capability. The unit can be connected to either shore or generator power for an electrical source which provides a climate controlled incident command and control center with electrical outlets and counter space. A 360 degree observation deck on the roof provides a clear view of the pier and any incident that may occur.

This Incident Command and Response System will greatly improve NAVSTA Rota F&ES’ ability to meet the extensive organizational, training, and equipment for pier emergency response incidents.



SA Matters!

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Understanding Stress – Part 3: Some Stress is Good

By Rich Gasaway

Stress. Who needs it?! The fact is, we all need it! Welcome to part 3 of my series on stress. In part 2 I discussed three kinds of bad stress: Acute stress, episodic acute stress and chronic stress. Each of them triggered by different things. In some instances the impact is short-lived. In other instances, it can lead to catastrophic consequences including depression and suicide. But not all stress is bad. In fact, without stress, psychologists would argue we could not achieve peak performance or perhaps any level of performance. Let's examine the good stress in our lives – eustress.

You may recall from part one I talked about the hormones and chemicals that are released during stress events. Their impact on the body, including their contributions to strokes and coronary artery disease, have been studied extensively. It should not come as a surprise then, to learn the person who uncovered the concept of good stress was an endocrinologist – the very people who study the hormones that also cause the bad effects of stress. While evaluating the consequences of stress, like anxiety and depression, it was uncovered that humans also experience productive stress.

Delivering the keynote in Chicago for the Company Officer Leadership Program at Fire-Rescue International

Eustress compels you into action and helps you be your best. As a personal example, I experience eustress before every conference keynote or seminar presentation I deliver, even though I've given in the range of 2,500 to audiences that have numbered in the thousands. I still get nervous energy whether I am talking to five hundred people or fifteen people.

And, while I know there are some who will never believe this, my stress, manifested as nervous energy, compels me to rehearse before every presentation – even on topics I have spoken on hundreds of times. My rehearsal always include a run-through of the presentation slides, if I am using any (I often don't).

Eustress compels you to be your best and do your best. It drives you toward achievement and success. Eustress can give you a definite competitive advantage. When you exercise, be it cardio or strength training, you are stressing your body. You are pushing yourself to excel. If not for the stress that drives achievement, you would never subject yourself to the rigors of a workout.

I remember when I played on the golf team in high school. While we had a pretty good team, one of the best in the region, the coach always made us believe the other team was going to be difficult (if not impossible) to beat. He knew that if we went on to the course overconfident, our guards would be down and we would become complacent and lazy. In other words (and I don't think he'd have ever described it this way) our stress levels would not have been optimized for peak performance. He had to stress us with the will to win. Had he ever told us we were outmatched and were going to lose, but go out and have fun playing, our will to win would have been gone and we would have been in distress.

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

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In emergency situations, eustress compels you into action and helps you rise to the occasion. The energy from eustress is channeled toward productive, worthwhile goals. Remember the grandma who lifted the car off someone? She was experiencing eustress. She had a goal and was driven to succeed to the point of almost super-human strength.



For the body and mind, however, stress is stress and it is indistinguishable. The same chemicals are released and do the same things to your body whether it's stress from a bad relationship, stress to perform well during a speech, or stress because one of your kids just ate the last bit of ice cream you were hoping to have for a bedtime snack.

Perhaps one of the simplest ways I know to bring meaning to the difference between good stress and bad stress is by tying stress to motivation. In my leadership classes we often end up discussing, with little surprise, motivation, which is not the subject of this article so I won't be going into detail. What I will share are two emotions that drive motivation and it is in the context of those emotions that I will differentiate distress from eustress.

Fear and Desire

Fear is the great inhibitor. It binds your mind up and causes stress out of concern for consequences. Fear helps you see all the ways you cannot do something and all the potential harm that will result. Conversely, desire is the enabler. Desire frees your mind up and evokes a stress response that compels you toward success. Desire helps you see all the ways you can achieve your goals and all the potential good that will result. Both fear and desire create stress. The former distress and the latter eustress. But there's more.

Control

The second component that differentiates distress from eustress is the degree of control you have over the situation. If you feel you are in control of what is happening and you can direct the actions that will lead to success (or at a minimum prevent failure), you are being driven by eustress. If you feel as though you are not in control of what is happening and the actions contributing to your stress are under someone else's control and the other person (or the environment) can directly impact your failure, you are being inhibited by distress.

Finally, let's look at the worst possible scenario. The things that are causing you the greatest fear of failure or harm are being controlled by someone (or something) else. You are helpless, or so it may seem. People gripped by this type of distress often cannot see any way out of their situation even though there may be many ways out.

SA Matters! (Cont.)

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Rich Gasaway, PhD.

Scholarships



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Incident scene stress

The stress experienced at an incident scene can be distress, eustress or a combination of the two. It boils down to whether you are being driven by desire – toward a successful outcome, fear – to prevent an undesirable outcome, and how much control you have over the situation. Confident responders may feel they are in control of their situation and circumstances at an emergency but, deep down, they know there are way too many things that can go wrong that are outside their control. Thus, both stresses are in play.

Administrative stress

Stress is not limited to emergency scenes. There are plenty of stresses impacting you in day-to-day non-emergency operations also. The same rules apply. If the stress is being triggered by a compelling goal for achievement and the successful outcome is something you desire and are passionate about AND you are in control of your work product and your destiny, you will be stoked by eustress. Conversely, if your stress is caused by a constant fear of consequences and you're work is not rewarding and you are being controlled by a bad boss, you are going to experience distress.

Yvorra Leadership Scholarships

Scholarships and Special Projects Awards Available for Emergency Responders

The Yvorra Leadership Development Foundation (YLD) is currently accepting applications for its 2019 Scholarships and Special Projects related to leadership development. The awards are in memory of Deputy



Fire Chief James G. Yvorra, Emergency Medical Technician Donald E. Sellers, and Chief John M. Eversole. Any active career or volunteer Fire, Rescue, EMS, or Emergency Management member or active duty or reserve U.S. military member who serves in an emergency response position is eligible.

Annual awards are approximately \$2,500 each and three awards will be issued totaling \$7,500. In addition to one award for firefighters, there is an award set aside for Hazardous Materials Responders and one for Emergency Medical Service Responders. Special awards of greater value may be issued for leadership development related special projects proposed by individuals or groups.

Since 1989, YLD has awarded \$195,000 to 102 award recipients.

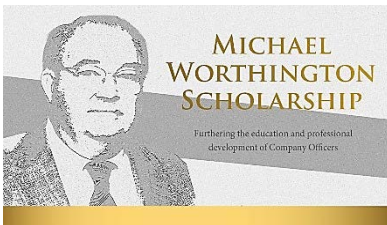
To request an application go to <http://www.yld.org> and click "Applications". The deadline for applications is October 30, 2019 and awards are usually announced in late December.

New Region Chief

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CPSE Scholarship



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Eric Tucker Takes Reins in Northwest



Eric Tucker was born in Bremerton WA and began his career in the fire service the very same day he graduated from high school as a GS-03 recruit firefighter. He worked at almost every fire station in CNRNW over the next 14 years and advanced to the rank of Fire Captain in 1993. In 2004, Eric took an Assistant Fire Chiefs job in Guantanamo Bay, Cuba where he spent the next 2½ years and finally returned to CNRNW F&ES Battalion 3 (NAS Whidbey Island & Naval Station Everett) as Battalion Chief. In September of 2008 he returned to Guantanamo Bay as Fire Chief. In 2014, he was selected as the Fire Chief for Marine Corps

Air Station Beaufort, SC, where he successfully drove the department to internationally accredited fire service agency status. In 2016 Eric was promoted to the position of Regional Fire Chief for Marine Corps Installations Pacific headquartered in Okinawa, Japan where he also attained internationally accredited fire service agency status. Finally, on 1 September 2019, he returned to Commander Navy Region Northwest Fire and Emergency Services as the Regional Fire Chief.

Chief Tucker and his wife Mary reside in Silverdale, WA, and have no children left at home. Eric's extracurricular interests include motorcycle riding, boating (of any kind), fishing, scuba diving, live music, cooking and entertaining guests.

Worthington Scholarship Application Period Open

In continued remembrance of our long time Board member and friend, CPSE announces that the annual application period for the Michael Worthington Scholarship is now open. CPSE has committed to awarding up to five scholarships annually to active fire/EMS members serving at the Company Officer level.

Applications must be received electronically no later than 5:00 p.m. EST on 31 October 2019.

There is no cost to complete the application. Applicants will provide information as required in the regular Fire Officer (FO) application. Only applicants who meet the requirements for FO designation will be eligible for a scholarship.

Scholarship recipients will receive the FO designation, a waiver of the initial designation fee, and a complementary registration to the 2020 Excellence Conference being held 3-6 March 2020 at the Caribe Royale, Orlando, FL.

Click [here](#) to download the eligibility requirements and scholarship application form.

NFA Courses

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NFA Safety Courses Available to DoD

Calling all company-level officers, chief officers, and supervisors who have department-level health and safety responsibilities (such as program planning and implementation) and who may serve as an Incident Safety Officer or department Health and Safety Officer. The National Fire Academy has three six day offerings of our R0154 Safety Program Operations course that have vacancies and are in jeopardy of cancelation due to low enrollment.; 22-27 September 2019, 20-25 October 2019, and 27 October – 1 November 2019.

<https://apps.usfa.fema.gov/nfacourses/catalog/details/440>

Check out the details and apply today!

<https://www.usfa.fema.gov/training/nfa/admissions/apply.html>

Follow the directions in the link. Be sure to specify the date of the course offering you wish to attend and your second choice if applicable.

If you have any questions contact the Training Specialist: George Morgan email: george.morgan@fema.dhs.gov.

Send your completed application to netcadmissions@fema.dhs.gov. Pay close attention to Block 16 of the application as you briefly describe your duties relative to your need to attend this class and remember to show your position on your departmental organizational chart. Again any questions contact the training specialist.

We're looking forward to meeting YOU!



Safety Program Operations R0154 course description

This six-day course provides knowledge and practice in the context of current issues to develop strategies of risk management associated with the provision of firefighting and Emergency Medical Services to reduce firefighter fatalities and injuries. With a focus on using the risk management model in the health and safety aspects of emergency services operations, current regulations, standards, policies and responsibilities for program management, day-to-day operations, and incident safety will be addressed.

<https://usfa-apps.clutch-inc.com/nfacourses/catalog/details/440>

Navy F&ES Remembers

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Navy F&ES 9/11 Tributes Around CNIC

September 11, 2001 was a generational event where over 3,000 lives were lost, including 343 FDNY firefighters, in a single, horrific attack on America. Those who survived were irrevocably changed as well and some are still losing their lives today. We all swore we would never forget the events of that day or those who perished for the sake of others. CNIC fire and emergency services observed the 18th anniversary of these heinous attacks with various ceremonies and observation across the enterprise.



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Navy F&ES Remembers (Cont.)

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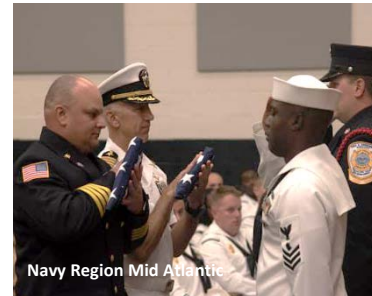
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Navy Region Northwest



Navy Region Northwest



Navy Region Southwest



Navy Region Southwest



Navy Region Southwest

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Navy F&ES Remembers (Cont.)

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Barstow Retrofit

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New Off-Road Engine Ideal for MCLB Barstow

A truck retrofitted as a Type 6 firefighting apparatus, with standard fire pumping capabilities as well as ultra-high pressure pumping capabilities, helps firefighters reach the scene of



emergencies in rugged terrain more quickly aboard Marine Corps Logistics Base Barstow, CA, as well as in the surrounding community.

Paul Purdy, Fire Chief, Marine Corps Fire and Emergency Services aboard MCLB Barstow, said the new smaller Type-6 fire engine was originally a 2005 Ford F550 utility truck owned by the department. “We had it refitted into a fire engine that is capable of getting through the tunnel between MCLB Barstow and the Marine Memorial Golf Course,” Purdy explained.

The access tunnel between the base and the golf course has always been too small to allow the larger Type-1 fire engines could get through. “That means if there is an emergency or fire at the golf course we have to drive off the base to take the dirt access roads to bypass the tunnel in order to get to the scene,” said Deputy Fire Chief Ryan Tworek. He’s the man who spearheaded the drive to get the truck retrofitted

The aggregated response time (ART) to an emergency is within seven minutes from receiving the call. Having to bypass the tunnel added 15 to 20 minutes to the response, but the new retrofit now allows fire crews to meet or exceed the under 7-minute standard, Tworek explained.



“The Type-6 apparatus can also be used at the weapons range aboard base which proves difficult for the Type-1 fire engines,” he added. Type-1 firetrucks have ladder and water cannon capabilities suited to fighting large structure fires, but they are more cumbersome in off-road

situations. The new Type 6 does not have all the capabilities of the larger fire engines, Chief Purdy said, but it is capable of delivering 300 gallons of water at high pressure to handle almost any small brush or structure fire. “We can deliver ten gallons a minute with the ultra-high pressure hose with just as much effectiveness as a larger hose that puts out 100 gallons a minute under normal pressure,” Purdy said.

Barstow Retrofit (Cont.)

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The refitting of the truck into the Type-6 fire engine cost just a little under \$200,000 and was done by Fire Trucks Unlimited, a firm in Henderson, NV, which specializes in building fire rescue vehicles, fire rescue utility vehicles, and ultra-high pressure firefighting systems. That compares to building a new fast response fire engine from the ground for \$450,000 to \$500,000.

The water pumping system on top of the truck is a U.S. Navy twin pump skid UHP/HV-diesel engine driven, which is state of the art for fire departments. Colonel Craig C. Clemans, commanding officer, MCLB Barstow, attended an official unveiling of the new Type-6 apparatus at the headquarters of the Security and Emergency Services Department, August 20. "This new fire engine is all about increasing the capability of the fire department by reducing our response time to emergencies and fires," Clemans said.

"Taking existing equipment that is in good shape and repurposing it as we did with this truck at much less expense is a very good thing," said Danny Strand, director, SES. "I am proud that our department now has off-roading capabilities to provide even better response time."

"This is quick-attack apparatus that can get to the scene of off road accidents, fires and medical emergencies where our much larger fire engines couldn't," Chief Purdy said. "It will enable us to serve this whole side of the base more efficiently and with a much lower response time, meeting or exceeding the standard. In an emergency, time means lives," he concluded.



USMC Planning



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Marine Corps F&ES Develop Strategic Plan

From 12-15 August 2019, sixteen personnel from Marine Corps F&ES Departments from throughout the Country and Japan met in Columbia, MD, for the purpose of developing a strategic plan for the Marine Corps Fire & Emergency Services Program.



Mike Pritchard, Director of Marine Corps F&ES stated, "All of our Installations have done a Strategic Plan as part of the CFAI Accreditation model and in accordance with the Marine Corps Order for Fire and Emergency Services. This is the first time that the Marine Corps Installations Command F&ES program has put together an enterprise wide Strategic Plan. We had a lot of participation in our survey and an outstanding group of folks that really worked hard during the offsite meeting to put this together. I think we really captured the things that are important to moving emergency services delivery forward for the Marine Corps and I am really excited to see what this plan will do for the program in the years to come."

FPW 2019

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2019 Campaign



This year's FPW campaign, "Not Every Hero Wears a Cape. Plan and Practice Your Escape!" works to educate everyone about the small but important actions they can take to keep themselves and those around them safe.

Importance of fire prevention

In a fire, mere seconds can mean the difference between a safe escape and a tragedy. Fire safety education isn't just for school children. Teenagers, adults, and the elderly are also at risk in fires, making it important for every member of the community to take some time every October during Fire Prevention Week to make sure they understand how to stay safe in case of a fire.

About Fire Prevention Week

Since 1922, the NFPA has sponsored the public observance of Fire Prevention Week. In 1925, President Calvin Coolidge proclaimed Fire Prevention Week a national observance, making it the longest-running public health observance in our country. During Fire Prevention Week, children, adults, and teachers learn how to stay safe in case of a fire. Firefighters provide lifesaving public education in an effort to drastically decrease casualties caused by fires.



Fire Prevention Week is observed each year during the week of October 9th in commemoration of the Great Chicago Fire, which began on October 8, 1871, and caused devastating damage. This horrific conflagration killed more than 250 people, left 100,000 homeless, destroyed more than 17,400 structures, and burned more than 2,000 acres of land.

Healthy Eats

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Pork Tenderloin and Plantains

Grilled Cuban Mojo Marinated Pork Tenderloin with Fried Plantains

8 clove garlic (peeled)	1 teaspoon ground cumin
2 green onions (roughly chopped)	1 teaspoon dried oregano
1/2 cup fresh cilantro	1 1/4 lb lean pork tenderloin
1/2 cup 100% orange juice	2 ripe plantains, peeled and sliced
1/4 cup lemon juice	2 Tbsp canola oil
1/4 cup lime juice	1/4 teaspoon ground black pepper

In the bowl of a food processor, add peeled garlic, chopped scallions, cilantro, orange juice, lemon juice, lime juice, cumin, and oregano. Process until all the ingredients are puréed, about 1 minute. Add pork tenderloin into a large Ziploc bowl or a shallow dish along with marinade. Marinate anywhere from 2 to 24 hours.

To cook, preheat the oven to 450 degrees for the plantains and prepare the grill to medium-high heat for the pork tenderloin.

Trim the ends off each plantain; cut a slit down the middle of each peel and use your hands to remove the peel. Cut the plantains into 1/2-inch thick diagonal slices. Add plantain slices into a bowl with 1 1/2 tablespoons oil, 1/8 teaspoon salt, and 1/8 teaspoon pepper. Stir to combine.

Cover 1 large baking sheet or 2 smaller ones with foil and coat with cooking spray. Add plantain slices into one even layer. Bake in the center of the oven for 15 minutes. Carefully remove the baking sheet and use a spatula to flip each plantain over. Cook another 10 to 15 minutes later until plantains are crisp and caramelized on the outer edges; keep an eye on the plantains as they cook to prevent from burning.

Meanwhile, remove the pork tenderloin from the marinade, discarding the marinade and wiping the majority of it off the pork. Season with 1/8 teaspoon salt and 1/8 teaspoon pepper. Brush remaining 1 1/2 teaspoons oil onto the pork and place on the grill. Cook 15 to 20 minutes, turning every few minutes, until the thickest part of the pork reaches an internal temperature of 145 degrees. Transfer to a plate and let rest at least 5 minutes. Slice and serve with the plantains.



Navy F&ES POCs

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