



# What's Happening

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



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Omni Cedo Domus

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Email the Editor:  
[Ricky.Brockman@navy.mil](mailto:Ricky.Brockman@navy.mil)

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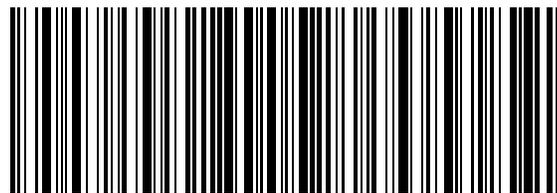
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## Updating Your Bar Code

By Ronny J. Coleman

Have you been shopping recently in the grocery store? When you go to the supermarket these days, it's different than it was back in the good old days. You used to select a product line off the shelf and never worried about when it was manufactured or picked. We never had to worry about expiration dates. That was before preservatives and manufactured obsolescence.



But, today, when people go to the supermarket, one of the things that they look for is, how long is that product going to remain useful before it becomes spoiled. There's a mechanism used on many products these days called bar codes to indicate expiration dates. In the dairy section in a supermarket you can see, on the side of a half of gallon of milk, a bar code there. Further, the label says, "Use before a certain date." The reason that bar code is on there is so that you, as the purchaser, have a reasonably good idea that the product you are getting is fresh. You can count on the product to be the value that you are paying your good money for.

The "sell before" code concept is an interesting idea. It used to be that when a product was put on the shelf, it just sat there until somebody purchased it or, somebody would purchase it and go home and find out that it wasn't what they thought it was. If the product was spoiled or it didn't work quite right the customer came back and filed a complaint with the grocery store. The reason the supermarket industry got into creating the "sell before" date idea was to create quality assurance. The customer knows they are getting their monies worth when the bar codes states a sell before date.

How many of us would, for example, on today's date, walk in and take a carton of milk and when the label on it says sell before yesterday. Would you buy a carton of milk with an expired bar code like that? You'd put it right back on the shelf and you'd go through the stock until you found one that says sell before two weeks from now. What you want is to make sure that that product that you get is going to be useful to you.



Supporting the Fleet, Fighter, and Family



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To a certain degree, we firefighters have all got bar codes on us too. You probably haven't noticed them because nobody has it tattooed to their skin. Our bar codes are expressed in attitudes.

When we first became a member of the fire service, in one fashion, we all have bar codes imprinted upon our minds. There is a point in time in which we can become obsolete too. Its like human beings have a shelf life. Products have a shelf life, people have a shelf life. But we call it by a different name - burnout. Instead of spoilage we lose our enthusiasm for what we are doing.

The bar code that we see on a product when we go to the store is put on at a point in time close to the date of manufacture. You don't, for example, put bar code on cows, you bar code their milk. The cow keeps producing milk. The thing that we are interested in is; when did the manufacturer put that milk in a container? When did they put it on the shelf?

If a product has a bar code there are three things that happen to them: They are used. Somebody takes that product off the shelf. They take it home and they use it up. They throw the empty container in the trashcan. They are not the least bit concerned about what the expiration date was on the bar code, because the product was used up before it got spoiled.

What are the other two fates for a product? Well the second fate is that somebody will eventually come in there and look at that bar code and say, you know that product is just about ready to become obsolete, let's take it off the shelf and let's get rid of it. That's called disposal, and stock rotation. It's also a waste.

There's a third fate of a product. The third fate is the one that I think sometimes causes us a certain amount of grief and that is that somebody purchases that product just when it is ready to fail. And they take it home and they open it and they are sadly disappointed to find out that they didn't get what they paid for. It spoiled on them. And what we mean by spoiling is the fact that it doesn't taste right, doesn't look right, and doesn't smell right, whatever the case may be.

There are some corollaries to this, in the sense that we as individuals in the fire service may have an invisible bar code alongside our name. I personally believe that there are three stages in our career in which we are given, or renew our bar code. This belief is based upon the idea in our career development processes, unless we rejuvenate ourselves, there is a possibility our shelf life will terminate.

Let me tell you when the first bar code is attached. The first is the day a person graduates from the recruit academy. They get an invisible bar code put on them. Does anybody doubt that the highest level of enthusiasm that people have for their personal careers in the fire service is the day they graduate from the recruit academy? Isn't that the day when a person is wrapped so tight they feel they are ready to do darn near anything there is, anyplace, anytime, for the fire service. The day that somebody pins a badge on a firefighter for the first time is the date of their original manufacture as a product. The day that person stands up responds to their new oath of office in front their family and friends they are so proud they could burst.

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How long does it take for that person, who graduates from recruit academy to become disillusioned, depressed and disappointed with the fire service? That's how long their bar code was good for. How long does it take for them to suddenly say, "This is the most screwed up outfit I've ever been associated with in my entire life." Have we all seen that?

I can remember sitting on oral boards where individuals would come in to ask for a job and you would ask them questions such as, "Why do you want to become a firefighter?" They can give a litany of reasons, mostly very altruistic. "I want to serve humanity, I want to save lives and property, I want to be responsible for the safety of my fellow man, etc."

Talk to those same recruits, say maybe four or five years down the road and you may find out that the entire luster has worn off of their blooms, so to speak. All they're concerned about is the fact that the chief's an idiot, their captain's a boob, and the battalion chief's a bozo. What happened? Well, their bar code ran out. They have spoiled because from the original date of manufacture they have started to deteriorate. They have failed to renew themselves. All of us can lose the perspectives we had to begin with. Many bar codes expire the day probation ends. It's sort of like a person comes to work on Friday, and they are a particularly happy individual. They are individuals who have their act together. They will do almost anything you ask. The person passes probation, and the next day, you've got to shake them to find out if they are breathing.

What happened? And why does it happen? Well I don't really know all the reasons, but I'm have made some observations. I'm not sure that everybody agrees with my premise, but I'm going to make some statements anyway. When a person gets their original training in recruit academy, one of the things that we do is we really sell people on the concept of what they're in the fire service for. We almost oversell the profession. You got to be ready to do all of these grand and glorious things, you got to be ready to save lives, you got to be ready to protect property, you got to be ready to do all of these things. Then for the next year and sometime longer they don't get a chance to do it very often.

We oversell the expectation of what it's like to be a firefighter and as a result of that, our personnel start looking around and begin saying, "Well you know, I haven't saved anybody lately and I haven't had the chance to be a hero in last 24 hours." They lose their enthusiasm for the profession because they are unable to get an opportunity to actually implement the very things that we told them was part of the makeup of their career. Whenever we put people in recruit academies, one of things that we have to be very careful to do is to give them a realistic appraisal of what the lifestyle in the fire service is really all about.

How do I know when somebody is starting to lose their enthusiasm as a firefighter? I'd be willing to bet you that some of you have seen some of these symptoms in firefighters, may be even yourself. One of the first symptoms that peoples bar codes are beginning to expire is when their focus turns from their career to their off duty time. They are no longer as much concerned about what they are learning and what they are new knowledge they are acquiring or new skills they are developing. They start to shift their focus and start to look to the outside of their careers for fulfillment.

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Anytime that begins to happen their bar code is starting to expire. It is starting to reach the point where the person is spoiling on the shelf. If a person is not focused on their career and they have focused entirely upon the external aspects of their life, they are not going to put 100% into the job any longer.



What's the next corollary that people get, to getting a new bar code? If becoming a recruit firefighter is the height of your enthusiasm for getting into this profession, when will a person invariably get at least one more boost? Most experienced people in the fire service have already experience that boost at least once. It's the day you get promoted. You get a new bar code the day you get promoted. Everything that led up your promotion has been nice to know, it's nice to have, but you're bar code starts all over again the minute you acquire a new rank, a new position, or a new assignment. The old bar code has expired.



What we are doing with people when we promote them is we are doing stock rotation. They are no longer a firefighter; they are now an apparatus operator. They are no longer an apparatus operator; they are now a captain. They are no longer a captain; they are now a battalion chief. That is actually a form of stock rotation. The minute a person changes jobs and they take on that new position, some of those things that led to disillusionment and disenchantment at lower levels are no longer valid. It's time to disregard them.

It's time to look again at the fact that they are starting off on a brand new "day one." I've had many opportunities to see what happens with people who get promoted. Earlier I stated that with recruit firefighters, their bar code sometimes expires upon date of probation. When do you think the bar code expires on people who get promoted? For many it is the first day you get in trouble for doing something in the new job that causes you to wonder why they moved up the ladder of success. That's when the glory wears off. This especially happens to those that renew their bar code by becoming Fire Chief.

It's when you suddenly realize that taking a job and loving to come to work does not prevent you from suffering criticism. Once the captain gets on a apparatus operators case and chews them out for the fact that they drove too fast through an intersection or they didn't operate quickly enough on setting up a pumping operation the person often loses sight of the original satisfaction. When a captain looks up and sees the battalion chief coming down the hall saying, "come in the office and close the door," the anxiety begins to well up. It's when the city manager calls the Fire Chief up and asks him to come to city hall right now because the budget has to be cut 5% that the bar code begins to tarnish. When a person gets promoted, and gets a new rank their bar code gets renewed. Each time the duration is different.

Going back to our comparison with a consumer product there's one thing that you've got to take into consideration with anything that is perishable. You have to consider how long it can endure before becoming something else.

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What do we call milk when we recycle it? Cottage cheese. When a person gets promoted, they get a new bar code this is because it's a new product, not a spoiled one that needed recycling. They are no longer an extension of the old product. They are now a new product. What this means is that a person cannot repeat or continue to perpetuate all the things that were involved when you were something else. A person must grow into the new job at the same rate that the bar code is being extended.

Some people might say that when it comes to promotion that one of the other things that affects how long a person stays excited about a new job is whether or not they feel that they are stuck in that job permanently, or not. We have many individuals who are very happy, very satisfied at staying at a particular level in the fire service and do not worry about the next level up the ladder. They don't want to become whatever that next rank is. Some people say that when a person makes that decision to no longer aspire, that somehow their bar code is starting to expire, too.



I don't necessarily agree with that because I think that it's appropriate for certain people in the fire service to remain very happy at particular levels. Often they're an inspiration and their motivation to others. Their attitude is that it is OK being the best there ever was in an existing rank. I personally have had in my career an opportunity to work with people who call themselves career firefighters. They don't want to be anything but firefighters. And the reason they have not expired is because they are still inspired as firefighters. They take their position extremely seriously. They are constantly rejuvenating their knowledge; they are constantly redefining their skill sets. While the bar code that they got on hiring is not a new bar code, they've extended the period of time because they have done so consciously rather than letting it wear out.

My last example in looking at the bar code expiration process is the day that an individual assumes the rank of chief officer in an organization. I draw a real line of distinction between the promotional process and firefighter apparatus operator, up to company officer and even to battalion chief, because there is a support mechanism in the firehouse that allows us all to kind of feed off of one another. But, the day a person becomes a Fire Chief, in my opinion, they get a brand spanking new bar code that's got a very definite limitation to it. Let me tell you what the limitation is. The limitation on the bar code for a fire chief is the day their enemies exceed their friends. Think about it.

A chief's bar code expires the day they have actually got more people opposing what they are doing than they've got people who are supporting what they are trying to do. I've been a chief officer in several fire agencies. I've had the opportunity to talk to a lot of chief officers in other departments. I've heard that term used that referred to earlier. It's called burnout. When people say, I'm burned out. I'm out of here, I want to quit, I want to leave this job, or whatever the case may be. I don't think that burnout is the appropriate term. I think the term is expired.

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That's what really happens when people get to a certain level of being totally frustrated with their job and their responsibility, they expire. They're not burned out; they just decided they're not going to do what it takes to be what they need to be anymore. They don't want to do that anymore, and as a result, their shelf life starts getting more restrictive.

Now, when we look at all these elements, how do we know that any person, at any rank is starting to the end of their shelf life? There are some symptoms that start to occur. No matter whether a person is a firefighter, a company officer, a command officer, or the chief of a department these symptoms can be observed by others.

Symptom number one is when a person begins to criticize the organization more than they praise it. When they spend more time saying what's wrong with an organization than they do saying what's right with an organization. That's when their bar code is starting to expire. It's when an individual starts looking around and instead of saying "what can I do to make the organization better," their concept is to discuss what is wrong with this organization and yet they cannot provide a solution. No matter what their rank they are losing it. Now that can apply this concept to an entire engine company. The symptoms can apply to a platoon, it can apply to a battalion, and it can even apply to a whole fire department.

The minute an individual focuses more of their attention on criticism than they do on support for the organization, the individual is starting to expire.

Another symptom of a person's bar code starting to expire is when they become indifferent to learning. That doesn't mean that they don't experience training. They just don't get anything from it. Many training officers have conducted classes in which individuals sitting in the classroom look like they are a test example for a laboratory study on how to sleep standing up. The minute people start losing their enthusiasm for the learning experience; their bar code is starting to expire.

One of my exposures in the fire service was to a gentleman who recently passed away. His name was Ray Gallagher and he was a Captain on the Costa Mesa Fire Department. When I was a young, fired-up, enthusiastic firefighter Ray Gallagher was one of the old guys. Theoretically, he should have been burned out. Theoretically, his bar code should have expired a long time before mine. But Ray Gallagher was the kind of Captain who would be sitting at a fire station at seven o'clock at night and he'd look at his watch and he'd say, "Well, let's go out and do a hose lay drill." "What?" we sometimes said, "Are you out of your mind?" But, we went and did the hose lay drill. We sometimes had a great time, because he always managed to make them a little humorous or make them a little fun. He was still inspired in his job to learn. One of the clues to a person who is starting to run out of enthusiasm is when they say, no I don't want to take that training, no I don't want to learn anything from this, they go brain dead when new information is being given to them.



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Another of the clues for obsolescence is when people spend more time talking about the past than they do the future. The syndrome of talking about what we usually call the good ol' days. When a person starts talking about something by stating, "Well we didn't do it that way in the good ol' days." If you ask them, "When were the good ol' days?" They reply, "Well that was back when we did ....." You fill in the blank.

I would guess there are not many people in the fire service today who remember the good of days when we used to have to buy our own protective clothing when we were first hired as firefighters. Very few people today remember the good ol' days when a person was considered a wimp if they put on a breathing apparatus. Even fewer remember the good ol' days when firefighters worked like a 96-hour workweek. Those weren't good ol' days. When a person is more focused on the past more than they are focused on the future they are beginning to deteriorate.

What are some of the things you can do to make sure that you're bar code gets renewed? What are some of the symptoms of a person who is successful in renewing their bar code?

The number one symptom is when a person concentrates their energy on improving the organization in spite of all the obstacles that it faces. Their bar code cannot expire. If a person is focusing on improving, no matter what in put in their way, no matter what the chief may have said, no matter what the city council could have said, no matter what the city manager reportedly has said, no matter what the captain on B shift could have said, they improve. A person who is focused on how they can improve their organization, then they are renewing their bar code almost every day. All of us are capable of doing that. When a person adds value to their organization, they are adding to themselves. They are extending their own careers.

The number two way of renewing oneself is to engage in learning experiences at every opportunity. What's a learning experience? It's not necessarily training, it's not necessarily a formal classroom, it's the moment that an individual realizes that they are being exposed to information that is not part of their current knowledge, skills or abilities and they want to add something new to their inventory. If a person becomes an information sponge it's hard to become obsolete. When a person starts absorbing new things they grow. This is true no matter what rank they are at. It makes no difference how much time you have in grade. An individual at the lowest position in the department has just as much right to understand what management theories are being used to operate a fire department. All ranks need to know what the budget processes are. They might not get a chance to practice any of this for a while, but they can understand it and be improved as a member of the organization.

Number three is similar in nature to the first two, but it's an extension of both, and that is developing the perspective that taking on new challenges is a noble purpose. Any time that a person takes on a new process, a new project, a new event, their bar code gets updated. I'm not just talking about being involved in mundane projects, I'm talking about doing things that require a person to stretch their competency, cause them to stretch their vocabulary, cause them to stretch their knowledge base.

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Because the moment a person does that they have moved your expiration date a couple of days further down the line.

To understand this concept, you need to personalize it. Everybody in the fire service has a bar code on them that was affected by one of those three things that I stated earlier. If you're a firefighter and your bar code was put on you in 1973 or 1974, or you're a captain and you got your bar code renewed in 1985 or 1991 or whatever the case may be or you've just been a recently appointed chief and that your bar code might be only three years ago, but your career goes back 35 years.

Experience doesn't count when it comes to shelf life, demonstrated competencies do. A person remains fresh by displaying the fact that they have maintained skills for today, not yesterday. It's not what you did in the past, it's not what you say you are going to do in the future that determines your bar code. It is what you do with what you've got today. Demonstration of competency and demonstration of enthusiasm and how you respond to situations is more a display of your bar code than the date that it was given to you.

Once again, I will reflect back on some of the people I've experienced in my career, I remember one individual who will remain nameless, for obvious reasons, that the day I went to work in the fire station with him, he sat me down and started telling me everything wrong with the organization. Why I wasn't going to like it working at that station, why I wasn't going to like working on that shift, why I probably should apply for a position in a neighboring fire department, etc., etc. That particular individual remained in his career within the context of that particular department for almost 30 years and the day he left, he was as bitter about his job as the day he was when I worked in that firehouse.

What a disappointment. What a way to end your career. I contrast that with Captain Gallagher, who was as enthusiastic for his career the day he walked off the job as he was the day he got the job. That particular individual had a career. The other guy had a job.

What you've got to ask yourself is how I am doing on my personal bar code. Take a look at the bar codes of your subordinates, your superiors. Ask yourself, what can I do to encourage people to renew themselves? What can I do to re-motivate them? Those little black lines on the bar code are also used for another purpose. When you get up to the counter, they use the bar code to determine the price of the object. A little number appears on the screen and the computer indicates that jar of mayonnaise costs this amount or that gallon of milk is worth that.

Here is the last point to be made. If a person purchases a fresh product and they get their monies worth, there is value to that. What we are trying to bring to our careers, is value to our department, our community and our profession. If you keep renewing your bar code, sometimes the value of that bar code continues to migrate upward. If an individual becomes a spoiled product, then society may do what the supermarkets do? They discount. Day old bread is sold at a lower price.

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Ronny J. Coleman

What we should be doing is renewing our bar codes and those of every one that we have responsibility for because it increases our value and as it increases the value, then our profession collectively benefits. Personally I don't get a chance to do that much shopping in my household. My wife takes care of most of it, so I have to readily admit that when I started using the bar code analogy and I was discussing this speech with my wife, she said, "You don't have any idea of the price of groceries anyway...how would you know if you were getting a bargain."

Well, I think I do have somewhat of a concept of the price of the fire service, the services that we have and the value we bring to the table. The level of support that we gain out of our communities is related to their perceptions of our contributions to their safety.

I can guarantee that if we renew our bar codes frequently enough, there will be people who come to the hypothetical supermarket of city services, and without any hesitation whatsoever, reach on the shelf that is called fire service and continue to pay for a product that they think they are getting.

# Combs Cartoon

## Do Your Job



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## Last Alarms

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## Last Alarms

The USFA reported 52 line of duty deaths in 2020. The following line of duty deaths were reported since we published our last issue:

**Justin Robinson** ♥  
Buchanan, GA

**Alec Tannenbaum** ♥  
Vails Gate, NY

**Jose Perez** 🟢  
Los Angeles, CA

**Leroy Lucio** 🟢  
Houston, TX

**Anthony Christensen** 🟢  
Naples, FL

**Gerardo Pacheco** 🟢  
Houston, TX

**Eric Hayashi** ♥  
Hilo, HI

**Steven Splan** ♥  
Bloomfield Hills, MI

**Peter Hein** ♥  
Big Pine, CA

### 2020 Totals

♥ 19 (36%) 🚗 6 (11%) 🟢 15 (28%)

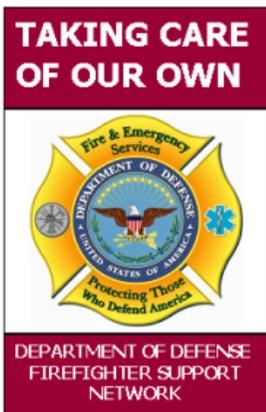
♥ Indicates cardiac related death

🚗 Indicates vehicle accident related death

🟢 Indicates COVID19 related death



## TCoOO Update



## Taking Care of Our Own

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

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

| Name              | Location               | Point of Contact               |
|-------------------|------------------------|--------------------------------|
| Kevin Stuebs      | DLA Columbus, OH       | Brent.Moreland@dla.mil         |
| Steve Holekamp    | Tinker AFB, OK         | Thomas.Trello@us.af.mil        |
| Alfie Soyosa      | Metro San Diego, CA    | Nicole.Stacy@navy.mil          |
| Andrew Swick      | USAG Yuma, AZ          | Daniel.P.Goodwin2.civ@mail.mil |
| Robert Viafranco  | NAS Corpus Christi, TX | Matthew.Sedgwick1@navy.mil     |
| Ronald Wells, Jr. | JEB Little Creek, VA   | Marc.J.Smith@navy.mil          |

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

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

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## *Back in the Day*

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## *Philadelphia Naval Shipyard JOX Aerial Ladder*

By Tom Shand



Photo from collection of Tom Shand

The Philadelphia Naval Shipyard was first established in 1801 and underwent numerous upgrades during the early part of the twentieth century. During World War II the shipyard constructed over 50 ships and repaired another 574 to support the war effort. The last ship that was completed at the shipyard was the USS Blue Ridge during 1970 and in later years worked to rebuild various ships. At its peak, the shipyard employed over forty thousand personnel and while the installation was located within the Philadelphia city limits, fire protection was provided by the Navy with a varied fleet of apparatus.

Fire apparatus produced for both civilian and military use during the early part of the twentieth century were predominantly of the engine ahead design with open cabs being most favored due to the visibility afforded for the driver, officer and crew. During 1938 American LaFrance introduced the JOX model of chassis for use as a chassis for aerial ladders, while continuing to produce the Type 600 series models for pumpers. This vehicle was designed by engineer John Grybos who for several years had lobbied that a cab forward vehicle would be safer by placing the engine over the front axle for weight distribution with the driver's seat ahead of the axle. The result was a midship mount ladder truck with an overall length of less than 42 feet with a two rear facing jump seats for the crew. This style of aerial ladder revolutionized the fire apparatus industry and within a few years a four section 100-foot steel aerial was available on the JOX model chassis with a 240-inch wheelbase.

The U.S. Navy placed two JOX model aerials into service during 1944 with units delivered to the Treasure Island Naval Station in California and the Philadelphia Naval Shipyard. These vehicles were powered by a Lycoming V-12 engine rated at 190 horsepower and were equipped with two manual screw jacks to act as stabilizers with a third screw jack located under the forward mounted radiator. The standard JOX model was equipped with open ground ladder banks and arched rear fenders. Between 1938 and 1946 110 of these American LaFrance aerials in 65, 75, 85- and 100-foot models were produced.

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Tom Shand

Forty-five of these ladders were 100-foot units which began to increase in popularity due to their maneuverability. Seven JOX model aerial ladders were built for the Treasury Department for export to Australia as part of the Lend/Lease program.

During World War II American LaFrance in Elmira, NY produced hundreds of fire apparatus for the various branches of the military on commercial chassis as well as their 500 series engine forward pumpers and quad apparatus. The U.S. Navy would continue to purchase midship mount aerial ladders from Maxim Motors, Peter Pirsch and Seagrave until the early 1960's when several American LaFrance 900 series tractor drawn aerial ladders were acquired for the Great Lakes Naval Training Center, Norfolk Naval Shipyard and Philadelphia Naval Shipyard.

Serial number L-1392, built for the Philadelphia Naval Shipyard was built with an open ladder bank exposing the wood truss ground ladders and together with twelve-foot wooden scaling ladders on each side of the apparatus body. The American LaFrance JOX ladder would eventually be replaced with the 700 series cab ahead American LaFrance model which would dominate the apparatus market for several years. Back in the Day open cab, engine ahead apparatus were the standard vehicle utilized by U.S. Navy fire departments of all sizes.

## NBVC Jobbing



## Naval Base Ventura County on the Apple Fire



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## On the Job - Georgia

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## Team Kings Bay Orchestrates Life-Saving Response

By Fire Chief Freddie Thompson Jr.



During the KBFD weekly staff meeting, I received an urgent call from our Commanding Officer requesting emergency assistance for a base official who was possibly having a heart attack at the intersection of USS Stimson and USS Madison Ave. I immediately advised the Assistant Chief of Operations to get equipment rolling. Moments later we were toned out by the Regional Dispatch Center of CPR in progress at the intersection of Stimson and Madison.

Our EMS team, FF/Paramedic (PM) Nicholas Khan and FF/EMT-A Hartsel Stewart were apprised of the situation via radio and immediately responded. Upon arrival, they observed a Navy Security Forces member performing CPR on the patient lying in the middle of the intersection. PM Khan immediately assessed the patient for breathing and a pulse; there was no pulse and agonal breathing was present. He directed the service member to continue CPR compressions while he and EMT-A Stewart attached the cardiac monitor/defibrillator pads on the patient. After observing the patient to be in V-Fib (without a pulse), Khan charged the monitor to 200J and delivered the first defibrillator shock to the patient.

Within a few seconds Engine 1321 arrived on-scene with FF/EMT Jason Diaz, FF/EMT Samuel Bozeman, FF/EMT Blake Stephens, and FF/Paramedic Ricky Bullard on board. Stephens took over on CPR compressions and Bozeman managed the patient's airway via bag valve mask (BVM) ventilations. They both followed standard CPR/BVM protocols and sustained standard resuscitation ratio of 30:2 as the patient was moved onto the backboard and placed on the stretcher. Diaz, being the least amount of weight, relieved Stephens to straddle the patient on the backboard and continued uninterrupted CPR as the stretcher was being loaded into ambulance.

## *On the Job – Georgia (Cont.)*

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Inside the ambulance, FF/PM Bullard had already set up the Intraosseous (IO) and the medication delivery systems. Stewart placed the IO in the patient's left proximal tibia (left shin). At the direction of PM Khan, PM Bullard administered 1mg Epinephrine via IO device. PM Khan attempted to establish an advanced airway by inserting an Oropharyngeal and a King tube; however, the patient's airway was clinched preventing this procedure. FF/EMT Bozeman was successful in sustaining a basic airway with equal and bilateral lung function by BVM. At the direction of PM Khan, PM Bullard administered 300mg Amiodarone via IO device. PM Khan again checked the patient for a pulse and noted V-fib. He then charged the monitor to 300J and delivered the second shock. FF/EMT Stephens took over compressions. PM Khan called in the patient's status to Southeast Georgia Health Systems (SGHS) - Camden Emergency Department (ED). FF/EMT-A Stewart took over airway management and FF/EMT Bozeman expeditiously drove the ambulance safely to the ED.

In route, PM Bullard was directed to administer another 1mg dose of Epinephrine. Another pulse check was taken by PM Khan – no pulse and V-fib was again noted. Khan charged the cardiac monitor to 360J. As the monitor charged, PM Bullard administered 150 mg Amiodarone. Khan then delivered the third shock at 360J; afterwards FF/EMT Stephens continued CPR compressions.

A pulse check revealed a pulse was present and sinus bradycardia (slow heart beat) noted. Vitals were obtained and ventilation maintained due to agonal breathing still present. The patient was moved into ED treatment room. As the report was given to ED staff, the patient became alert and able to provide basic information. The ED staff ran a 12-lead assessment diagnosed an anteroseptal infarct (type of heart attack) event had taken place. Patient care was transferred to SGHS-Camden for urgent air transport to UF Health Jacksonville FL-Trauma Center. Time of dispatch was 0813, time delivered to ED 0831; 18 minutes.

It must be noted that the immediate action of the military service member to start life sustaining CPR was instrumental. Without his actions, things may have turned out differently.

I arrived on scene shortly after the ambulance and what I observed in just a few minutes was amazing. I watched a Kings Bay Fire and Emergency Services Paramedic and a lifesaving team work feverously to save a man who was taking, what could've been, his last breaths. I saw their speed and efficiency as they executed critical life-saving actions to save a life. Today's success was due to early and uninterrupted CPR, early and multiple defibrillations, and unparalleled team work by the Kings Bay Fire and Emergency Services Team. For their exceptional pre-hospital care that resulted to a successful resuscitation, the team was awarded the Navy Fire and Emergency Services Life Saving Award.

## Decisions

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## Decision-Making Tools

By Jacob McAfee

In any profession, decisions are made every day that change the course of all future events, large and small. While a decision in and of itself may seem easy, most easy things are hard. In the fire service, the number of variables that go into these decision processes can grow into a web of stakeholders, inputs, outcomes, experiences, training, vicarious learning, and physical and emotional investments that may need to be analyzed. Considering these variables, determining the best course can take either seconds or significantly longer, depending on the leader's experience, relationships, position, or the seriousness of the decision. Almost all decisions have an external or internal impact on someone or something. Seemingly small decisions (washing the apparatus at night versus in the morning before a shift change) or large decisions (shutting down fire stations) are impacted by the variables within the decision matrix, including the self-preservation of the decision maker. This applies to people above and below you, as you navigate or communicate the leader's intent, politics, emotions, personalities, data, and strategic alignment towards common goals.

Any decision will typically affect more people than originally anticipated. Knowing this and identifying where each stakeholder's interest lies may help you as you navigate the decision-making process. For decisions of a non-emergent nature that have the luxury of time, there are multiple collaborative and innovative processes that allow you to make informed decisions. The goal is to ensure that all stakeholders feel like their concerns were either addressed, considered, or will be addressed in future planning opportunities. Almost no decision is made by one individual. It is made with the understanding that internal and external influence exist. Considering each stakeholder's interests along with your experiences will be key to a confident decision. Being able to do this effectively at any level can sometimes be referred to as political acumen. This skill pushes you to think like a politician without having to act like one. No matter your rank, the ability to think systematically with political acumen will allow you to reach across boundaries, interests, relationships, and alliances both to make more informed decisions but increase the impact of that decision.

The more effective you are at understanding everyone's interests, the more effective you will be at creating a dynamic and adaptive dialogue, encouraging movement and action through your decision as opposed to argument and opposition. Remember that no decision is perfect, nor will it have full buy-in from all sides of the table. The key here is that you address stakeholders, make each person feel heard, and disregard no one. Disregarding stakeholders can make a small problem bigger and give you problems when your interests cross down the line. You can never fully anticipate when and whom you may need support from in the future and there may be alliances that you don't anticipate in the long game.

Leaders who focus on the people impacts from the decision and practice political acumen establish themselves as well equipped to make informed decisions.

## Decisions (Cont.)

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These leaders will be able to create and sustain relationships across all factions or groups; educate external stakeholders on their organizations value; more effectively develop board “buy in” at all levels; and be better equipped to make a persuasive case for their decision.

So how do you find these hidden interests or stakeholders so you can make informed decisions?

Although I’m no expert, some of the practices I have had success with revolve around two main themes: relationship building and some type of cause-and-effect analysis. Relationship building means finding out by doing. Immerse yourself with the other group and seek understanding of their position and/or recognize the “influential players” and listen to what they are saying. More times than not, people put their interests on display, but they are may be obscured by bias or common talk. Listening can provide great insights.

Cause-and-effect analysis means using tools and exercises to gather information. As you go through these drills, common stakeholders emerge. These exercises uncover common positions or deeply held values. In this way you can understand various perspectives quickly.

Here are three potential tools/exercises for you to use when collaborating with your team to help uncover positions and investments across stakeholders that improve the quality of your decision.

1. Investment grid
2. Fish bone chart
3. Mind mapping

### INVESTMENT GRID

| Questions                                       | Union President | EMS Supervisor | City Manager | Auto Aid Partner | Yourself |
|---|-----------------|----------------|--------------|------------------|----------|
| What is the outcome you would like to see? Why? |                 |                |              |                  |          |
| Where are you flexible at?                      |                 |                |              |                  |          |
| What are the benefits you expect to see?        |                 |                |              |                  |          |
| What losses are at risk for you?                |                 |                |              |                  |          |

### Investment Grid

In the investment grid you will have the far-left column with questions you want answered. In the remaining columns on the top row you will have factions or stakeholder groups. In each box below, you will put how the group answered the questions in the far-left column. As these questions are answered you will understand everyone’s position, their desired outcome, how committed they are to it, and what may influence them to move more left or right.

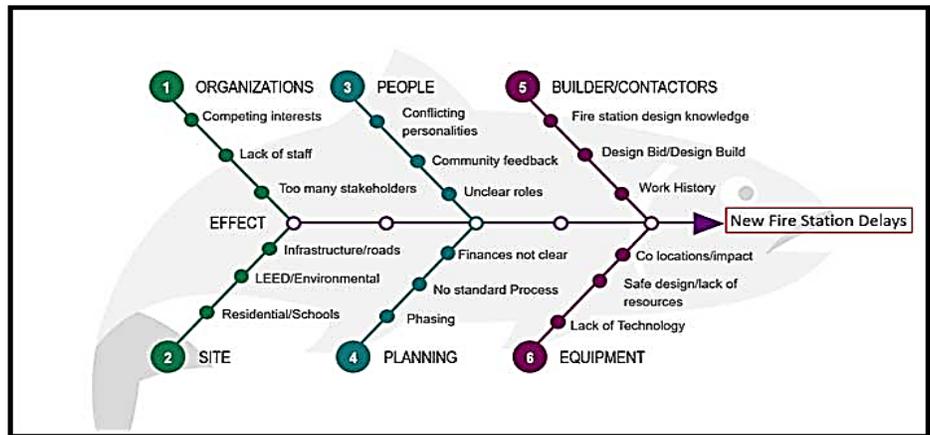
This chart is expandable depending on the decision and the number of stakeholders involved. The below is only an example, as questions and stakeholders can change an unlimited amount of times.



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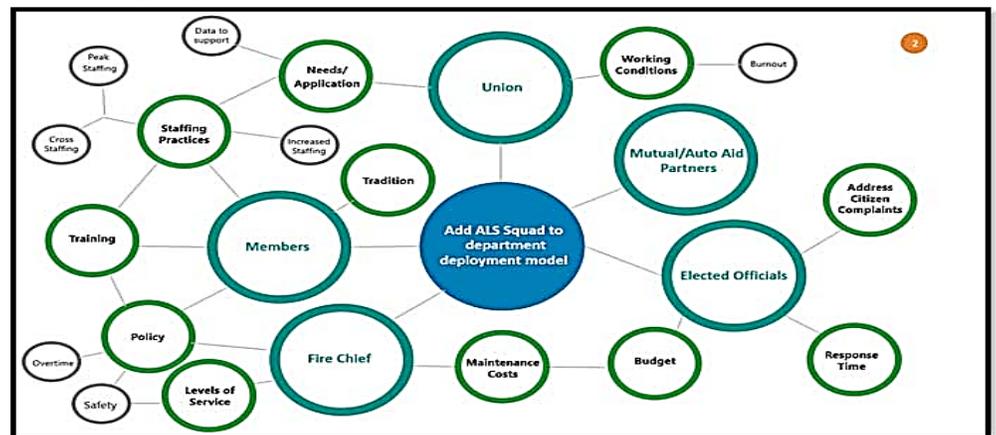
# Decisions (Cont.)

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## Fish Bone Chart

Above is a sample look at a “fish bone” chart. The fish bone chart can identify potential root causes of problems, and can be done prior to a decision or after, once challenges appear. The way to use this tool is to group various causes into categories. In this case the causes are organizations, people, builders, site, planning, and equipment. The causes cascade from the main categories, flowing toward the effect, forming what resembles a fish bone appearance. The idea here is to identify the potential problems or stakeholder interests that may be related to the problem. This allows you to identify the root cause and can help you make informed decisions more effectively by rooting out potential issues on the front end. As you do this more, it can be applied to small everyday decisions and done rapidly.



## Mind Mapping

Mind mapping starts with one main idea that you may need to implement at your department.

- Start by writing the main idea in the center of your paper, white board, screen or whatever you have available.
- Once your main idea is down you and your team should, start to think of major subtopics that will affect your main idea. Identify as many as possible.
- Expand on these further to identify opportunities, challenges, stakeholder investments, and more.

## Decisions (Cont.)

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- Once you are done doing this for one subtopic, move to another.
- This progresses until you have mapped out all the potential items or topics related to your main idea.

When you are finished, you have a comprehensive layout of what or who needs to be addressed before you move on your decision. When the decision is made, you will have done everything you can to avoid significant challenges or backsliding later on.

You can also use it to identify all the groups, players, or people who will be impacted by the decision or goal. This will help you recognize who you need to talk with more, what they want to know, how you need to approach the situation, and what positive or negative impacts may come from the decision. In this example, the goal is to implement an ALS squad company as part of a department's deployment model. The larger green rings are the main stakeholders, the smaller green rings the subtopics, and the smaller grey circles are all the factors that affect each subtopic. This is just a small example. In this case, the stakeholders may grow exponentially depending on your department or jurisdiction.



Chief Jacob McAfee

Although these tools are extremely basic, they can assist you in developing your political acumen during the decision-making process. Over time, as you do this more often, you will start to see trends in the way certain groups or people think or the things they care about. This further develops your mental slide deck through the relationships you have built and your investment in understanding the formal and informal influences that shape decision making. You will over time be able to see the impacts of your decision and who it will influence early and at a faster rate.

Eventually, you can make the best decisions quickly by using the orient, observe, decide, and act (OODA) loop cycle. According to Boyd, "decision-making occurs in a recurring cycle of observe-orient-decide-act. An entity (whether an individual or an organization) that can process this cycle quickly, observing and reacting to unfolding events more rapidly than an opponent, can thereby 'get inside' the opponent's decision cycle and gain the advantage." Boyd talks about the "orient" phase as one of the most important, since here you take all of your previous experiences and knowledge into account and analyze it with all of the observations you have made to ensure what you observed and how you are oriented match. After these stages you move to the decision phases (DA). Think of my previous discussion on the decision tools in use. After you have done them with similar people, in similar groups, or working for similar agencies, all the information you have gathered becomes part of a quick observation and orientation of the people and environment, enabling you to make a quick decision. As you do this more frequently in the various places you go, the OODA loop process becomes a more successful way to take decisive action.

The methods outline above are some tools for your decision-making toolbox. Decisions are not always easy; they involve many layers of influence from all directions. The more you undertake this process, the more prepared you will be to follow through with your decision, both now and in the future.

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## On the Job - Atsugi

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## Joint Training For Us And Japanese Firefighters

By Damian Johnston, Assistant Chief of Training

“Coming together is a beginning, staying together is progress, and working together is success.” -Henry Ford

Recently, Commander Navy Region Japan Fire & Emergency Services (CNRJ F&ES) personnel assigned to NAF Atsugi, and their JMSDF counterparts worked together to ensure continued success. Multiple days of joint training were conducted, starting with evacuation drills from the JMSDF air traffic control tower and followed by two days of live fire ARFF drills. In the first



exercise, JMSDF conducted annual evacuation training for their air traffic control personnel, and requested support from CNRJ F&ES. Coordinated by CNRJ Drill Master Kazuyuki Ogasawara, CNRJ F&ES provided manpower and their 100' Pierce Arrow XT Quint, which is capable of reaching the heights needed. Following the exercise, dedicated markings were painted on the ground near the tower to assist crews in quickly and precisely locating the aerial in the prime position to ensure adequate reach and the most advantageous angle.



Just a few days later, JMSDF fire crews and CNRJ F&ES personnel found themselves side by side again. This time, they trained for their shared ARFF mission. CNRJ took the lead since the scenario involved a U.S. aircraft, but JMSDF personnel were right there backing them up and providing support and assistance.

The two agencies established a Unified Command Post, both deployed turrets and hand lines, and a JMSDF pumper provided supplemental water supply to the CNRJ crash truck. The scenario involved extrication, shutdown procedures, and extinguishment. Following the training, JMSDF Lieutenant Yoshinobu Kuwae, the Fire Chief for JMSDF personnel on NAF Atsugi, expressed his sincere gratitude for the opportunity to work together and for his personnel to benefit from the training props and resources available from CNRJ F&ES.

While both agencies benefit from joint training, the real winners are the Japanese and American members of the NAF Atsugi community. They can rest easy knowing that they have the support of not one, but two organizations that will come together and support one another when the time comes. Despite some differences in culture, equipment, tactics, and even language barriers, the firefighters at NAF Atsugi are united in a common mission.

## *On the Job – Kings Bay*

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## *SUBASE Kings Bay Submarine Technical Rescue*

By Fire Chief Freddie Thompson Jr. (SWFLNT Security approved publication of photos)



It was slightly past 03:30am, on 25 June 2020, when the Region Southeast Dispatch Center alerted the Kings Bay Fire and Emergency Services Department of a medical emergency aboard a Trident submarine located in the dry dock.

Chief-1303, Engine-1322 and Ambulance-1371 immediately responded. Further information revealed a the 61 year old male patient had been performing work aboard the

submarine in the torpedo magazine when he became incapacitated due to a diabetic medical episode, and he was unable to get off the submarine without fire-rescue assistance. Hearing this, Chief 1303, Assistant Chief Robert Womble Jr., anticipated a possible technical rescue operation and requested a second alarm. Engine-1321, Ladder-1331 and Heavy Rescue-1368 were added to the initial alarm assignment.

Engine-1322 was first to arrive on scene and Lt. Brad Hartman assumed incident command. He immediately directed the remaining members of his crew to board the submarine with medical equipment, make patient contact, and to provide an overall assessment of the interior situation. Firefighter/Paramedic Craig Wright, Firefighter/EMT-A Kayleah Robinson, and Firefighter/EMT-A Craig Cook, boarded the submarine and located the patient. Paramedic Wright provided initial treatment and determined that the patient was medically stable, but because of the patient's weakened condition, physical size, and the space constraints within the torpedo magazine, he would need to be extricated.

Assistant Chief Womble arrived on scene and, after being briefed by Lt. Hartman, assumed command and ordered crews to prepare for a technical rescue operation. Chief Womble assigned Rescue Technician Lt. Ryan Vogel as the Rescue Officer and together they developed the technical rescue incident action plan (IAP) and site safety plan to extract the patient from the submarine.



The IAP detailed getting the patient packaged and removed from the confines of torpedo magazine, up 2 decks to the forward logistics escape trunk (LET), and finally to the topside deck. Lt Vogel directed the entire extrication operation.

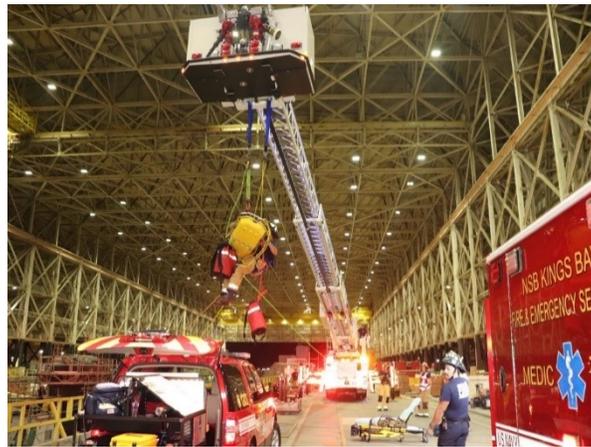
Removing the patient from the torpedo magazine was extremely difficult due to the restricted space and the patient's size. Ambulance-1371 arrived on scene with Firefighter/Paramedic Donald Doyle and FF/EMT Sean Conant; both men boarded the vessel and made their way to the torpedo magazine to assist with packaging and removing the patient.

## On the Job – Kings Bay (Cont.)

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As Lt. Hartman and the interior team moved the patient towards the LET, Lt. Vogel and the exterior team set up the vertical lift mechanical advantage system. The interior crew had to perform three different vertical assisted lifts from one deck to another until they reached the main haul line on the first deck. The extrication process was stopped several times to stabilize the patient who began to vomit.

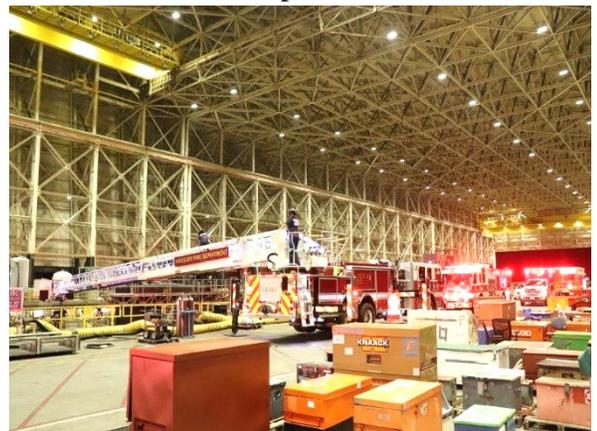
Once the patient reached the forward LET access, interior crews packaged the patient in a stokes basket and prepared him for extrication.

After reaching the top of the LET, Lt Vogel determined that the placement of temporary services (HVAC, electrical, water, scaffolding etc.) restricted their walking space and made it very unsafe to carry the patient off the vessel in a stokes a basket.

To move the patient from the LET to the dry dock road, the crew of Ladder 1331 (Captain/Paramedic James Pickett, Firefighter/EMT Jason Ackerman and Firefighter/EMT Martin Detig ) extended the ladder platform approximately 70 feet horizontally to the top of the LET. The team onboard the submarine rigged the platform to lift the patient and the attendant; the patient was suspended from the ladder platform, and lifted off the submarine by the crew of ladder 1331. Lt. Ryan Vogel attended the patient during the lift from the top of the LET to the dry dock road. At a point, both patient and attendant were suspended 70' above the dry dock floor. Ladder 1331 demonstrated textbook efficiency as they safely maneuvered the ladder with Vogel and the patient attached.



The patient was successfully extricated from the submarine and transported to a nearby Medical Treatment Facility. Skill and teamwork were key to this successful technical rescue event.



## SA Matters!

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## Unexpected Information: Barrier to SA

By Rich Gasaway

One of the foundations of situational awareness development is being able to make accurate predictions of future events. Making (accurate) predictions is a fairly complex neurological process that relies heavily on gathering information, comprehending the meaning of the information, tapping into your stored knowledge of past experiences, trusting your intuition and using your imagination to run mental models to anticipate outcomes.

When faced with familiar situations, this process works relatively smoothly and quickly. In fact, most of the time you are predicting future outcomes using this process and you're not even consciously aware of what you're doing to get to the prediction... and that's ok. In fact, if you had to think about it, consciously, it might slow the whole process down to a snail's pace.

But what happens when your predictions are violated and unexpected things happen? The short answer is, you may become confused and you may even get frustrated. And your situational awareness may erode as a result. Let's explore the impact of unexpected information.

### Forming Expectations

The process of forming expectations begins with gathering information (facts and data) about what is happening in the environment around you. You do this by using your senses to capture inputs (seeing, hearing, feeling, smelling and tasting). The data gathered through sensory inputs then travels through nerves to sensory processors in your brain. Think of the processors as interpreters that are receiving nerve impulses (sort of like Morse code). These bits and bytes of information are pieced together so you can see and hear (and feel, taste and smell) the things around you.

Then, the brain does some heavy lifting in the form of sensory integration which is a fancy way of saying it takes the pieces of information gathered from each of the senses and combines them into one coherent understanding of what is happening. While this may sound easy, it is fraught with complications that can flaw situational awareness (a topic I've discussed in other articles). For example, sometimes you see things that are in conflict with what you hear. When this happens, the mental "puzzle pieces" don't fit together so well.

Once your brain has what it believes to be an understanding of the current situation, it heads off into long term memory to locate past experiences to compare the current situation to. The brain wants to know: Have I seen or experienced this before? Were my previous experiences positive or negative? What did I learn from the previous experiences that I may be able to apply to this situation? Are there any threats or dangers in the current situation that I need to focus my attention on?

Since the brain stores information visually, the process of searching through long- term memory involves trying to locate pattern matches – the clues and cues in the current situation that match previous experiences. If a match is found, you may benefit from intuition (the feeling of knowing without knowing why or how you know).

## *SA Matters! (Cont.)*

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Armed with current clues and cues, fueled by past experiences, your brain then begins to run mental models (think of these models as little movies that play in your head that look into the future to see, or anticipate, outcomes). This forms expectations.

### **The Unexpected**

As you form expectations about future outcomes (based on current information, coupled with past experiences) you begin to see a clear picture in your mind about what should be happening and what should happen next. At this point, you are using your imagination to make predictions – to look into the future. These expectations of future outcomes form benchmarks and can assist in goal setting.

Sometimes, however, your expectations are violated. In other words, your beautifully constructed mental model of outcomes is flawed. When this happens, the brain can become overwhelmed with confusion. It can also lead to anger and frustration because your brain doesn't like to be wrong. In your early evolutionary history, being wrong with expectations about outcomes usually resulted in being eaten by a predator.

### **Consequence of the Unexpected**

When the brain becomes confused as a result of an unexpected outcome, it must quickly revert back to the start of the process of forming situational awareness. Thus, you will begin capturing information using sensory inputs, sending them down the neural pathways toward destinations toward comprehension, tapping into past experiences and using your imagination to anticipate future outcomes.

While the process is the same as the initial formation of situational awareness, it is made more complex by the confusion of unexpected outcomes. For example, imagine you are putting together a jigsaw puzzle (which is, ironically, the exact analogy I use during the Mental Management of Emergencies program to explain the formation of situational awareness).

In the beginning, you have nothing but a pile of pieces. Typically, you search out a few facts that begin your process of understanding (Think: Size-up). In the puzzle building analogy, those “facts” are the four corner pieces. At the beginning of the puzzle building process, these are the only pieces that you can say, with certainty, you know where they go (assuming the puzzle has four corners to begin with).

As you piece the puzzle together, it starts to become clear what the puzzle theme is (e.g., a meadow with trees and flowers in the foreground and a beautiful mountain in the background). You're starting to figure it out.

Then, unexpectedly, you encounter a puzzle piece that looks like an old manual typewriter. Your initial thought may be “Someone accidentally put this puzzle piece in the wrong box”. This “denial” of the piece can happen in real-life when unexpected information suddenly appears. It may be dismissed as a coincidence or as an anomaly. It is quite easy for the brain to do this, especially when you are operating under stress and time compression because there simply isn't enough time to figure it out. So the brain dismisses (or filters out) the unexpected information.

## *SA Matters! (Cont.)*

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The brain can also become confused as a result of unexpected information. This confusion slows down the process of capturing and processing the meaning of incoming information. In other words, your ability to make sense of current clues and cues may be impacted because some of your brain's "thinking power" is being consumed with trying to bring order to the confusion.



Rich Gasaway, PhD.

### **Dr. Gasaway's Advice**

You may encounter unexpected information at any time. In the teachings of mindfulness, decision-makers are taught to "expect the unexpected." This seems to be a circular phrase and an impossible task. For if you expect the unexpected, then arguably, it's no longer unexpected, right?

To expect the unexpected is to maintain a level of vigilance and acceptance to the fact that, at any given time, we are operating in an environment with limited information. Additionally, if the environment is dynamically changing, so is the information. Expecting surprises and unexpected outcomes is a mindset that can be an asset. It can reduce surprises and frustration.

As noted, when the unexpected occurs, it can be confusing. And while confusion would seem like something you would want to avoid while operating in environments of stress and consequence, it can actually be an asset so long as you realize confusion is a sign of violated expectations – something unexpected is happening.

When confused, adopt an inquisitive disposition and seek to understand why you are confused. What is happening that violates your expectations? Why is it happening? What does it mean? How does the new information change understanding? What are your new predictions of future events in light of this new information?

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### **Action Items**

Discuss a time when you encountered unexpected information and the impact it had on your situational awareness.

Share some examples of the potential consequences unexpected information can have on decision making.

Discuss how confusion, frustration and anger (resulting from unexpected information) can impact your focus.

Discuss strategies for how to reduce the impact of unexpected information.

## Awards Presented

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## Navy Region Southeast Recognizes



Commander Navy Region Southeast RDML Gary Mayes and Commanding Officers of NAS Jacksonville and NS Mayport presenting the Navy Large Fire Department of the Year award to First Coasts F&ES Fire Chief Mark Brusoe



Commander Navy Region Southeast RDML Gary Mayes and Commanding Officer of SUBASE Kings Bay presenting the Navy Fire Chief of the Year award to Fire Chief Freddie Thompson, SUBASE Kings Bay.



## Healthy Eats



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## Grilled Pork Tenderloin with Asian Sauce

Courtesy of the National Heart Lung and Blood Institute

|  |                              |
|--|------------------------------|
| 1 (2 lb) unseasoned pork tenderloin              | 1 Tbsp lite soy sauce        |
| ½ Tbsp garlic, minced or pressed (about 1 clove) | ½ Tbsp granulated sugar      |
| 2 Tbsp fresh ginger, minced (or 1 tsp ground)    | 1 Tbsp sesame oil (optional) |
| 1 Tbsp fish sauce                                |                              |

Preheat grill or oven broiler (with rack 3 inches from heat source) on high temperature.

Remove visible fat from tenderloin and discard. Set tenderloin aside.

Combine garlic, ginger, fish sauce, soy sauce, sugar, and sesame oil (optional) in a small dish. Stir marinade until sugar dissolves.

Brush tenderloins with marinade or pour one-third of the marinade evenly over the pork. Place in oven or grill with lid closed.

Every 5 minutes turn over the tenderloin and add 1 tablespoon of additional marinade, until meat is fully cooked (to a minimum internal temperature of 160°F). Let stand for 5 minutes.

Cut 12 slices, each about 1-inch thick. Serve three slices (about 3 oz cooked weight) per serving.

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# Navy F&ES Hall of Fame



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DSN 288

Director  
Carl Glover  
carl.glover@navy.mil  
202-433-4775

Deputy Director  
Ricky Brockman  
ricky.brockman@navy.mil  
202-433-4781

| EMS Branch   | Operations Branch  | Integration Branch  | Military Firefighter Branch   |
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- 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
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- 021 Douglas Thomas, 2011
- 034 Dudley King, 2018
- 009 William Albrittain, 2007
- 022 Charles Gindele, 2012
- 035 Eugene Carmody, 2018
- 010 Daniel Marshal, 2007
- 023 John Wentzel, 2012
- 036 Robert Williams, 2018
- 011 Nicenor 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
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