



What's Happening

Navy Fire and Emergency Services Newsletter
Protecting Those Who Defend America



July 2019

OMNI CEDO DOMUS

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Dinosaurs Or Dragons

By Ronny J. Coleman

It seems very popular these days to be referring to some element of the fire service as either dinosaurs or dragons. The term dinosaur relates to those that are seemingly incapable of change; the term dragon as being related specifically to the phenomena of fire or the various crises that faces the fire service.



In the case of real dinosaurs they were once very powerful beasts that eventually became extinct. It is also interesting to note that while dragons are a myth, they almost always are regarded as fierce and devastating (except for Puff, the Magic Dragon).

And what do both of these reptilian images have to do with being fire chief? Well, one might start off with asking some questions regarding the dinosaur syndrome. Are you one? Do you know one? And, with respect to the dragon one might ask the question of; are we fighting of are you fighting myth or reality?

Dinosaurs probably never thought of themselves as being endangered. Even when their numbers began to thin out they probably regarded it as a blessing in disguise. There were fewer of their own kind to compete for food. The last of the dinosaurs were probably not very concerned about the small furry creatures called mammals that were scurrying around their feet. They died out one by one until they died isolated deaths. According to some scientist there was a singular catastrophe that resulted in their ultimate termination.

The dinosaur syndrome in the fire service has been the subject of slot of jokes. But it does exist. Essentially the problem is not as clear-cut as it was with our reptilian examples. The dinosaur syndrome in the fire service is one of attitude of obsolescence not of physical extinction.



Supporting the Fleet, Fighter, and Family



Clipboard (Cont.)

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Fire departments do not become extinct. Granted, many of them have been modified into other types of agencies and of course some have been consolidated or regionalized until they no longer look like their ancestors. The existence of the dinosaurian attitude in the fire service is best exemplified by three organizational behaviors. They are:

- The development of an isolationist attitude - they get out of touch with others in the profession.
- Preservation of the status quo for its own sake - focusing on how things are done instead of why they are done.
- Loss of professional inquisitiveness - they simply stop caring about anything but themselves.

If you review the three provisions it is easy to identify the fact that an individual can be a dinosaur an organization can be a dinosaur and even an entire region can take on dinosaurian connotations. The fact is that this attitude is in existence in the fire service today. There are organizations that are led by individuals that display all three of the behaviors cited in the previous paragraph. There are entire organizations that look upon themselves in a manner as described in the three provisions. Most unfortunately there are entire regions that look upon fire protection in a manner in which the three provisions apply.

So what! Is anything going to happen to the dinosaurs? Well, obviously if you stand and watch something occurring it is very difficult to observe any given movement. For example if you sit and watch the grass grow, the change minute by minute is almost imperceptible. However, if you leave and go on a trip and come back within 30 days you will be shocked to find out exactly what has occurred in your absence. The same thing applies with the evolution of the dinosaurian attitude. They simply are losing touch with reality and are slowly but surely sinking into the obscurity that can result with having programs under funded, responsibilities bartered away to other organizations or technological obsolescence. The dinosaurian legacy is apathy, lethargy and atrophy.

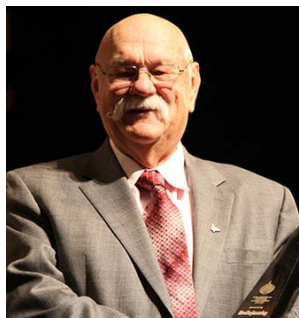
Now, what of the dragons? This whole idea that firefighting is facing a “dragon” is a real macho attitude. It is sort of like saying that whatever we are going out to face today we have to be a knight in shining armor to deal with this terrible force. The reality is that fire is for the most part, a useful partner of the human race. The connotation that fire has a dragon like malevolence smacks a little bit of a schizophrenic attitude about fire.

What of the dragons do they really exist? Maybe some of them are “Puff the Magic Dragon”. We have to be very careful in our role of fire chiefs that we do not paint a picture that is too catastrophically full of gloom and doom regarding the mission of a fire department. The dragons become real when they have dimension. They become curable when they are clearly identified. While it may be fun to relate to firefighting as dragon slaying the fire chief’s task is to rise above that mythical perception that firefighting is accidental and unpredictable and start to give a face and nomenclature to the taming and domestication of dragons.

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Ronny J. Coleman

The literal translation of this concept is the responsibility of the fire chief to do long range strategic planning, short range tactical planning and to make darn sure that the dragon slayers in operations have all the right tools to do the right job.

As I listen to fire officers refer to this comparison between dinosaurs and dragons I am struck by the thought that a person today having to face one of the dinosaurs of the past would probably perceive it as being very terrorizing. One has to speculate that the Tyrannosaurus Rex or Brontosaurus that is illustrated in the comic books or cartoon features on Saturday morning is nothing compared to the actual beast that once walked the surface of the land. Dinosaurs at one time were dragons. And, dragons have a way of turning into extinct dinosaurs.

The modern day fire chief cannot afford to be either.

The current generation should reflect upon the contributions of each preceding generation to make sure that the lessons learned by dinosaurs are retained. They were hard won in their time. Respect for the contributions of the past generation is just as important as the quest for new knowledge is for the current generation. Dinosaurs and dragons are respectfully, tradition and technology.

Combs Cartoon

New Dragons



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Last Alarms

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TCoOO Update



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Last Alarms

The USFA has reported 28 line of duty deaths to date in 2019. The following line of duty deaths were reported since we published our last issue:

Michael Powers ♥
Libertytown, MD

Coleman Loadholt ♥
Ridgeland, SC

William White ♥
Artesia, NM

Angela Chadwick-Hawkins 🏠
Fort Jackson, SC

Neil Cope ♥
Belle Vernon, PA

Jeff Stroble
Roswell, NM

2019 Totals

♥ 17 (60%) 🏠 1 (3%)

♥ Indicates cardiac related death
🏠 Indicates vehicle accident related death



Taking Care of Our Own

There are currently 10 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
Eric Branco	Camp Pendleton, CA	Christina.Reed@usmc.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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Where Did the Rear Mount Ladder Originate?

By Tom Shand



Photo by Jack Calderone. FDNY 1970 Seagrave 100 foot rear mount ladder, one of 21 delivered in that year

Prior to the decade of the 1930's most aerial ladder trucks featured two-section, wooden rail and beam construction and were raised using spring loaded pistons. Peter Pirsch and Sons in Kenosha, WI built the first hydro-mechanical hoist during 1931 and several years later delivered the first all metal, 100 foot aerial ladder to Melrose, MA. Many fire departments were slow to accept the new designs including Boston, Chicago and FDNY which continued to order 75 and 85 foot, wooden tractor drawn aerial ladders up until 1955.

During this period most 100 foot aerials were built in a tractor drawn configuration where the units carried extensive compliments of portable ground ladders, including two section 50 foot bangor ladders. While rear mount ladder trucks were the standard apparatus utilized with European departments only a few engineering designs were attempted by United States manufacturers until 1952 when Maxim Motors of Middleboro, MA acquired distribution and marketing rights to the Magirus rear mount devices, built in Germany.

The Magirus rear mount ladder was a four section, 100 foot device that could be mounted on a custom chassis with a short overall length with one of the first units built for Philadelphia during 1954. Several years later the Chicago Fire Department placed into service two 100 foot and two 144 foot rear mount Magirus ladders on Mack B-85 model chassis. As these rigs had limited space to carry ground ladders they were often operated as special called units and were supplemented by standard midship or tractor drawn ladder companies.

During the war years the FDNY placed into service their first two rear mount aerial ladders, acquiring both an American LaFrance and Seagrave 100 foot models for evaluation. Due to high fire activity, many FDNY ladder companies were responding to more than 7,500 incidents each year. The department sought to establish second sections for ladder companies in specific areas as well as establishing new companies where the stations could not accommodate a tractor drawn apparatus.

Back in the Day (Cont.)

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Tom Shand

Over the next four years the FDNY placed into service sixty nine Seagrave 100 foot, single axle rear mount aerial ladders to supplement and replace the older units in their fleet. Due to the heavy staffing on these vehicles the four door cab provided seating for six personnel with a phone booth style enclosure provided on the right side of the body for a seventh fire fighter. The rear mount apparatus was almost sixteen feet shorter in overall length when compared to a tractor drawn unit which permitted the department to assign the new Seagrave ladders to older stations where the second section of the ladder company could safely fit into the apparatus bay space.

Seagrave rear mount ladders of this era were very maneuverable built with a 226 inch wheelbases with an overall length under thirty six feet. When operating in tight quarters the A frame design and jack spread of 12 feet, 6 inches allowed the ladder truck to be set up rapidly with minimal personnel. During the next several years, other manufacturers including Mack, Maxim and Peter Pirsch developed their own designs for short wheelbase, rear mount aerial ladders.

As cities and suburban communities began to expand and develop the need for shorter 85 foot aerial devices were lessened with 100 foot steel ladders becoming the standard ladder truck. While today's aerial ladders are available in lengths ranging from 75 foot to 137 foot models, the rear mount ladder continues to be a popular choice with many fire departments. The current U.S. Navy aerial ladder fleet consists of a number of 75 foot and 105 foot rear mount ladders that owe much of their history to rigs designed Back in the Day, over sixty years ago.



On the Job - Marianas



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ARFF Training in Marianas Islands

By Stanley Torres, Fire Chief, JRM Andersen F&ES



Firefighters from Joint Region Marianas-Andersen Fire & Emergency Services traveled to Saipan, the Commonwealth of the Northern Marianas Islands, and the Republic of Palau to coordinate aircraft egress and emergency response procedures with respective international airports and local fire departments.

Approximately 90 firefighters participated in this valuable aircraft rescue firefighter training. Knowledge shared during the training sessions instilled confidence in the firefighters' ability to protect strategic assets and ensured alternate landing zones were prepared to receive and generate sorties.

Somen Noodles

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MidLant Sea Cadets



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Serving Zushi City Children

By Rodolfo Gonzales, Command Navy Region Japan, Fire Chief



Commander Navy Region Japan, Fire & Emergency Services took time to serve local children somen noodles on 26 Jun 2019. The firefighters prepared noodles and designed a traditional bamboo shoot to reinvigorate an old Japanese tradition of eating somen noodles during the hot summer months. Firefighters fed over 300 children and several adults.

To finish things off, the Firefighters Association donated \$300 to help the local community continue organizing several activities which lift up community spirits.

Sea Cadets Experience F&ES Orientation

By Assistant Fire Chief Jason Dougherty, Navy Region Mid-Atlantic, Fire District 1

A group of 66 Naval Sea Cadets experienced a Fire & Emergency Services (F&ES) orientation at Naval Support Activity Hampton Roads-Northwest Annex. Navy Region Mid-Atlantic F&ES personnel at Station 16 provided a station tour and discussion about the daily responsibilities of MIDLANT firefighter-emergency medical technicians and firefighter-paramedics. Cadets also experienced hands-on practical experience stations involving extrication equipment, hose handling, apparatus familiarization, and basic medical skills. Cadets in small groups rotated through each skill station.



Firefighter-EMT Eric Schipper demonstrates equipment on Brush Unit 11 at NSA Northwest Annex in Chesapeake, VA.

The United States Naval Sea Cadet Corps (USNSCC) is comprised of two programs. The Naval Sea Cadet Corps (NSCC) program is for young people ages 13 through the completion of high school; USNSCC also includes a Junior Program, the Navy League Cadet Corps (NLCC), for young people ages 10 through 13.

For more information on the Navy Sea Cadet program, visit www.seacadets.org.

In addition to Station 16 at Northwest Annex in Chesapeake, MIDLANT's District 1 also includes Station 11 on the Naval Medical Center campus in Portsmouth; Station 4 at NSA Hampton Roads in Norfolk; and Stations 1, 2, and 3 on Naval Station Norfolk. Assistant Chief Dougherty commands District 1's A-shift.

NFHC Nominations

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Hall of Legends, Legacies and Leaders

The National Fire Heritage Center Board of Directors has opened nominations for the Fire and Emergency Services Hall of Legends, Legacies and Leaders (HLLL). Nominations will be accepted from 1 July 2019 through 15 August 2019. The HLLL provides individual recognition of significant contributions and distinguished service to the Fire and Emergency Services mission. Vice President Billy Shelton states that the HLLL is one of the most important initiatives of the National Fire Heritage Center (NFHC). Located in Emmitsburg, MD where it is maintained along with a virtual “Hall” that is part of the National Fire Heritage Center’s website (www.fireheritageusa.org).

Nominating Criteria And Format

Any person or organization may submit a single (one) nomination to the Hall of Legends, Legacies and Leaders in accordance with the following criteria:

- ❖ Nominees should have completed at least 25 years of service in the fire and EMS services and or fire prevention/protection disciplines and be known/recognized in the national/international fire service arena (local/regional recognition does not qualify).
- ❖ Nominations shall be single page printed both sides of the paper, typed, Aerial Font 10 point, or two pages printed on one side, typed, Aerial Font 10 point, a maximum of two printed pages permitted.
- ❖ Nomination packages shall be postmarked no later than 15 August 2019.

Nomination Packages Include:

- ❖ A Cover Page (does not count towards the nomination page maximum).
- ❖ Picture and complete name of nominee to include middle initial, date of birth, current address, phone number and e-mail address, if available.
NOTE: If nominee is deceased, provide date of death and place of interment.
- ❖ Current and/or previous Fire and Emergency Services affiliations with dates.
- ❖ Summary of fire service experience/positions held, including significant elected positions held. Professional accomplishments and distinguished service, including publications, texts, and articles published.
- ❖ Education, training and/or certification achievements Honors and awards received

For additional information contact:

George Morgan, Chairman
Hall of Legends, Legacies and Leaders Committee
National Fire Heritage Center
P.O. Drawer 76
Emmitsburg, MD 21727
Email: hampvafire@yahoo.com
(410) 274-3031

Fire Prevention

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Marinas, Boatyards, Piers, and Wharves

By Mark Weil, CFPS, MIFireE

This month's discussion is about the fire safety requirements at marinas, boatyards, marine terminals, piers, and wharves. We will highlight some of the main parts of the NFPA 1 with Navy Amendments code in this article. The construction and operation of marinas, boatyards, yacht clubs, boat condominiums, docking facilities associated with residential condominiums, multiple-docking facilities at multiple-family residences, and all associated piers, docks, and floats must comply with NFPA 303, *Fire Protection Standard for Marinas and Boatyards*, OPNAVINST 11320.23G *Navy Fire and Emergency Services Program*, local instructions, and the NFPA 1 with Navy Amendments, chapter 28.

Adequate fire protection must be considered when managing the impacts to marinas, boatyard facilities, piers, substructures and storage. Some examples include Class I standpipe systems must be provided on piers, bulkheads, and buildings where the hose lay distance from the fire apparatus exceeds 150 ft (45 m). If the building is more than 500 ft² or (46m²) it must be protected by automatic fire-extinguishing systems. Unless the building is of Type I or Type II construction as specified in NFPA 220, *Standard on Types of Building Construction*, and does not have combustible contents, an automatic fire-extinguishing system will not be required. Buildings exceeding 5000 ft² (465m²) on marinas and boatyards would require an approved automatic fire-extinguishing system. Combustible piers, substructures more than 25 ft (7.62 m) in width or more than 5000 ft² (465 m²) in area, or within 30 ft (9.14 m) of other structures or superstructures will be required to be protected in accordance with NFPA 307, *Standard for the Construction and Fire Protection of Marine Terminals, Piers, Wharves*, and acceptable by NFPA 1 with Navy Amendments as indicated.

These facilities can have their challenges when it comes to fire safety. Yet, storage can pose different levels of fire safety issues to include indoor rack, wet and dry boat storage. In the indoor storage on multilevel racks, an approved automatic fire-extinguishing system must be installed unless the facility is less than 5000 ft² (465 m²) and meets NFPA 1 with Navy Amendments requirements complying with NFPA 72, NFPA 303;6.3.4.2 and 6.3.4.3. This would also apply to existing facilities based on AHJ approval.

The code specifies that the arrangement of boats in wet storage or berthing must allow each boat to be removed in an emergency without having to remove other boats.

The dry storage of boats must adhere to very restrictive conditions for the use of open flames, blow torches, flammable paint removers, gasoline or other flammable solvents. I would recommend that the AHJ have some oversight before any of these activities take place in these environments. Portable heaters are prohibited in boat storage areas, however, some exceptions are considered including when it is necessary to accomplish repairs (but only while personnel are present).

Fire Prevention (Cont.)

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When a boat is to be dry-stored for the season or stored indoors for an extended period the following precautions are detailed:

- (1) The vessel must be inspected for any hazardous materials and action must be taken to correct these conditions.
- (2) Liquefied petroleum gas (LPG) and compressed natural gas (CNG) cylinders, and associated supplies of stove alcohol or kerosene, and charcoal must be removed and stored in areas considered safe.
- (3) Portable fuel tanks must be removed and or emptied, left open to the atmosphere with caps removed.
- (4) Permanently fixed fuel tanks will be at least 95% full.

The in-out dry storage and rack storage aspects to chapter 28 can add to the already complicated concerns in these facilities. This is because where boats are stored either inside or outside in single- or multiple-level racks, the boats must have unobstructed vehicular access at one end, and equipment used must have the availability to remove any stored boats. Also, consideration must be given to where boats are stored in multilevel racks, either inside or outside, for seasonal or for in-out operational purposes, the following are some important fire safety considerations to adhere to in-out dry storage and rack storage facilities:

- (1) In fully sprinklered facilities drain plugs must be removed.
- (2) Batteries disconnected, or the master switch disengaged.
- (3) Fuel tank secured.
- (4) For seasonal storage, NFPA 1 with Navy Amendments, chapter 28.1.7.2.1 would apply.

Battery storage considerations are generally based on the size, weight and removal possibilities of the batteries for storing or charging. If it is impractical to do so, then the batteries can remain on the vessel if they meet guidelines specified in NFPA 1 with Navy Amendments, chapter 28.1.7.2.4. Second, the fire inspector must ensure the management authority at these facilities understand their roles and responsibilities as indicated in NFPA 1 with Navy Amendments, chapter 28. 1.8.1.1; 1.8.1.2 and 1.8.1.3. Third, general precautions information is based on NFPA 1 with Navy Amendments, chapter 28.1.8.2.6; 1.8.2.7, again with assistance of the fire inspector this information will be conveyed to the management authority to ensure these precautions are posted in a prominent location and provided to boat operators using the marina or boatyard for mooring, repair, servicing, or storage.

It is imperative the fire inspector consult with the NAVFAC or cognizant regional FPE for proper oversight in these processes, ensuring fire safety will be a top priority to safeguard those at marinas, boatyards, marine terminals, piers, and wharves.

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People Problems

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Conflict in the Fire Service: Avoid or Address?

By Robert Rielage

Unfortunately, in today's world, conflict is everywhere – in our politics, our culture and our individual lives. The fire service is no exception. Should conflict be avoided? Should it be ignored or accommodated? Should we compromise? Collaborate? Compete? How should we handle it?



First, let's try to define conflict. The dictionary says that conflict, when used as a noun, means "sharp disagreement; or opposition as to interests or ideas; an inability to reconcile impulses with realistic or moral considerations."

Expanding on that, I'd say that conflicts arise when two or more individuals or groups interacting in the same situation see their position differently because of dissimilar background, disposition, reason or outlook. A conflict is more than a disagreement – it is a situation where people perceive a threat to their livelihood, order or wellbeing, such as their physical, emotional status or power.

How to approach conflict in the fire service

In the fire service, conflict can be internal or external, individual or group related, personal or interpersonal. Most firefighters can name a serious conflict that has occurred during their career. It could be fueled by a decision of the governing administration to reduce the budget, the number of fire stations, staffing or services. The combatants could be the fire administration versus the fire union or firefighters' association, citizens believing the cost of the fire service outweighs the benefits and services provided or an internal conflict among supervisors and firefighters regarding our roles, such as the addition of community risk reduction in our daily routine.

When conflict occurs, some people cannot handle that dichotomy within themselves. They knot up inside and try to avoid or deflect the conflict onto others. An example of this is the officer whose response is, "Don't blame me, I'm just the messenger and I'm relaying the decision from someone else."

Perhaps a worse response is "I agree with you, but this is the decision and we have to live with it." Or, "I'm the officer, and this is what we're going to do because I said so." Responses like these exacerbate the situation, and are why conflict management is such an important component of officer leadership.

Officer leadership courses should include conflict management

With good leadership, conflict resolution begins before the struggle occurs. When a serious problem arises, the administration, the chiefs, union and officer corps representatives need to meet to discuss the issues from all perspectives. Collaboration and compromise that meets the majority of the needs of all parties can help avoid the conflict altogether.

Good, honest communication among stakeholders not only avoids conflict, but gives ownership of the decision and the decision process to all parties or organizations, and builds trust among stakeholders.

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Remember, however, if the groups involved can't come to a joint resolution, the decision falls to others, such as the fire chief, the mayor, the administrator or the city council. If these groups have been invited to the table for discussion, and their points of view heard, then they are obliged to enter into the final decision process. Failure to participate, or withdrawal from the discussion, delegitimizes their later objections to the final decision.

So, how can conflicts be managed? Here are several steps to guide you, no matter what role you play in decision making, on how to handle conflict:

1. Accept conflict. Conflict will naturally occur, and happens in nearly every ongoing working relationship.
2. Be a calming influence. Most decisions are not life-changing.
3. Listen attentively. Listen to all sides and ask questions to clarify the viewpoints of others.
4. Analyze the conflict. What factors are the real issues that underlie the conflict?
5. Model neutral language. Use a third person or using another organization or group as an example of positions for potential solutions.
6. Separate the person from the conflict. Make the conflict impersonal.
7. Work together. You can do more in less time or with less stress and energy if you agree to come to an inclusive decision together.
8. Agree to disagree. Agree that on some issues, certain individuals or groups will disagree.
9. Know your limits. Know what is essential to you and what issues you can use to compromise.
10. Compromise. Have the ability to compromise on an issue important to an opponent, especially if it's of little consequence to your present or future needs.
11. Know your allies. Know who is in your corner and what is important to them.
12. Support your allies. Don't undercut an ally's position.

I once witnessed a wage negotiation where both the police and fire unions were united on the levels of a salary increase and health benefits costs. Then, a skilled negotiator cut a deal on health benefits for one union that undercut the other union's position, and, in the end, each union lost on both their wage and health benefit issues.

As individuals, the result of ongoing conflict can manifest as physical stress on most of the parties involved. This can result in physical changes to an individual, such as low energy, headaches, nausea, aches, pains, tense muscles, chest pain, rapid heartbeats, insomnia, frequent colds or flu-like symptoms and even loss of sexual desire or interest. Increased stress has never solved a conflict and, in fact, has a negative impact on the negotiation process.

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People Problems (Cont.)

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Chief Robert Rielage

Ways to manage this conflict-induced stress include:

1. Track your stressors. What words or subjects set you off? Have someone else take the lead on those specific topics.
2. Develop healthy habits. Watch that you don't overeat, remember to exercise frequently and take frequent breaks.
3. Keep on point. Establish boundaries on both topics and the length of discussions on each topic.
4. Take time to recharge. Don't relentlessly tackle a particularly difficult subject again and again.
5. Learn to relax. Read a book, take a walk or do whatever it takes to be refreshed and clear your mindset.
6. Talk to others. Know with whom you can discuss sensitive issues in confidence and not be compromised.
7. Have a support system. Everyone needs at least one confidant with whom you can be fully open without being judged. This could be a spouse, a co-worker or an experienced chief from an outside department whose objective advice you trust implicitly.

Finally, officer leadership and development classes should include several hours on conflict management. Putting a newly promoted or junior officer into certain situations without the essentials of conflict resolution is a recipe for disaster, unfair to the officer and will eventually result in the problem having to be resolved at a higher level of the department than necessary.

Conflict will always be a part of the fire service, and learning how to handle it is well worth your time and effort to learn.

Stay safe!

Chief Robert R. Rielage, CFO, EFO, FIFireE, is the former Ohio fire marshal and has been a chief officer in several departments for more than 30 years. A graduate of the Kennedy School's Program for Senior Executives in State and Local Government at Harvard University, Rielage holds a master's degree in public administration from Norwich University and is a past-president of the Institution of Fire Engineers — USA Branch. Chief Rielage can be reached at Robert.Rielage@FireRescue1.com.

The Literalist



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Shopping List

I was ill and my husband volunteered to go to the supermarket for me. I sent him off with a carefully numbered list of seven items.

He returned shortly, very proud of himself, and proceeded to unpack the grocery bags. He had one bag of sugar, two cartons of eggs, three hams, four boxes of detergent, five boxes of crackers, six eggplants, and seven green peppers.

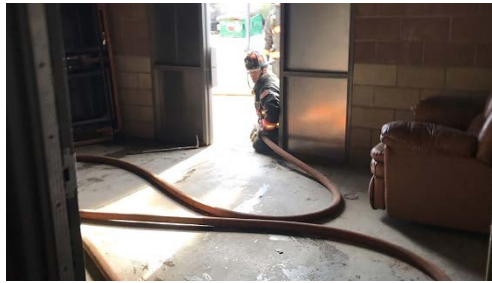


Making the Push

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The Flowing-While-Advancing Fire Attack - Part 1

By Jonathan Brumley and Joe Ficarelli



For some firefighters, flowing water while advancing a hoseline is neither within their current abilities as a nozzle firefighter nor is it a practiced technique at the department level. By contrast, there are departments whose common practice is flowing water from the time the nozzle is first opened until the fire

room is reached.

For centuries, it has been known that a flowing handline provides the surest means of positively impacting the interior fire environment. With the release of the three-part UL study, *The Impact of Fire Attack Utilizing Interior and Exterior Streams on Firefighter Safety and Occupant Survival*, we now have quantifiable evidence that supports flowing water long before a line is stretched interior to the seat of the fire. While there continues to be some ambiguity as to what it means to apply “fast water,” the need for lines to stretch interior has not changed.



Several key study findings support a flowing-while-advancing fire attack. Water directed at the ceiling level not only allows for surface cooling, but it also causes a rapid contraction of super-heated gases. This creates additional space in the compartment to pull heated air, smoke and other harmful byproducts away from the floor where both civilians and firefighters alike must survive. In many cases, overall visibility will improve, as well.

These studies showed that a flowing handline can change the course of direction of the fire’s original flow path; especially when a ventilation point is created opposite of the handline, the products of combustion can be moved away from the nozzle, allowing an influx of cleaner air. It should be noted that when moving down a hallway toward a compartment that was heavily involved in fire, similar impacts were made on the fire compartment when companies flowed water while advancing as when they decided to shut down the flow, advance the line, then reestablish water flow. This does not mean that the benefits to a flow-and-move fire attack were not noticeable in the hallway and the rest of the structure located behind the nozzle. Once water flow ceases, interior temperatures will begin to rebound almost immediately; in fact, within 10–15 seconds, temperatures will often return to the same as those found pre-water application. Knowing this should cause us to limit the number of times the nozzle bail is shutdown, if at all, until complete knockdown of the fire has taken place.

If flowing water while advancing provides known benefits, why is it not an industry standard? The answer to that question is because this operation falls within the realm of “easier said than done.” As with any tactic, there are some foundational pieces that need to be intact before a flow-and-move fire attack can be added to an engine company’s arsenal. We will explore some of the basic elements that will aid in its implementation.

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Attack package

Departments must provide an attack package that works in favor of the end-users operating the line if they are to ever expect a flow-and-move fire attack to be a viable option. There are several contributing factors to whether the system is favorable, and it must be understood that none of them work independently from the other. Understanding how each piece of a fire attack system is interrelated will create a blueprint for purchasing decisions. Nozzles should be purchased according to target flow, hose should be matched to the selected nozzle in terms of flow and pressure characteristics, and apparatus should be designed, first and foremost, to support an offensive fire attack.

Target flow should be the starting point for any changes in how a department fights fire. Setting realistic gallon-per-minute (gpm) flow rates is not done sitting behind a desk, flipping through sales catalogues. Intentional efforts to place a variety of options in the hands of the men and women who will be tasked with using the equipment are a must. Scenario-based training should be incorporated into this process, as skewed results are a possibility when nozzles and hose are only tested by appearance or in situations that do not replicate fireground tasks.

As Dave Fornell explains in the *Fire Stream Management Handbook*: "It was one thing to desire 200 gpm from a 1¾-inch line and quite another to handle the actual flow. No amount of pad and pencil calculating can equal an hour of moving the high flow line around inside a training building."

NFPA 1710: *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments* states that for a residential fire attack, the first two handlines in service should have a minimum combined flow rate of 300 gpm. This has led to an industry standard target flow of at least 150 gpm from a single, small-diameter line. While fire flow formulas may indicate that fire contained to a typical 10 x 10-foot bedroom would require far less gpm flow, meeting this NFPA standard will assist in exceeding the flow demands that are now placed on engine companies due to an increase in heat release rates in the modern fire environment. There is, however, an upper flow limit to what can be expected from an attack package. Hose diameter and construction properties, friction loss, and reaction forces create the usable threshold, and negative consequences result when those limits are exceeded. Further, in flow testing completed by Escambia County, FL, Fire Rescue, it was determined that the total amount of water an engine company engaged in fire attack was able to flow actually decreased as higher target gpm flow rates increased. This was due to firefighter fatigue and the need to stop the flow of water from the handline on a more frequent basis.

A balance must be found between flow rates, stream application abilities and nozzle reaction. Consider also what the normal staffing level is on a single handline. A department that will regularly only have two firefighters on a handline may rightly opt for target flow below that of a department that is capable of staffing three or more. Obviously, as hose diameter increases, the potential to flow a greater volume of water increases as well. Staffing can be a concern in moving medium-diameter hoselines. Additional engine companies should be added early into the incident when large water flow might be required.

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The fire will determine the proper hoseline size, not department staffing levels. Dry-stretching medium-diameter handlines as close to the immediately dangerous to life and health (IDLH) environment as possible is often advantageous on the under-staffed fireground. Similarly, consider deploying an additional dry line rather than dragging a charged line to a new division. When the need for greater flow arises, departments should not be trying to create a solution within an under-sized hoseline. Once a target flow is established, then the nozzles that meet that target flow can be considered for purchase.



Rules of Thumb for Mobile Handline Flow Rates

- 1¾-inch line: 150 to 200 gpm
- 2-inch line: 200 to 250 gpm
- 2½-inch: 250 to 300 gpm

Not considering water supply, the limiting factor in any firefighter's ability to flow large volumes of water is how quickly they are fatigued as the result of water moving out of the nozzle, otherwise known as nozzle reaction. Simple physics tells us that the force required to push water through the hose and nozzle system is acting up the nozzle firefighter equally and oppositely of the direction of water flow. Nozzle reaction is measured in pounds of force, and it should be given substantial consideration in the decision-making process.

The acceptable amount of nozzle reaction has been studied at great length by individuals such as Dave Fornell and Andy Fredericks. One of the common conclusions of studies such as these is that pushing the limits of the nozzle reaction comes at a cost; specifically, mobility, stream application and the time allotted until muscles fatigue are all sacrificed. Therefore, Fredericks determined that nozzle reaction should remain as close to 70 lbs. of force as possible when a single firefighter is absorbing the reaction forces. Nozzle reaction is directly correlated to the relationship between gpm flow and nozzle tip pressure. Determining the exact amount of nozzle reaction is possible for both combination and smoothbore nozzles by using the following equations:

Combination: Nozzle reaction = $0.0505 \times \text{flow rate (gpm)} \times \text{the square root of the nozzle pressure}$

Smoothbore: Nozzle reaction = $1.57 \times (\text{tip diameter} \times \text{tip diameter}) \times \text{nozzle pressure}$

Understanding that the flow rate and nozzle operating pressure are the two determining factors in nozzle reaction, we can come to a couple of conclusions when selecting a nozzle. To decrease nozzle reaction, there are three options: 1) chose a nozzle with a lower flow rate, 2) choose a nozzle that has a lower operating pressure or 3) choose a nozzle with both a lower flow and tip pressure.

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Jonathan Brumley



Joe Ficarella

Rather than arguing whether a department should be using a combination nozzle or a smoothbore nozzle, focusing on a shift from high nozzle operating pressure to low nozzle operating pressure will have a far greater impact. Take for example a combination nozzle flowing 175 gpm. If the nozzle operating pressure is 100 psi, the resulting nozzle reaction is 88 lbs. of force. At the exact same flow rate, a combination nozzle with a 50-psi tip operating pressure will only produce 62 lbs. of force. This 26-pound shift will be immediately noticeable by those tasked with flowing that particular handline.

Something must be sacrificed for the nozzle operating pressure to be reduced, correct? The answer is yes; specifically, the velocity of the water traveling through and out of the hoseline is also decreased. For many, the hesitation to use a lower pressure hoseline is the fear that this will immediately cause the hoseline to kink on a more frequent basis. This is where matching a hose to the nozzle becomes important.

In recent years, Capt. (ret.) Dennis LeGear of the Oakland, CA, Fire Department, has brought to light the important role that both hose construction and the internal diameter of fire hose play in the frequency of kinks. When a balanced hose and nozzle package is implemented, kinks will be the result of human-error on a far greater frequency than hose operating pressure. That is an issue that can easily be solved through department training.

Looking ahead

In Part 2, we will discuss proper hose handling, advancing the handline and the importance of the backup firefighter during a flow-and-move attack.



Health Care Abroad



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Before You Take That OCONUS Job

<https://travel.state.gov/content/travel/en/international-travel/before-you-go/your-health-abroad.html>

Before you go abroad, learn what medical services your health insurance will cover overseas. If your health insurance policy provides coverage outside the United States, remember to carry both your insurance policy identity card as proof of insurance and a claim form.



Although some health insurance companies pay "customary and reasonable" hospital costs abroad, very few pay for your medical evacuation back to the United States. Medical evacuation can cost more than \$50,000, depending on your location and medical condition. For more information, visit our website for [Insurance Providers for Overseas Coverage](#).

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Understanding Stress – Part 1: The Physical, Chemical and Emotional Impact

By Rich Gasaway, PhD.

I get a lot of inquiries about stress during my programs. I think this is, in part, because of how pervasive stress is in the lives of anyone involved in an emergency situation and the role that stress plays in situational awareness and decision making. So I thought I'd write an article about stress. Well, as it turns out, when I was making the outline I came to the realization that I am on the cusp of another multi-segment topic. There's just too much information to cover in a single article.

We cannot eliminate stress in our lives. Nor should we try to. Stress is an essential component of human existence and critical to situational awareness and survival. In fact, stress plays a critical role in how people react to life threatening situations faced at emergency scenes. Stress can trigger some pretty amazing physical and psychological skills. But stress can also inhibit your abilities. This series will look at human stress as we deal with emergency situations.

Maybe you've heard an account of a frail 90-pound grandma displaying super human strength and lifting a car to free a trapped victim. This same person might otherwise struggle to load a bag of groceries into the trunk of her car. How does she do it?

Suffice it to say, stress can evoke some extraordinary abilities. Universally, researchers agree, stress changes us physically, emotionally, and chemically. Stress can contribute to extraordinary performance. It can also be a significant inhibitor of your abilities. Let's examine stress.

Stress causes a small, pea-sized organ in your brain to get excited. This excited organ subsequently starts chattering off messages to other organs and getting them excited. This gets the proverbial stress ball rolling. The excited organs dump boat loads of chemicals and hormones into the blood stream which can cause some pretty amazing changes in how you think and how you behave (remember, grandma lifted the car). Scientists have given your stress reaction a name. They call it the Fight or Flight Response and it impacts your performance as you deal with any stressful situation or emergency.

Kick ass or run away

The Fight or Flight Response (sometimes called Fight or Flight Syndrome or Fight-Flight-Freeze Response) is a condition of hyper arousal triggered by chemical releases in the brain in reaction to stress. The response is considered to be hereditary as anthropologists believe the response dates back to prehistoric days where your cave-dwelling relatives were routinely exposed to acute stress (mostly in the form of predators who saw them as lunch).

Your ancestral response to an impending threat was to: Fight it, run away from it, or to stand motionless in hopes the hungry carnivore would pass by without noticing. Hence, the Fight-Flight-Freeze nomenclature. Over eons of evolution, this response has become genetically ingrained into your very DNA.

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Rich Gasaway, PhD.

Adrenalin: Secreted by the Adrenal glands, Adrenaline triggers heart and lung reactions that engorge the muscles with oxygen-rich blood. In essence, it's getting you physically ready to kick ass or run away.

Endorphins (a.k.a. endogenous morphine): Released by the pituitary gland, Endorphins mask pain by blocking nerve impulses at the spinal cord. It allows you to continue to fight or run away, even if you're hurt (e.g., bitten by the predatory animal). Endorphins are stimulants.

The hormonal reaction

Hormones trigger several bodily changes, including:

Heart rate increases	Digestive activity decline
Respiration increases	Bowel and bladder content release
Glucose (sugar) levels increase	Auditory exclusion
Morphine releases	Hyper vigilance
Pupil dilation	Tunnel senses
Sweating	Intuitive decision making
Dry mouth	Sensory overload
Shaking	

Suffice it say, stress, is a game changer and for people involved in an emergency situation, the consequences can be catastrophic.

Healthy Eats



Rosemary-Peach Chicken with Orange Glaze

Chicken ingredients

1 lb. boneless, skinless chicken breasts
Cooking spray
2 large ripe but firm peaches
1 large bell pepper
1/4 tsp. pepper
1/8 tsp. salt

Glaze ingredients

3/4 tsp. grated orange zest
3 Tbsp. fresh orange juice
3 Tbsp. chopped, fresh rosemary
1½ tsp. honey
1½ tsp. canola oil OR 1½ tsp. corn oil

1. Cut chicken breasts into 16 1½-inch pieces, discard all visible fat; cut peaches into 16 1-inch wedges; cut bell pepper into 16 1½-inch squares
2. Lightly spray the grill rack with cooking spray. Preheat the grill on medium.
3. Meanwhile, thread the chicken, peaches and bell pepper alternately onto four 14- to 16-inch metal skewers. Sprinkle the pepper and salt over the kebabs.
4. In a small bowl, whisk together the glaze ingredients. Set aside half the glaze (about 2 tablespoons). Brush both sides of the kebabs with the remaining glaze.
5. Grill the kebabs for 6 to 8 minutes, or until the chicken is no longer pink in the center and the vegetables are almost tender, turning once halfway through and brushing with the reserved 2 tablespoons of glaze, using a clean basting brush. Reduce the heat or move the kebabs to a cooler area of the grill if they are cooking too fast.

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TSP Tips

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Nearing Retirement

If you are within a few years of retiring from Federal service, you can still reap the benefits of contributing to your TSP account. Also, it's important to keep adding to your account for as long as you can. You will likely spend two, perhaps even three decades in retirement and you'll want your money to continue to grow.

Catching Up with Contributions

Your TSP Asset Allocation

Your Tax Treatment Options

An Ongoing Process

Catching Up with Contributions

If you got a late start on retirement savings, or if you haven't accumulated as much as you would like, the IRS gives you a chance to make up for some lost time with catch-up contributions. Be sure to take advantage of them if you can:

You must be age 50 or older in the year in which you plan to make catch-up contributions.

You must expect to contribute the maximum amount allowed of regular employee contributions for the year to the TSP or other eligible tax-deferred employer plan.

Visit [Contribution Limits](#) for current information on the IRS allowable limits.

Your TSP Asset Allocation

The way in which you distribute your money among the TSP funds should reflect your time horizon and your risk tolerance. The closer you are to retirement, the shorter your time horizon. As a result, your primary focus might shift from growth and accumulation to safety and preservation. Even if your risk tolerance is very high, you may not have time to recover from severe drops in the market if a large portion of your account is allocated to stock funds. If you determine that you have not saved enough, this is not the time to take on more risk than you have the ability to sustain — the better alternative would be to increase your savings.

If you are heavily invested in the stock funds, now is the time to consider shifting to a more conservative allocation, especially if you do not have other retirement funds safely invested elsewhere.

However, you will likely spend many years in retirement and, as a result, you could risk outliving your money. Be aware of this as you determine whether some portion of your account should be invested in the TSP stock funds to take advantage of their long-term growth potential.

Make it easier on yourself

If you're not sure how to distribute your money among the individual TSP funds or you just don't have the time or desire to figure it out, let the Lifecycle (L) Funds do it for you. You can choose the L Fund closest to your expected retirement date and it will automatically make allocation adjustments as time goes by. Visit L Funds for more information.

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TSP Tips (Cont.)

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As you approach retirement, if you find that you have a considerable shortfall in your retirement savings, you'll want to consider increasing your contributions (subject to IRS limits) rather than attempting to compensate by increasing the risk in your portfolio.

Visit Investment Funds to learn about all of the TSP funds, their features, and past performance. The information there should help you to determine an asset allocation that best suits your needs at this stage of your career.

If you are a FERS or BRS participant, don't miss out on free money from your agency or service. You should consider contributing no less than 5% of your salary to the TSP. If you do, you will receive the maximum Agency/Service Matching Contributions. To learn more, visit [Agency/Service Matching Contributions](#).

Your Tax Treatment Options

You have the option of making traditional (pre-tax) contributions and/or Roth (after-tax) contributions to your TSP account. For more information on these options, visit [Tax Treatment of Your Contributions](#).

Think carefully about your options. Your decision should center primarily on what your tax rate is now and what you expect it to be when you start withdrawing your money.

An Ongoing Process

As you near retirement, it's important to remember that retirement planning is an ongoing process. On a regular basis, you should:

- Review your investment experience and your TSP balance.
- Reassess your retirement income needs and your investment goals.
- Consider your risk tolerance and make any necessary changes to your asset allocation.
- If necessary, increase your TSP contributions.



Funny Stuff



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Let Sleeping Dogs Lie

A driver notices a sign in front of a house: "Talking Dog For Sale".

The owner shows him the dog. "What's your story?" he asks the dog.

"Well," the dog says, "I wanted to serve my country so I joined the Marine Corps. I was one of their most valuable spies, I uncovered a bunch of incredible dealings and won a batch of medals. Now I'm retired."

Stunned, the guy asks the owner how much he wants for the dog.

"Ten dollars."

"This dog is amazing! Why so cheap?"

"He's such a liar, he never did any of that stuff, he was in the Air Force!"

Personal Pre-Planning

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Taking Care of Your Own

By Ricky Brockman, first appeared in July 2010 edition of *What's Happening*

Russ (not his real name) was a fitness fanatic and a salty firefighter who was totally devoted to his new wife and their four year old boy. He had celebrated his 53rd birthday a few weeks before and had just returned from a family trip. He was in bed horse playing with his wife and son early that morning and felt like having a cup of coffee or maybe a glass of milk. His heartburn was acting up; at least that was his complaint to his wife as he headed to the kitchen. Russ never made it to the coffee pot; the heart attack was so severe the doctors said he was probably gone before he fell.

Russ had undergone his annual physical a few weeks before his birthday and nothing unusual surfaced. He worked out on a regular schedule being sure to cover every muscle group as well as his flexibility and aerobic capacity. He hadn't had a drink in years and, with the exception of a stray cigar every now and then, had quit tobacco long before that. He looked much younger than his years.

And then he was gone.

You probably think this is another of my essays about wellness and fitness which it could easily be, but I want to talk to you about readiness instead. Sometimes a person can do everything according to the book and still lose the battle with Fate. Think Jim Fixx. As the song says, "no one's getting out of here alive". This is a cautionary tale based on a true story and each one of you needs to pay close attention. You see, Russ was unconditionally devoted to his family and he was a journeyman firefighter who performed his job well but was not as "ate up" as some. He sometimes let things slide and sometimes seemed like he had more important things on his mind. Some even called him lackadaisical.

Russ was also estranged from his parents after his most recent marriage. The folks were not shy about letting him and his new bride know how they felt. They did, however, adore their new grandson. Russ had made his parents his beneficiary shortly after his last marriage ended and was always meaning to change that when he remarried. He would take care of it on his next Kelly Day. Unfortunately for Russ's new wife, he waited for one too many Kelly Days and when he passed away the drama began.

His parents were the legal beneficiaries and had no intention of sharing any of the assets with the new bride. It was all very ugly and in the end nobody came away a winner. A very sad story given that everyone knew this was the opposite of what Russ would have wanted.

Do you need to update your beneficiaries? What is the plan for your loved ones when you are gone? Do you have a plan? Do they know what it is? We all know about the Public Safety Officers Benefits program, but do the people who depend on you know?

The best thing you can do to insure your final wishes are carried out and your loved ones are taken care of when you're gone is to be ready - don't get ready.



A Learning And Development Journey

By Thomas D. Kuglin, Jr., CFO, CTO, CFAI University Manager

There is no shortage of causes in this world, just a shortage of leaders who can inspire us to pursue them, and the CPSE community is teeming with leaders who can fill that gap. In any profession, education, learning, and development sit atop the hierarchy as the catalyst for growth, and in 2016, the CPSE Board of Directors modified CPSE's mission to include education, along with accreditation and credentialing, as a key way for us to lead the fire and emergency service to excellence. Over the last few years, we've been focusing on improving and enhancing our educational deliverables. In 2018, I was hired as the CPSE University Manager, and in March of this year we officially launched CPSE University at the 2019 Excellence Conference. The goal of CPSE University is to develop leaders and guide them on their efforts towards accreditation and credentialing.

CPSE University (www.university.cpse.org) provides members of the fire and emergency service with the opportunity to expand their knowledge in a way that meets their individual needs. It has been created by those with intimate awareness of the needs of those going through both accreditation and credentialing to provide them with the real-world knowledge they need to succeed through a dynamic and growing platform for learning that will change, as needed, to meet these needs in the future.

It all started with a vision

If we are to pursue great causes, it must be the result of a well-articulated and communicated vision, one that is built through collaboration to ensure a shared journey. Towards this end, CPSE University assembled a small team that represented a cross section of the CPSE community known as Tiger Team Alpha. We collaborated to develop a series of statements to help guide the development process that are aligned with the overall CPSE mission and values and that are specific to education. These guiding principles will allow us to be a leader in progressive learning and development experiences that result in growth, continuous improvement, and transformation for a lasting impact on the fire and emergency service and that will be central to the accreditation and credentialing processes.

As with any vision, it must be accompanied by a direction and an action plan, and CPSE University will serve as a catalyst for engaging learning experiences. It will be learner-centered and focus on knowledge retention, skill development, and application of concepts in real world settings. These will be captured through diverse learning approaches that include:

- Styles— understanding that every learner retains information differently through visual, oral, kinesthetic, reading, or writing.
- Strategies— fostering differentiated instruction such as project-based, experiential learning, social learning, and the flipped classroom in which activities and concepts are conducted outside the classroom leaving the classroom portion for in-depth discussions and reinforcement.

CPSE University (Cont.)

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- Delivery— offered through various channels such as distance, blended, virtual (real-time participation and interaction with peers and instructor), and in-person.

Any journey to educational success would not be complete without conveying a set of expectations and behaviors we want ourselves and the CPSE community to model, including:

- Adaptive to the challenges of change
- Ownership in one's personal and professional learning development experiences
- Growth through a cycle of reflection, discovery, purpose, and sustainability
- Relevance connected to emerging and evolving trends, technology, research
- Embodiment to personify the mindset of continuous improvement

CPSE's ability to deliver on these expectations will promulgate a culture steeped in continuous improvement and focused on outcomes.

The journey is all about the experience

There is an abundance of training opportunities in the fire service. However, education is something very different. Impactful education takes the learner on a journey. There are courses or programs that resonate and leave an indelible mark that fill a key personal or professional growth gap. After such educational experiences, we are excited to get back to our departments and apply the new knowledge and skill we gained.

At CPSE University, we focus on the experience and at the core lies the Learning Management System (LMS). By enrolling in CPSE University, via our LMS, the fire service community can explore and register for courses and programs, have access to a resource library, participate in monthly polls, meet our cadre of talented instructors, and intuitively develop learning activities based on selected interests within a personal user dashboard. The LMS provides an effective, efficient, and flourishing learning environment into the future. CPSE has identified a series of learning priorities based on the accreditation categories and credentialing technical competencies. Over the next year, CPSE University will be built out further with numerous educational opportunities and content being added to the LMS.

Setting the stage through a central learning concept

Learning and development must be methodical. It must follow a path from learning basic new information to having advanced knowledge and skill based on this information. Setting the stage through a central learning concept guides learners in a direction of structured growth and development. Bloom's Taxonomy is a hierarchical ordering of cognitive skills that helps instructors teach and students learn, and using this taxonomy as a foundation ensures education is an ongoing process. The application of this central concept can be used to create assessments, plan lessons, evaluate complexity of assignments, develop courses and programs, and design curriculum maps.

CPSE University (Cont.)

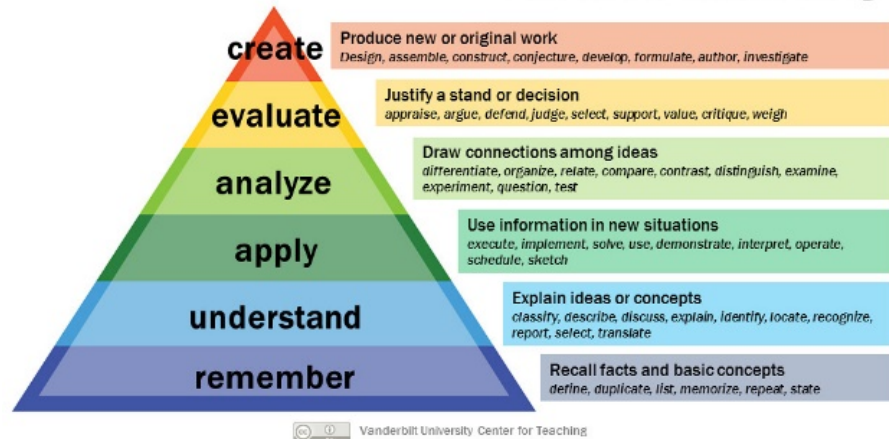
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Thomas D. Kuglin, Jr.

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Bloom's Taxonomy



CPSE University will apply Bloom's Taxonomy through the development of Knowledge Advancement Pathways, or KAPs. Each is an interwoven, connected network of courses and programs that allow a learner to choose a pathway that aligns their current knowledge, skills, and abilities with a personal or professional growth gap. Personalized learning in accreditation and credentialing will allow students to gain the most benefit from their engagement with CPSE University.

Leveraging trends and technology in education

There are many ways to deliver education, but relevance requires a strong value proposition with an equally strong competitive advantage. Leveraging trends and technology in education, coupled with the aforementioned concepts, allows CPSE University to be on the forefront in providing education for the fire and emergency service. Through the use of webinars, in-person courses, blended learning, distance learning, and microlearning, we will be able to effectively deliver education courses and programs that meet the needs of the learner, no matter where they may be in their learning journey. Through microlearning, bite-sized content focusing on a single learning objective taking no longer than five to ten minutes to learn, CPSE University hopes to address the time constraints we all face.

The CPSE University formula for educational success requires a compelling vision leading to the experience along a learning journey, coalesced around a central learning concept, delivered by leveraging trends and technology with the equitable outcome being purposeful growth and development. Laying the groundwork in the beginning ensures a strong framework for continuous improvement and not only leading, but transforming, the fire and emergency service to excellence.

Getting connected

Stay tuned through email and social media (Twitter, Facebook and LinkedIn) for more information about CPSE University deliverables. If you are a current CPSE Portal user, your username and password will be the same for CPSE University. For those that are not yet connected to CPSE, we invite you to sign-up online at www.university.cpse.org. We look forward to connecting with you in person or online.

Navy F&ES POCs

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