



# What's Happening

Navy Fire and Emergency Services Newsletter

Protecting Those Who Defend America



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## TABLE OF CONTENTS

- [Chiefs Clipboard](#)
- [Combs Cartoon](#)
- [Last Alarms](#)
- [TCOOO Update](#)
- [Back in the Day](#)
- [Regime Change](#)
- [Fire Chiefs Retire](#)
- [Exposure Record](#)
- [SA Matters!](#)
- [Leadership Perspective](#)
- [Congressional Docket](#)
- [Strategic Planning](#)
- [Chocolate Chip Cookies](#)
- [Leadership Lessons](#)
- [Effective Response Force](#)
- [2020 Calendar](#)
- [Night Before Christmas](#)
- [F&ES POCs](#)
- [Navy F&ES Hall of Fame](#)
- [News Distribution](#)

## All The World's A Stage So Rehearse Your Role

By Ronny J. Coleman

Very few actors go in front of a camera, or onto a stage to conduct a performance without practicing the scene in advance. There is entire body of knowledge in the field of theatrics that deal with the issue of how to properly lay out a person's actions and their dialogue to have the greatest impact on the viewing audience. Contained among that body of knowledge is a concept called the "dress rehearsal".



The dress rehearsal is for real but not really. In essence the dress rehearsal is when everything is brought to bear, but there is still time taken to evaluate the performance. The dress rehearsal assumes the performance is ready for primetime, but allows for a last chance to seek improvements. During the dress rehearsal all the lines are spoken, the costumes are worn, the make-up is applied and lurking in the background of the activity is the hope that there will be acceptance. If the dress rehearsal goes well, things usually look good for the viewing audience. In the final analysis the consuming public either accepts the performance or rejects it based upon their values.

In the firefighting business we very seldom ever have dress rehearsals. We tend to have opportunities to fail to win or lose. What I am talking about is the idea that we spend a great deal of our time in preparation but seldom conduct the dress rehearsal. We just wait until the event occurs and hope for the best.

Let me give you two specific examples that fall into this idea. The first of these is the concept of how you are going to handle a major emergency. Can you have a dress rehearsal for something that hasn't happened yet? Well, there is even a term for that. It is called "pre-fire planning". One of the mechanisms that can improve performance in real incidents is to have mentally fought a major event in your mind without actually suffering the community loss.

Many years ago, I produced a column called Walter Mitty Firefighting. In that column I proposed that we can sometimes improve our performance on incidents by playing a little game in our mind similar to the Walter Mitty story of reenactment. I am not going to repeat that column but the idea behind Walter Mitty was that he would place himself in context of an event and then imagine what it would be like for what he was going to say and do.

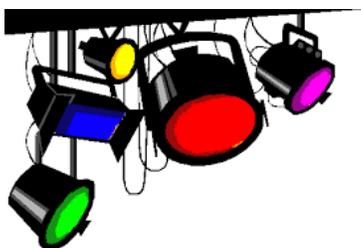


Supporting the Fleet, Fighter, and Family



## Clipboard (Cont.)

[Back to Table of Contents](#)



The best way to describe those practices today is the use of case studies. Pre-fire planning and case studies are two rails on a track that can definitely help you improve your performance. The resources available for this type of mental activity are increasing by an exponential rate. One only has to look into the NIST and the NIOSH documents and see a literal cornucopia of mental activities in which you can engage in a dress rehearsal exercise. The only thing you need to do to maximize that experience is to find the set of circumstances that you have in your community that are similar to those described in the case study and then let your imagination move forward. What lessons can you possibly learn by studying other people's tragedies? The answer is, everything.

The same type of dress rehearsal I would like to advocate is that for getting ready for promotion. By now, you have probably taken hundreds of hours of training and education classes. You may have had hundreds of shifts on duty. You might have been involved in the biggest fire your community has ever seen. Or, you may never have taken a class in your entire lifetime, gotten all your knowledge by reading books when everybody else is watching television and you have never been an incident commander of anything bigger than a single family dwelling. Are both of those scenarios in anybody's potential profile? I certainly think so.

Yet, ambition and enthusiasm for upward mobility is not always linked to preparation. Sometimes there are criteria for us to take a test and sometimes that criterion has nothing to do with success or failure on the job. What is the corollary to the dress rehearsal for being prepared for a promotion?

My answer is the fire officer designation program sponsored by the Center for Public Safety Excellence. I categorize it as being a dress rehearsal because it is the only process that I am currently aware of that really evaluates the candidate from top to bottom and side to side in terms of what they have actually done versus what the requirements for the job are.



If you are an individual who is preparing themselves for upward mobility, one of the dress rehearsals that you can engage in is to submit your life experiences to the Fire Officer Designation program and find out what your strengths and weaknesses are. You have nothing to lose and everything to gain. The reason you have nothing to lose is based on the idea that everything you have done takes you where you are and if there are any deficiencies in your background resolving those deficiencies will allow you to go where you want to go.

There you are, two opportunities to have a dress rehearsal. In the case of being more adequately prepared to handle incidents, the consequences can sometimes be measured in your personal credibility and in consequence. Knowing what to do and when to do it and how to do it is one way to develop a reputation for being competent and capable. Doing all those things at the time that an event is transpiring may result in the reduction of loss of life and property. That is a rewarding experience also.

[Back to Table of Contents](#)

# Clipboard (Cont.)

[Back to Table of Contents](#)



Ronny J. Coleman



My second suggestion for a dress rehearsal is a little more personal and to be honest more introspective. If you are honest with yourself and you take a look at what you have done to build yourself up in preparation for your career you might find yourself wanting. There is nothing negative about that. At the same time you find yourself having the ability to improve your performance when it comes time to put your reputation on the line to take a promotional exam.

In either case will you emerge weaker than when you went in. I can assure you that actors on a stage often treat the dress rehearsal as proof positive of their performance. So, in keeping with the theatrical metaphor, "break a leg".



# Combs Cartoon

## Just Out of Reach



[Back to Table of Contents](#)

## Last Alarms

[Back to Table of Contents](#)



## Last Alarms

The USFA has reported 57 line of duty deaths to date in 2019. The following line of duty deaths were reported since we published our last issue:

**Robert White, Jr.** ♥  
West Stockholm, NY

**Michael Malinowski, Sr.** ♥  
Morton, PA

**George Childs** ♥  
Jefferson, GA

**Michael Cardinale, Sr.** ♥  
Farmingdale, NY

**Kenneth Jones**  
Frisco, CO

### 2019 Totals

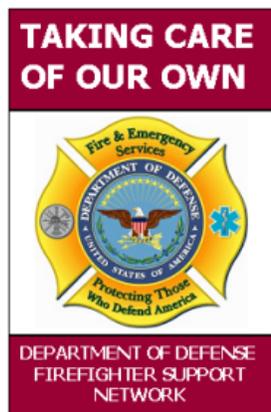
♥ 32 (56%) 🚗 11 (19%)

♥ Indicates cardiac related death

🚗 Indicates vehicle accident related death



## TCoOO Update



[Back to Table of Contents](#)

## Taking Care of Our Own

There are currently eight DoD firefighters in the Taking Care of Our 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
Dana Carneal	Fort Carson, CO	Karen.M.Connors2.civ@mail.mil
Thomas Maury	CBC Gulfport, MS	Matthew.Spreitzer@navy.mil
Rosa Ferreira	Naval Base San Diego, CA	Joyce.Matanane@navy.mil
Chris Bishop	Navy F&ES Gulf Coast, FL	Daniel.Chiappetta@navy.mil
Joshua Thompson	Yakima Training Center, WA	Lynn.T.Hizon3.civ@mail.mil
David Bailey	Norfolk Naval Shipyard, VA	Marc.J.Smith@navy.mil
Kevin Stuebs	DLA Columbus, OH	Brent.Moreland@dla.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.

## Back in the Day

[Back to Table of Contents](#)

## Development Of Fire Pumps Part 2

By Tom Shand

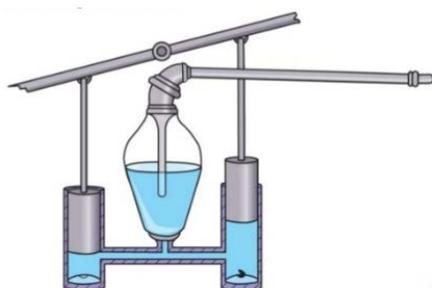


Fire pump technology and engineering enhancements are linked to advancements in engine performance with horsepower and torque ratings. Early motorized pumpers were commonly outfitted with 400 to 600 gpm rated fire pumps due to gasoline engine ratings available in commercial chassis. As apparatus manufacturers began to develop their own custom-built chassis engine horsepower ratings enabled 750 to 1000 gpm two-stage fire pumps to become more prevalent.

The first diesel engine pumper was built in 1937 for the Columbus, IN Fire Department using a Stutz chassis with a Cummins HR-6 engine rated at 175 horsepower. Diesel engines did not become common until 1960 when Mack Trucks produced three B model apparatus for Hamilton, Bermuda. These rigs were powered by Thermodyne model ENDT673 engines rated at 230 horsepower became the first apparatus builder to make diesel engines available for use in pumpers, aerial ladders and rescue vehicles. At that same time Mack Trucks switched from using Hale pumps to Waterous fire pumps and from that point the race was on with fire pump innovations which impacted GPM ratings.

Between 1957 and 1967 Mack produced 308 C model pumpers rated at 750 gpm, 605 pumpers with 1000 gpm ratings and 129 1250 gpm pumpers. Beginning in 1962 the FDNY placed into service their first diesel powered pumper, a Mack C model assigned to Engine Company 65 in midtown Manhattan. After several years of testing and evaluation, beginning in 1965 all new pumpers were outfitted with diesel engines and automatic transmissions.

While the FDNY standardized on two-stage pumps rated at 1000 gpm, larger capacity pumps were being utilized by some departments including Los Angeles City. Two-piece engine companies were employed by the LAFD for a number of years and during 1963 they placed into service a pair of 2000 gpm Crown rigs assigned as Wagon 17 and Pump 17. These rigs were powered by Hall Scott gasoline engines rated at 334 horsepower and were equipped with Waterous model CD-4-2000 pumps.



[Back to Table of Contents](#)

## *Back in the Day (Cont.)*

[Back to Table of Contents](#)



Tom Shand

The wagon was outfitted with four, six-inch inlets along with fourteen 2½-inch discharges supplied by a five-inch manifold on each side of the apparatus. Master stream capability was provided by a hydraulically powered Stang wagon pipe rated at 3000 gpm.

Over the next decade, other apparatus manufacturers offered various models of diesel engines in their custom chassis with higher horsepower ratings. The 350 to 450 horsepower models could easily power 1250 gpm pumps and along with an increased use of single stage fire pumps, many departments began to standardize on 1500 gpm pump ratings.

In addition to the increased engine power availability, the apparatus industry changed the manner in which fire pumps were marketed, previously based on requiring one 2.50-inch discharge for each 250 gpm of the pump rating. Today, the major fire pump manufacturers, Darley, Hale and Waterous are available from all apparatus builders with common ratings of 250 gpm to over 2500 gpm. The limitations for moving big water on the fire ground is no longer reliant on engine horsepower, but rather the ability to move water into the fire pump using a combination of large diameter intakes and supply hose.



In 1975 the Syracuse, NY Fire Department ordered seven 2000 gpm pumpers from Pierce Manufacturing which would be powered by Detroit Diesel 8V-92TA engines rated at 380 horsepower. These units were among the first Waterous pumps rated at 2000 gpm that were to be equipped with an electronic pressure governor and required both the pump governor and Ross relief valve to pass all of the required UL testing for pump certification.

Since the days of early vintage motorized pumps, the process of engine company operations and moving big water has been greatly enhanced when compared to the piston and rotary gear fire pumps Back in the Day.



## *Regime Change*



[Back to Table of Contents](#)

## *Newsletter Editor Change of Command*

By Ricky Brockman, Editor

After much discussion and complicated mathematical gymnastics, my family and I have decided this will be our final year with the federal government. I intend to retire at the end of 2020 after 49 years of service, including 20 years with the Air Force and the last 29 with the Navy.

I started editing this newsletter in September 2003 and genuinely enjoy putting this together each month. My final issue will be the July 2020 edition.

Wallace Ansari will assume the editor's chair after that and I am certain he will do a terrific job. Thank you for humoring me these past 16 years.

## Fire Chiefs Retire

[Back to Table of Contents](#)



[Back to Table of Contents](#)

## Navy Region Southeast Fire Chiefs Retire

### Andrew Clayton, NAS Meridian, FL



Fire Chief Andrew Clayton began his career at NAS Meridian Fire Department on 10 May 1991 and served as Fire Chief from 29 November 2009 until 29 September 2019. He served as the command's subject matter expert and team lead during on-site assessments. He was also a member of the Regional Training Team. Chief Clayton consistently received the highest accolades for his leadership in improving emergency response programs.

### Paul Murray, NAS JRB Fort Worth, TX



Paul Murray began his firefighting career with the United States Air Force in August 1971. Following basic training, he was assigned to Lockbourne AFB in Columbus, OH for on-the-job training as a Fire Protection apprentice.

He began his Civil Service career at NAS Fort Worth JRB in December 1999 and was promoted to Fire Chief in 2004.

In May of 2005, Paul was the Navy Region South Fire Chief. When Hurricane Katrina hit New Orleans in 2005, Chief Murray was on the ground within 24 hours to coordinate the support of recovery efforts. He was subsequently awarded the Superior Civilian Service Award for his efforts during this time.

In January 2006, Paul returned to his former duties as Base fire Chief and was named the U.S. Navy Fire Chief of the Year Award.

### Curt Krieger, NAS Key West, FL



Please join us in offering Fire Chief Curt Krieger (aka "CJ") our best wishes as he transitions to his next great adventure -- RETIREMENT!

Following graduation from Port Jervis (NY) high school in 1982, CJ served in the Coast Guard for four years, initially as a shipboard firefighting instructor followed by assignments in New Orleans and Tacoma WA.

CJ began his civil service career in 1987 starting as a GS-04 firefighter at Fort Bliss, TX, eventually progressing his way up to Fire Chief in 1998. He was selected to be the Fire Chief of the US Military Academy at West Point in 2002 where he remained until 2011. After deciding cold weather wasn't good for his aging joints, he was selected as the Fire Chief in beautiful NAS Key West FL!

Curt received many accolades during his career, to include the Superior Civilian Service Medal, the Meritorious Service Medal, and the Commanders award for Civilian Service. However, he will be best remembered as the man who was actually able to get the Key West Fire Station project approved, funded, and built!

Please join us in wishing these new retirees fair winds and following seas!

## Exposure Record

[Back to Table of Contents](#)

## NFR National Firefighter Registry

## National Firefighter Registry

Fighting fires is a dangerous profession, and the danger goes beyond the hazards of running into a burning building.

Numerous studies show that firefighters' exposure on the fireground, where smoke and hazardous chemicals are released from burning materials, may increase their risk of cancer and other chronic diseases. While the association between firefighting and disease seems clear, more information about these health risks is needed—especially with regard to the higher risk of cancer among firefighters.

To better understand the link between on-the-job exposure to toxicants and cancer, Congress directed the Centers for Disease Control and Prevention (CDC) to create the National Firefighter Registry (NFR).

The NFR will be used to track and analyze cancer trends and risk factors among the U.S. fire service to help the public safety community, researchers, scientists and medical professionals find better ways to protect those who protect our communities and environment.

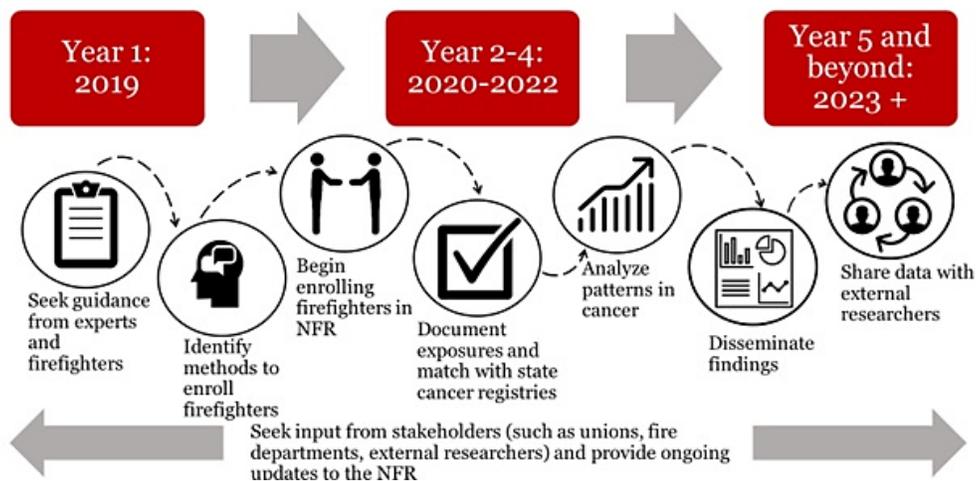
All firefighters—structural and wildland, career and volunteer, active and retired—should consider participating in the NFR. This includes firefighters who have never received a cancer diagnosis, previously had cancer, or currently have cancer.

Participation in the NFR is voluntary. But by providing vital information about their own health and work experiences, firefighters who register for the NFR will play a critical role in helping to better understand the health risks this profession faces.

The National Institute for Occupational Safety and Health (NIOSH), working closely with stakeholders and health experts, will take the lead on creating the NFR.

If you have questions, email [NFRRegistry@cdc.gov](mailto:NFRRegistry@cdc.gov).

### National Firefighter Registry Timeline



[Back to Table of Contents](#)

## ***Exposure Record (Cont.)***

[Back to Table of Contents](#)



### **What is NIOSH?**

NIOSH is the part of the CDC responsible for conducting research and making recommendations to reduce workplace illness and injury.

### **What is the NFR?**

The National Firefighter Registry, or NFR, will be a large database of health and occupational information on firefighters that can be used to analyze and track cancer and identify occupational risk factors for cancer to help the public safety community, researchers, scientists and medical professionals find better ways to protect those who protect our communities and environment. With voluntary participation from firefighters, the NFR will include information about firefighter characteristics, work assignments and exposure, and relevant health details to monitor, track and improve our knowledge about cancer risks for firefighters.



### **Why was the NFR created?**

Studies of cancer in firefighters, including a [study published by NIOSH](#) found that firefighters may have a greater risk of some types of cancer. But many of these earlier studies did not include volunteer firefighters, or sufficient numbers of female and minority firefighters, to adequately assess their risk. The NFR will include members of these groups, providing a more representative sample of the fire service to gain greater insights into the connection between firefighting and cancer.

### **How will the NFR help firefighters?**

It will provide critical information needed to protect the health of firefighters. We may find that some groups of firefighters or certain response activities are associated with a greater risk of cancer than others due to differences in exposure, geography, gender or other factors. We also hope to learn more about how certain protective measures may reduce the risk of cancer.

### **How do I enroll?**

Enrollment is not yet open, but there will be an opportunity in the near future for all firefighters to enroll. NIOSH will keep this webpage updated as the enrollment period approaches.

### **Can a firefighter enroll if they have never had cancer?**

Yes. In fact, firefighters without a cancer diagnosis are just as critical to making the NFR a success as those who have received a cancer diagnosis. NIOSH would like all firefighters to be part of the NFR, not just those with cancer or other illnesses. We encourage anyone who has ever been a firefighter to join the NFR. This includes all active and former firefighters, such as volunteer, paid-on-call, part time, seasonal, and career firefighters. There is no minimum service time required to register in the NFR.

[Back to Table of Contents](#)

## ***Exposure Record (Cont.)***

[Back to Table of Contents](#)



### **Do firefighters have to join the NFR?**

No. Being part of the NFR is completely voluntary, and no one can make a firefighter join. NIOSH needs your consent for you to be part of the NFR. However, participation is strongly encouraged because it will help improve the health and safety of the firefighter community today and in the future. The NFR is your opportunity to leave a legacy for those who follow you.

### **How will the data be collected?**

After obtaining the consent of each firefighter in the NFR, we will collect risk factor information from firefighters through web-based surveys, well-known exposure tracking applications, and from fire department records. Long term, NIOSH will monitor potential cancer diagnoses for firefighters enrolled in the NFR by linking information with state databases of cancer diagnoses, known as state cancer registries.

### **Do NFR participants need to contact NIOSH if they are diagnosed with cancer?**

No. NIOSH will be able to track information related to cancer by linking information on individual firefighters enrolled in the NFR with state cancer registries. Firefighters should consult with their doctor if they have any concerns about their health.

**The goal of the NFR is to become the world's largest database of health and occupational information for firefighters.**

### **How will the registry be used?**

Data from the NFR will be matched with information from national and state databases to track cancer cases and find out about causes of death among firefighters. NIOSH investigators will use these data to compare the risk of cancer among firefighters to that of the rest of the U.S. population.

### **Will NIOSH share information collected for the NFR?**

Data from individuals participating in the NFR will be protected to the fullest extent allowed by law. Without a participant's written permission, NIOSH cannot share identifiable information with external parties. The overall or aggregate findings from the NFR will be shared with the fire service, scientific community, and the public.

[Back to Table of Contents](#)

## SA Matters!

[Back to Table of Contents](#)



[Back to Table of Contents](#)

## Understanding Stress – Part 5: Tunnel Vision

By Rich Gasaway

Welcome to Part 5 of my discussion on stress. In the last segment I talked about the positive and negative impacts of hyper vigilance and its impact on situational awareness.

While stress-released hormones increase arousal of the senses, the brain struggles to process all the information coming in. If you try to process the meaning of all the audible and visual inputs, you may find yourself on the fast-track overload.

In this segment, I'm going to discuss tunnel vision. When I was a new recruit, I vividly remember my training officer telling us 'don't get tunnel vision.' He said it with such conviction that I knew it was important. So I wrote it down. But he never really told us what it was, how we get it and most importantly, how to avoid it. Let's explore the concept of tunnel vision.

### Tunneled vision

Early on in my journey into neuroscience I learned something about tunneled vision. It is a mislabeled term. While I have often heard the term used throughout my tenure in public safety – and having used it many times in my early years as an instructor, I never realized that the term tunnel vision does not accurately reflect what happens under stress. It's a little more complex than I had realized.

### Tunneled senses

Tunneled senses more accurately depicts the results of stress. All your senses can become tunneled when you are stressed. For vision, it means your visual attention can be focused on one small geographic area of an emergency scene or one task being performed at a scene and you miss seeing things in your periphery. For hearing, it means your audible attention can be focused on one source of sound, like a person talking to you face-to-face or text messages on your phone, or a siren of an approaching engine.

When you are suffering from tunneled senses your situational awareness is vulnerable because you are likely to miss important clues and cues. Many things happen in the peripheral vision that will be lost when vision is tunneled. When hearing is tunneled, you can miss hearing other things happening around you. The fixation on a single conversation or a single sound prevents you from hearing other things.

### It gets worse

Researchers at Johns Hopkins University ran a series of audible and visual tests on human subjects, measuring the loss of acuity while engaging them in activities designed to narrow attention. The results were a shocker.

The experiment was designed to tunnel vision – and it did. But a completely unexpected event occurred. While the vision was being tunneled, the performance of the audible control center decreased. That was not a typo.

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

[Back to Table of Contents](#)



Rich Gasaway, PhD.

Tunneled vision led to diminished hearing. Turns out, focusing on something intently led the audio cortex to turn down the volume.

When the researchers performed an experiment to tunnel the hearing, the performance of the visual control center decreased. Again, no typo. Tunneled hearing led to diminished vision.

This led the researchers to conclude that a person intently listening to audible cues, like a radio or cell phone, could have diminished visual performance. It also led the researchers to conclude a person intently focused on something visual could have diminished hearing.

### **Auditory exclusion**

In some cases, when the stress is severe enough, the hearing receptors in the brain may shut off completely. Neuroscience has a term for that. It's called auditory exclusion. Police officers often report that under stress of a gun fight they are unable to recall how many shots were fired because they did not hear them.

One of my teaching associates, is a firefighter, EMT and former police officer. He shares a story during my classes that drives this point home. One night, while sitting in his police car, he was ambushed by a deranged man with a shotgun. The man shot his police car multiple times, though he, himself, only remembers hearing one shot. The forensics evidence revealed the assailant had shot his car six times. My associate suffered from auditory exclusion, not to mention a whole host of other stress reactions he describes in vivid detail.

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

The first step in dealing with narrowing attention is to be aware that you are vulnerable to it happening as your stress level rises. Controlling your stress is one of the best ways to impact all of the ill-effects of the hormonal chemical dump that changes your psychological, cognitive, and physical performance. Breathing techniques are very effective for calming that little pea-sized organ in the brain that is the epicenter of your stress response. Control the pea and control the stress.

Scanning your environment may also help combat the effects of tunneled senses. Scanning visually and scanning audibly. If you find yourself becoming fixed on one task or one sound, make a conscious effort to unlock your senses from it and force yourself to scan your environment, perhaps asking yourself quizzically: What am I missing?

### **Discussion Questions**

1. Is it possible that auditory exclusion could cause critical radio traffic, like a mayday, to be missed?
2. Discuss a time when you missed seeing or hearing something because of tunneled senses.
3. Were you ever taught about auditory exclusion during your emergency training?

[Back to Table of Contents](#)

## Leadership Perspectives

[Back to Table of Contents](#)



[Back to Table of Contents](#)

### *My Thoughts on Leadership*

By Samson J. De Sessa, FSCEO, Assistant Fire Chief, NAS Forth Worth FD Operations Division

"How do I become a better leader?"

Being in the fire service for 28 years, teaching at numerous fire departments for TEEEX, sitting on boards for hiring or promotions, working in different departments when I was in the military and leading people in my own department, I have been asked this question a fair bit. I love this question, as simple as it is, it is also very complicated to answer.

The reason I love this question is because it means they are thinking. They are thinking about improving upon who they are today. Frankly, it means they are asking the right question as well. I begin answering their question with a question. I ask them, "What does 'leadership' mean, in your words?". I get the typical responses; "getting people do things", "getting work out of others", "paving the way", "being the one in command", "being the person, overall responsible" etc. Those are all pretty good but they fall short of our call to leadership.

There are so many definitions of leadership that it has actually become hard to define. My definition is that 'leadership is the growing of leaders.' I explain to them that there is duality in that statement. Authentic leaders know that in order to lead others, we must first learn to govern ourselves. True leaders are doing what they can to personally grow and they are investing focused, intentional time in growing their people from 'followers' into 'leaders'. The ultimate goal of a leader is to create more leaders, not more followers.

We tend to think of an excellent leader as an individual that is irreplaceable. A person that if they were to leave the organization it would crumble in their absence. I emphatically disagree. A great leader leaves the organization with other capable leaders, armed with the training, knowledge, skills and abilities to take charge of the future, when they leave. People gravitate toward leaders that guide them into the unknown of the future with confidence. If you leave a department unprepared to "Keep calm and carry on", you have failed them. That is not a measuring tool of your leadership genius. It merely highlights your failure to lead and that will be the legacy you leave behind.

So to answer, "How do I become a better leader?", and helping them understand my definition of leadership I tell them that in order to answer their question I need more information. The next thing I ask them is "What kind of leader are you?" Again I get a wide range of answers, which is obviously part of the problem. I get, "I am a firm leader", "I'm demanding", "I'm fair", "I'm the kind of manager I would want to work for" etc. The fact is that there are multitudes of leadership styles available for us all to choose from; you have autocratic, coaching, hands-off, micromanaging, democratic and bureaucratic just to name a few. In the fire service, we need to employ many of these styles on a daily basis. No one wants to be a micromanager, but some of your troops will not work without micromanagement. there is not enough time on the fireground to entertain a democratic leadership style and ascertain everyone's opinion on how to command a scene.

## ***Leadership Perspective (Cont.)***

[Back to Table of Contents](#)



However, in the firehouse you also do not need to be barking orders and waving your arms wildly to carry out the daily tasks. You need to know your people and employ the leadership style that fits the individual and the current situation. It is all about context. I further explain that the ONLY viable definition for your leadership style is “Are you effective or ineffective as a leader?”. That is the bottom line. You are either leading people or you are not. If you turn around and you have no followers, you are just wearing a gold badge and yelling for no apparent reason.

I explain to the people who ask me how they can become better leaders that they need to get specific. Get granular. Determine where exactly they need to personally grow as a leader and where they have the ability to grow others. This part usually involves the person digging into their personal strengths. Filling your leadership gaps typically brings you up to the norm. “Well-rounded”, which really means “Average”. If all of us were well-rounded, we would all be the same. No one would ‘excel’ at anything or have any particular ‘strengths’. Fixing where you are weaker brings you up to the bar of expectations. That is the minimum. Your strengths are where you can personally grow and cultivate others. Figure out what those things are and you can make huge differences in your life and the lives of others, and that is how to become a better leader and make more leaders while you are at it.



## ***Congressional Docket***



[Back to Table of Contents](#)

### ***Federal Firefighters Win Big In Congress***

Federal firefighters gained several new benefits as Congress finalized the National Defense Authorization Act (NDAA) for Fiscal Year 2020. The bill includes a number of important health and safety provisions to protect fire fighters from PFAS, as well as language guaranteeing federal fire fighters 12 weeks of paid leave upon the birth or adoption of a child.

Among the new requirements, the final bill requires that all Department of Defense (DoD) fire fighters receive testing for PFAS in their blood as part of their annual physicals. Based on original IAFF-authored legislation sponsored by Senators Jeanne Shaheen (D-NH) and Lisa Murkowski (R-AK) and Representatives Donald Norcross (D-NJ) and Michael Turner (R-OH), this important provision will provide federal fire fighters the information they need to track occupational exposure and help address potential health impacts.

The bill also grants 12 weeks paid family leave for federal employees following the birth or adoption of a child. The new benefit will supplement employees’ existing sick and annual leave.

Finally, the bill authorizes construction of new federal fire stations at the Pentagon and Camp Lejeune.

The legislation passed the U.S. House of Representatives by a vote of 377-48. It is expected to pass the Senate and be signed into law shortly thereafter.

## Strategic Planning

[Back to Table of Contents](#)



[Back to Table of Contents](#)

## *That's for Business, Right?*

By Chief Brian Dean

Strategic planning in the fire service still appears, in many regards, in its infancy. Taking the concepts from the global and United States private sectors, the idea of strategic planning has slowly trickled down to the specific governmental units, divisions, or departments of municipalities and counties, as well as fire districts and industrial fire service entities. While there seems to be no firm research on why public safety entities shy away from strategic planning, one theory may be, does the private sector model of shareholder-centric strategic planning work for the public sector? One might also question if the causal effect is based more on a confusion of which best practices to apply to fire and emergency service departments. Finally, one might wonder if any emerging trends exist to clarify the applicability of a typical strategic planning model to the fire service.

The fire service has a long traditional history that tends to celebrate the best of what has happened. The fact that many organizations continue to operate in the status-quo, grounded in those traditions, makes one wonder how progression in a proactive manner could ever happen. It is that reactive nature that has stagnated many organizations. The lack of strategy, vision, and a guiding coalition for change keeps many departments defaulting to the understanding that “we have always done it that way.” When strategic planning was first introduced for the private sector, it delivered a better focus for industry and business in thinking about its future. Much like the private sector of over 50 years ago, the fire service and the public sector of today face challenges not necessarily from competition but rather, from the economic and political external environment that provide the funding of public safety.

Strategic planning has many benefits, but the greatest is its ability to design a roadmap for future success. Would you ever consider taking a journey without a plan? Strategic planning provides the benefit of knowing what direction your agency will travel in the next three to five years. Much like a compass provides directional orientation, a strategic plan orients the department on where to take things in the future, toward an intended outcome. Additionally, if the plan is designed as a living instrument, another benefit exists...the ability to recalculate. In this day and age, most are equipped with devices that provide the navigational guidance to find our way around successfully. However, take one wrong turn, as many are apt to do, and the devices must recalculate. A strategic plan is no different if implementation is the focus and if the understanding exists that one cannot foresee what may happen in the future. A strategic plan is just that, a plan. It is not a list of tasks with no meaning but rather, a flexible navigational tool that provides direction toward intended outcomes and change.

The general perspective of Dr. Drucker's futurity of present decisions has applicability to any entity in that if one considers what it needs to do from today, the future vision can become reality. Fire service organizations need to determine where they should be in relation to community expectations, acknowledgement of their concerns and make those appropriate process decisions to overcome the true strategic challenges.

## *Strategic Planning (Cont.)*

[Back to Table of Contents](#)



They must, however, engage not only in the planning process, but the implementation of the identified objectives to overcome those illuminated challenges. The accreditation model, as prescribed by the Commission on Fire Accreditation International (CFAI), understands the noted futurity and guides the fire service towards a process to embrace change and continuous improvement. Focusing on true strategic challenges, those things that are not simple (tactical), create the most change within an organization and produces quality outcomes through proper implementation efforts.

True strategic challenges are broad and are genuinely of a type that the department can impact with specific, measurable, achievable, relevant, and time-bound change. In reality, those strategic challenges and hopefully, initiatives, are few and dependent on the intensity of the organization. So, what is meant by that? There are some departments that have a perfect symbiosis internally and with its governance that things transition smoothly. On the norm in public safety, symbiosis exists but it may be hampered by the justification component. That is where a comprehensively constructed strategic plan is used to justify the request for funding in the budgeting process. Other organizations may not have any level of said symbiosis or even the resources to take on a set of initiatives over the three to five-year duration of a plan. In short, fire departments need to know how much to bite off in the development of goals, objectives, and tasking to achieve the desired outcomes. Taking on too much can result in overload that hampers creativity and hinders overall strategic success.

When questioning the applicability of a business model to the public sector, research shows that the model is appropriate if applied with strategy in mind. Strategic planning is not about acquiring stuff. Rather, it is about building systems and processes that pursue outcomes, that can also be institutionalized for continuous improvement. This provides a long-term return on investment if the plan's execution produces the outcomes envisioned. It also provides the opportunity to re-calculate if the outcomes fall short.

Research exists on the applicability that follows a basic schematic that ensures there is understood and considered feedback from community stakeholders. Often times, an agency is unsure of who constitutes as a community stakeholder. Examples of such could include members of the business community, residential association representatives, administrators from local hospitals or school districts, mutual or automatic aid partners, members of governance, or even direct recipients of the agency's emergency services. Anyone outside of the agency that has a stake or is a partner can provide the needed feedback. This is the customer base of the fire service. Without it, how can a department truly understand what the end-user thinks? Your community stakeholders provide insight into what the environment truly is once you leave the apparatus bay. Understanding what your customer expects and about what they are concerned can help you further identify the gaps and challenges your department is facing. If you don't ask them, you will never know!

From an internal participatory perspective, agency stakeholder representation should be from different levels and points within the organization.

[Back to Table of Contents](#)

## Strategic Planning (Cont.)

[Back to Table of Contents](#)



[Back to Table of Contents](#)

Not only does this create a buy-in component when implementation is in play, but also gets different perspectives, be they generational, cultural, or knowledge-based as the strategic plan is formulated. Just like a corporate strategic plan must include organizational members on all levels, fire departments must ensure that all levels and demographics are represented in the plan deliberation. A plan that is created by the leadership team alone is doomed to fail.

An organization must commit to implementation and strategic management for success to be found. Without true strategic management, the time invested in the planning effort creates a dust collector to rest amongst the many training manuals in your stations. For strategic planning to work, implementation must always be a part of the organization's focus. It is not about being a model developed in the private sector, it is about a model that holds an agency accountable for change. Implementation is not easy and there is no magic elixir that makes it reality. However, you owe it to your department to continue toward implementation. Consider this...there is a reason why the accreditation model not only requires a strategic plan but a management plan for implementation. Core competency 3A.1 requires that an agency have a strategic plan. Additionally, core competency 3C.1 requires that some sort of management process exist to track progress toward achieving the set goals in the plan. Execution is everything. And finally, core competency 3D.1 requires that an organization visit its goals and objectives annually and revise if needed. This ensures that your agency has created a living document; and in reality, it should be visited more than just annually if an organization is committed to change and continuous improvement.

So, understanding the applicability proves that this model still works within the public sector. But what about best practices and any emerging trends? The applicability covers many of the best practices of strategic planning. However, one must also consider the facilitation and the sifting required to get a more global view of the gaps that exist. There is no requirement that facilitation come from the outside. It is quite possible that someone within your organization has the knowledge, skills, and abilities to facilitate effectively. The downside to this is the facilitator does not get to participate and bias can sometimes exist, turning the planning process away from the true issues facing the agency. Outside facilitation takes away the bias but does not contribute to the overall knowledge of the department stakeholders. It is a decision left to consider internally.

The other key points of applicability truly link to best practices. A fire service agency must continue to sift through the causal issues to get to the true broad gaps that challenge the organizations growth and forward momentum. Without this, it is just spinning its wheels in tactical minutiae. The community feedback gathered can help break through this, understanding that the feedback internally also carries a great deal of weight. There really must be a clear balance.

As for emerging trends, research indicates that departments must continue to monitor the environmental trends in which the plan exists, and the organization operates. While a typical strategic plan is still relevant in a three to five-year period, organizations must continue to monitor the industry and even greater, the community and adapt accordingly.

## Strategic Planning (Cont.)

[Back to Table of Contents](#)



Brian Dean

## Chocolate Chip Cookies



[Back to Table of Contents](#)

Bearing in mind environmental trends and changes, the agency must continue to strive for implementation, even if re-calculation is required.

Consider this...what is your department doing to move things forward in a strategic manner? Sitting back will not help you in the accreditation model but worse, will ensure you do not meet the demands of your community. There is no perfect solution to strategic planning and there are many references that can provide the mechanics of the process. However, doing nothing toward implementation can ensure greater strategic issues. It is important to understand that a business model can actually apply to the public sector. While we are beholden to our community versus private shareholders, we still have a customer base. Ensuring we listen to them and determine the causal aspects of service and performance gaps will only help us sustain and grow more in the future.

### *I Can't Believe These Are Healthy!*

1 can chickpeas, rinsed and drained	2 tablespoons almond butter
2 egg whites	1/4 teaspoon salt
2 teaspoons vanilla extract	1/2 teaspoon baking powder
1/4 cup light coconut milk	1 cup quick-cooking oats
1/4 cup honey	1/2 cup chocolate chips

Place chickpeas, vanilla, and coconut milk in a small food processor; pulse until mixture forms a smooth paste.

Pour chickpea batter into a medium bowl.

Add honey, almond butter, egg whites, salt, and baking powder to the chickpea batter; mix until thoroughly incorporated.



Without cleaning out the food processor, add the oats and grind to a flour-like consistency. Stir oats and chocolate chips into batter.

Drop cookies by the tablespoon onto a sheet pan. Gently flatten and shape cookies with back of a spoon or your fingers. Bake for 15 minutes at 300°F, turning halfway after 10 minutes. Cookies will remain soft and will not spread.

Makes 28 cookies

Now go and enjoy these guilt-free and gluten-free chocolate chip cookies!

## Leadership Lessons

[Back to Table of Contents](#)



[Back to Table of Contents](#)

## What is Professionalism?

By Dr. David Griffin

What is professionalism? That is an important question to which, as a leader, I would hope you would have the answer. Let's pause for a moment so you can define what professionalism means to you. Now that you believe you have defined professionalism, let's look at the actual definition according to Merriam Webster: Professionalism—The conduct, aims, or qualities that characterize or mark a profession or a professional person.

That's a rather disappointing definition because there seems to be some subjectivity to it. What is a professional person? What kind of characteristics do they have? While we could include a long list of items, I would like to focus on six specifics that are constantly relayed to me in my travels.

### Organization

When I think of organization, I always go back to a quote my coach used to say repeatedly at The Citadel. He would tell us, "Organization is your greatest asset." Of course, I didn't understand what that meant back then, but I obviously do now. In the evolving profession we are in with the fluidity of our schedules, you must have a system you utilize for organizing your work. If you fly by the seat of your pants, I can guarantee it will eventually catch up to you. Everyone's system is different, but the people who have a system they stick with are the ones who remain successful throughout their careers.

### Be the example

Now this is rather cliché because we hear it all the time from people who say one thing but do the total opposite. How about this one? An officer who tells his/her crew to ensure they can throw a ladder, but they can't even do it themselves. Or an officer who wants everyone else to do the work but has never actually done any work themselves. They were just lucky to get promoted and as soon as they did, it was time to make everyone else perform the work. So, what does "be the example" really mean? Take a look.

1. Make sure your uniform looks crisp
2. Shine your shoes
3. Shave
4. Have a clean haircut
5. Exercise
6. Eat healthy
7. Have good eye contact
8. Provide a strong handshake
9. Articulate your message without an attitude
10. Check your ego.

If you say "I" about something that is the department, read #10 again.

## Leadership Lessons (Cont.)

[Back to Table of Contents](#)



### Stop talking about your teammates

Now, this is probably the one that other leaders ask how to fix more than any. I'm going to remind you of a quote from former First Lady Eleanor Roosevelt. She states, "Great minds discuss ideas; average minds discuss events; small minds discuss people." Sad but true in many cases. You have a team in your organization but why do you think it's important to talk about everyone else? Do you realize how much time you waste doing this? While you're talking about someone else, there's others in your organization running circles around you with their work production and just genuine love for the job. Oh, and if that's not enough to get your mind right, how about this one: "Winners focus on winning; losers focus on winners." I bet that got your attention.

### Be nice

Being nice should not be confused with being a weak leader. So please, do not mistake kindness for weakness. If you think you need to yell or possess a tough persona to be a leader, I think you may have missed an important chapter in your leadership book. I have met a lot of leaders with tough attitudes and egos and they, unfortunately, just don't see the bigger picture. I have also met a larger number of leaders who speak kindly to everyone and just treat others with respect. Really and truly, being nice is being respectful. Yes sir, yes ma'am, no sir, no ma'am. Is it really that hard to do this?

### Leave emotion out of it

One thing I learned when I was a MMA fighter was that you need to leave your emotion out of the fight. Once you get emotional, you start flailing punches and kicks so hard that you gas yourself out. The same can be said for our profession. When you are discussing an important topic, you must leave the emotion out of the conversation. I know at times this is difficult, however, it's a necessity because once emotion is thrown into the equation, things are said that can't be taken back. As a leader, you must have composure at all costs. Find that poker face and practice it over and over again until it becomes habit. You can't let someone rile you up so much to where your knowledge is forgotten because you lost your cool. Take a deep breath and move on. Whatever it is, it could always be worse. Let it go.

PROFESSIONAL IS NOT  
A LABEL YOU GIVE  
YOURSELF  
— IT'S A DESCRIPTION  
YOU HOPE OTHERS  
WILL APPLY TO YOU.

- David Maister  
*True Professionalism*

### Reliability

As a professional, it is essential to be reliable, especially in what we do. Be early. Do quality work. Do what you say you're going to do in a timely manner. Remember your happiness is not always what's best for the team. If you don't like to participate in certain team events, learn to like it. To be a team player means to step up to the plate even when it's something you don't want to do. If you're not willing to do that much, you're not even reliable enough to be on a team.

[Back to Table of Contents](#)

## Leadership Lessons (Cont.)

[Back to Table of Contents](#)



Dr. David Griffin

Now, granted these are only six characteristics of being a professional, but they are six important ones I see from my travels in teaching leadership. The same ones are brought up repeatedly in classes. Remember, there is no perfect recipe or magic formula to be a great leader who possesses a high level of professionalism. It takes hard work, dedication, self-awareness and the ability to remain poised at all times. Is this difficult? Yes, of course. However, you really don't have a choice on this one. If you expect your people to be professional, you better be as well. If not, how do you expect your organization to be viewed as professional? Chew on that for a bit and see what you come up with.

### ABOUT THE AUTHOR

David Griffin, 39, was the driver of the first engine to respond to the disastrous 2007 Sofa Super Store fire that claimed the lives of nine of his fellow firefighters. Plagued with survivor's guilt, he numbed himself with alcohol, painkillers, and blood sports so much so that it nearly cost him his life.

A turning point came in the days following a match with nationally ranked mixed-martial arts contender Houston "The Assassin" Alexander. For three days, he sat in darkness, his eyes swelled shut from the battering to his face. He asked himself how his lifestyle honored the nine who were dead. "One can only sit around for so long and feel sorry for themselves until they have to get up and do something," Griffin said.

Now, Griffin has completed a Doctorate of Education in organizational leadership and development, training organizations across the globe on the importance of moving away from "the way we've always done it" mentality. He speaks about the Sofa Super Store fire and has helped with massive reforms in how firefighters are trained as well as how executives lead their teams. Griffin has dedicated his life to spreading the message of change to all types of organizations including for-profit, non-profit, and public service.

As a child, Griffin was a puny kid who wasn't taken seriously. He took up baseball and was told he would never get off the bench. With characteristic defiance and discipline, he trained hard, earned a scholarship to The Citadel, where he played baseball for four years. He graduated with a Bachelor of Science in education. He went on to play minor league baseball for two seasons in the Frontier League, where he was awarded the Fran Riordan Leadership Award for his community service. He returned to The Citadel following this to coach baseball.

In 2005, Griffin joined the fire service in South Carolina, attaining his Master of Science in executive fire service leadership in 2008 and his Doctorate of Education in organizational leadership and development in 2013. He has been a Firefighter, Assistant Engineer, Engineer, and Captain on engine and aerial apparatus. He is currently a Battalion Chief, Deputy Director of Training, and Honor Guard Commander in Charleston, South Carolina.

Griffin is a graduate of the Executive Fire Officer Program (EFO) from the National Fire Academy, is a certified Chief Fire Officer (CFO) and Chief Training Officer (CTO) through the Center for Public Safety Excellence (CPSE), and a member of the Institution of Fire Engineers (MIFireE). He was accepted to Harvard University's Kennedy School of Executive Education to complete the Senior Executives in State and Local Government Program in July of 2020.

He continued his athletic pursuits by competing in bodybuilding events, where he was crowned state champion in 2006. He then went on to fight professionally in mixed martial arts and finished his career with a match against UFC fighter Houston Alexander. After MMA, Griffin competed in marathons and Ironman Triathlons. He was a rider in the Brotherhood Bicycle Ride that stretched more than 1,700 miles from Naples, Florida to Ground Zero in honor of the 10-year anniversary of 9/11. Today, Griffin focuses his exercise on CrossFit, yoga, wake boarding, paddle boarding, and surfing.

On April 25, 2013, The Find Your Mission Tour kicked off. During 2013, 2014, 2015, 2016, 2017, and 2018 the tour has made stops in the United States, Canada, and Mexico at over 500 organizations in three different languages, with more than 3100 presentations given to 62,000 plus attendees. The tour includes fire service organizations, police departments, military installations, universities, conferences, private industry organizations, law firms, business corporations, manufacturers, as well as charity events. Please see *The Find Your Mission Tour* page for more details and to schedule a tour stop in 2019, 2020, or 2021. The 2020 Tour will be posted December 15, 2019.

Griffin has written four books and is an Amazon Best-Selling author. Books include:

[In Honor of The Charleston 9: A Study of Change Following Tragedy](#)

[ACTION: 9 Missions for Personal and Professional Growth](#)

[From PTSD to PTG: A Firefighter's \(MY\) Journey After a Multiple LODD Incident](#)

[Tattoos and Trauma: The Healing Power of Tattoos for Emergency Responders](#)

His wife, Melissa, has also published her first book describing the struggles of a spouse dealing with an emergency responder with PTSD and how she was able to help David recover. Her book is entitled, [Inspiration from a Wife On A Mission Following Tragedy](#).

[Back to Table of Contents](#)

## Effective Response Force

[Back to Table of Contents](#)



[Back to Table of Contents](#)

## Why Do So Many Trucks Go On A Fire Call?

By Chris Campbell, CFPS, IAAI-CFI Battalion Chief

A coordinated fire attack breakdown.

What does that mean to a citizen/taxpayer? Even city and county administrators need to understand why.

What a coordinated fire attack looks like broken down into specific job functions. This is meant for describing Minimum Manpower needed for a typical 2000 square foot residential building fire. It is imperative that these basic firefighting functions be carried out simultaneously rather than sequentially. This is otherwise known as a coordinated fire attack. This will ensure a SAFE and EFFECTIVE firefighting operation.

As described below, these 8 minimum tasks need to happen simultaneously most of the time.

First Engine - 1st handline for suppression – Initial attack and extinguishment of the “seat” of the fire. Rescue if needed. 3 Person Team

Second Engine - 2nd handline for suppression – Extinguishment of fire that has extended to other exposures and back up of initial attack line. Support Rescue operations as needed. 3 Person Team

Pump Operator - Coordinates and operates the fire engine’s pump to insure proper water pressure and supply is available for extinguishment. 1 Person First Engine driver

4. Ventilation Team– Systematic removal and replacement of heated air, smoke, and gases from a structure with cooler air. This facilitates entry by firefighters and improves life safety for rescue and other operations. 2 Person Team First Ladder Company

5. Search and Rescue – A rapid but thorough process that is carried out under extremely adverse conditions with the removal and initial treatment of victims. 2 Person Team First Ladder Company

6. Water Supply – Finding and establishing large diameter hoses for a continuous and uninterrupted source of water for suppression activities. 1 Person usually 2 due Engine driver

7. Rapid Intervention Team – Required team of at least three firefighters for the purpose of rescuing firefighters who become trapped or disable while operating in hazardous atmospheres. 3 Person Team usually 3rd Engine or 2nd Ladder company

8. Incident Commander – Overall tactician and strategist who ensures that life safety, incident mitigation, and property conservation is achieved. Coordinator of operations. 1 Person Battalion Chief

Total of 16 Fire Fighters (Combination of ffs, company officers, chief officer) For an effective and efficient fire attack. Just for the 8 tasks mentioned.

# Effective Response Force (Cont.)

[Back to Table of Contents](#)



Ultimately the above are 4 person staffed units. Real world most urban run with 3 person units with staff off for vacation, sick, etc. Some departments respond with 2 person units, therefore even more trucks are needed to respond to field a safe and effective firefighting force.

This is needed to obtain the resources described above to accomplish the tasks on the fire ground. (Note: city/county departments could substitute units with rescues, or other engines/ladders and specialty companies. (rescues/squads)

However this does not allow for the following necessary and needed positions to be staffed. Other required resources are needed for these tasks and functions;

9. Emergency Medical Crew - for treatment of victims or injured firefighters. 2 Person Team Medic/Ambulance Crew

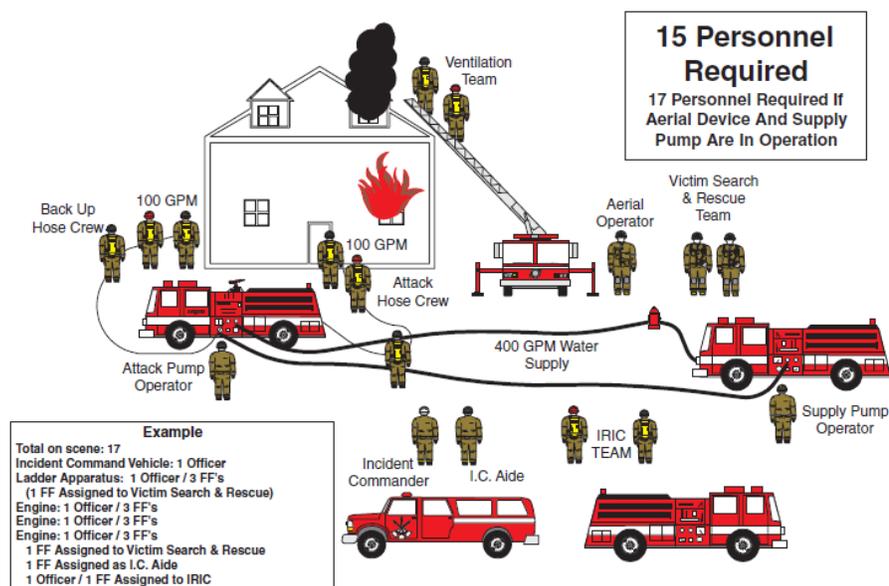
10. Command Aid – for assistance with accountability and tracking of firefighters working on fire ground. 1 Person Battalion Aide or officer from Second Truck Company or 3rd Engine

11. Safety Officer – To act as extra set of eyes for the incident commander and to monitor constantly changing conditions to insure overall fire ground safety for fire fighters. Usually positioned to conduct a 360 continuous view of the incident. NFPA REQUIRED POSITION. This is ultimately the incident commanders responsibility however once span of control is maxed it is delegated to maintain its overall effectiveness. 1 Person 2nd Battalion Chief or staff Officer responding if available.

Additionally note if multiple victims or injuries are present that would call for additional Medical resources. Each EMS/Ambulance crew adding 2 Persons.

The above scenario is minimum recommended NFPA standards and tasks that need to be completed on the fire ground for a single family residential building fire. IF fire involves a multifamily (apartment/condo) unit or commercial buildings, then staffing is exponentially larger based on additional tasks due to size of structure and higher life safety requirements.

[Back to Table of Contents](#)



# 2020 Calendar

[Back to Table of Contents](#)

# Civilian Pay Calendar for 2020



U.S. General Services Administration



2020

## JANUARY

PP#	S	M	T	W	T	F	S
			1	2	3	4	
2	5	6	7	8	9	10	11
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## JULY

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## OCTOBER

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## NOVEMBER

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## DECEMBER

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[Back to Table of Contents](#)

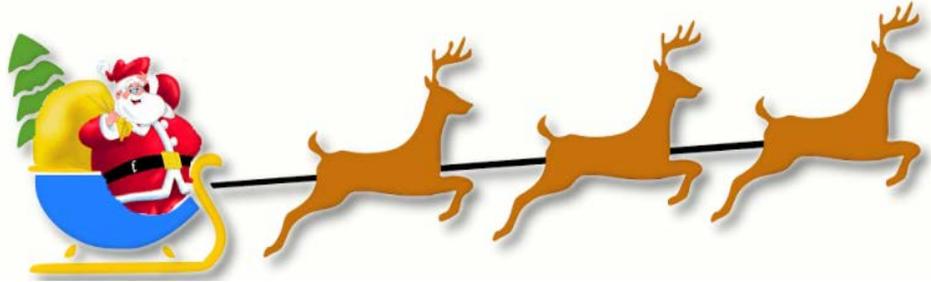
HOLIDAYS 
 CHECK PAY DATES 
 QTR 
 PAY PERIOD END DATES 
 EFT PAY DATES 
 TIME CARD CERTIFICATION

## Oldie but Goodie

[Back to Table of Contents](#)

## Firefighter's Night Before Christmas

(with apologies to Clement Clarke Moore)



[Back to Table of Contents](#)

**T**was the night before Christmas and all through the town,  
the fire siren echoed blaring its sound.

The firefighters came running from far and from near,  
and raced to the trucks quickly donning their gear.

And I in my bunkers my boots and my hat,  
jumped to the engine to see where the fire's at.  
Down at the corner of Fifth and of Oak,  
the dispatcher informed us of a house filled with smoke.

Smoke poured from the sides, from up and from down,  
yet up on the roof there was none to be found.  
So up to the rooftop we raised up a ladder,  
and climbed to the top to see what was the matter.

I came to the chimney and what did I see,  
but a fellow in red stuck past his knees.  
Well we tugged and we pulled until he came out,  
then he winked with his eye and said with a shout.

"These darn newfangled chimneys they make them too small,  
for a fellow as I, not skinny at all."

With a twitch of his nose he dashed to his sleigh,  
and called to his reindeer, "AWAY now, AWAY."

As we rolled up our hoses he flew out of sight, saying

**"God bless our firefighters"**

**... and to all a good night!**

# Navy F&ES POCs

[Back to Table of Contents](#)



## Navy Fire & Emergency Services (N30)

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

[http://www.cnic.navy.mil/om/operating\\_forces\\_support/fire\\_and\\_emergency\\_services.html](http://www.cnic.navy.mil/om/operating_forces_support/fire_and_emergency_services.html)  
DSN 288

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[Back to Table of Contents](#)

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- 034 Dudley King, 2018
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