



# What's Happening

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



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## Game is Called Because of Rain

By Ronny J. Coleman

I overheard a conversation the other day between two fire chiefs. The first one was telling the other that this job wasn't any fun anymore. He was being asked to explain everything he did and, worse yet, he was expected to justify what he was spending. The other person was agreeing and took it one step further. This person said he was giving serious consideration to retiring and getting the heck out of the business.



This is too bad. The reason why is if there is any point in time in which an organization needs good leaders is when the going gets rough. Anyone can run an organization when things are going well. It's really not hard to be much of a manager when you have all the money in the world. How difficult is it to lead a group of individuals who are all very content to move in a particular direction because there is no conflict in goals or priorities?

To the contrary, when an organization finds itself going up against rough times is when leadership becomes one of its most important organizational elements. Granted, it may not be any more fun but personally I don't ever recall seeing in a job description that having fun on the job was a predominant job factor.

When I started preparing this column, I felt I might offend a few friends by suggesting that now is not the time to abandon ship. All those years of experience we have accumulated building our organizations had a price to be paid also. The insight and wisdom that is generated by all those years is of immense value to the fire service. Just because it gets a little tough on us doesn't mean it is time to pull the disappearing act.

Instead, what we ought to be focusing on is how to work smarter instead of working harder. There will be tremendous challenges for the fire service when we approach the end of this century. They are not unlike the same ones that our predecessors faced in the 1800's when they looked at the end of one era and the beginning of another era. It would be interesting to know that this phenomenon of wholesale disillusionment and frustration because of change is not exactly a new circumstance. To the contrary, it happened in the 1880's also.



Supporting the Fleet, Fighter, and Family



## *Clipboard (Cont.)*

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There are literally hundreds, if not thousands, of individuals who chose to no longer be associated with the fire service because of the advent of some brand new technology; the steamer and horse drawn fire apparatus. There were those who had weathered the firefights associated with the civil war and had manned the braces on newly operated pumps who simply threw their hands in the air and abandoned their career because of a change in technology. I admit I am beginning to understand why many fire chiefs want to withdraw from the service because of the intense personal criticism they are coming under. It has been noted in California, for example, that more fire chiefs have been terminated or asked to leave their jobs in the last two years than any other single position in local government. It is tragic but not terminal. Just because a neighboring fire chief is under attack or any number of issues does not necessarily mean we're all under attack.

What it does mean is that we in the leadership role in the fire service better start understanding why people are under attack. If it is because you are trying to bring about change and there is resistance to that change, we are not witnessing assassinations, we are witnessing casualties. We are seeing people who are under attack for incompetency because they are failing to respond to the needs of their organization. We are observing a weeding out process.

One consideration that every fire chief needs to make these days is whether they are vulnerable to become a combat casualty and taking on issues in which they are not supported by city management or city council or they are being weeded out because they are simply not paying enough attention to what is going on. In effect, the outcome is the same in both situations but the impact upon a person is tremendously different.

Recently there was a situation in which a chief fire officer in a fire department was removed from duty because of alleged improprieties in a code enforcement process. This person could have avoided the problem by looking the other way in the code violations and perhaps would have been able to retain his job but would have lost his integrity.

When we accepted the badge to become a chief officer in an organization we should have recognized that we have a price to pay in exchange for the compensation which we receive.

Let's go back to the earlier conversation with the two chief officers. It is easy to empathize with their frustration and disillusionment. I interjected myself into the conversation and asked the rhetorical question of would they abandon a fight against a conflagration if they were incident commander and things were not going well against them. Their indignant response was appropriate because no self-respecting fire officer would ever abandon the fireground merely because they face adversity.

Yet, in the continuation of that conversation the individuals expressed a continued willingness to leave the battleground of fire administration because there are very few rewards and recognition for succeeding.

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Ronny J. Coleman

This phenomenon is going to require some soul searching on the part of the fire service. If we continue to lose the leaders of the fire service because they feel embattled and abandoned, those who are expected to replace them are going to find a chilling atmosphere to succeed within. Unfortunately, I don't have a lot of suggestions on how to dispense with that feeling of frustration or how to diffuse the impact of all these crises on you individually. What I can suggest is that we take a retrospective look on what the proper role is of a command fire officer in the service. If we understand what our true motives are of wanting to take leadership in a fire organization and we truly understand the scope and complexity of the problems our organizations are facing, this type of an environment should be a place where we would want to find ourselves.

When a sporting event is called because of the storm nobody wins or loses, you merely abandon the playing field. If you've ever gone to a baseball game and sat in the stands, you have probably thought to yourself that the game doesn't get rained out. Then as the storm clouds built and the potential for



a downpour increases your level of anxiety probably depended a little more on how exciting the game was. If it was a ho hum game you cared. If your side was winning, all you could hope for is that the score would stand if the game had to be called because of rain. That's a pretty mediocre emotional set of circumstances. Contrast that with being at the World Series game and it is the bottom of the 9th. The score is 3 to 2 with your side on top and the opposing team is at bat with the bases loaded. Stepping up to the plate is their best hitter. You are probably hoping with all your heart and soul that your team has their best pitcher on the mound. I think it somewhat humorous that the baseball industry awards the relief pitcher of the year recognition of being "the fireman of the year". The level of emotion that is generated under those circumstances is one of elation, enthusiasm, and competitiveness. That's a far cry from being rained out of a game.

If we continue to lose the leaders of the fire service because they feel embattled and abandoned, those who are expected to replace them are going to find a chilling atmosphere to succeed within.

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I would like to draw that analogy to the role of the fire chief under today's working conditions. If you want to call the game because it is raining, it depends on who is on top when the final rain drops finally fall. If you look upon yourself as the relief pitcher standing on the mound making sure you are giving it your best shot to make sure your team wins, then you may win or lose but you'll certainly know that you finished the game.

# Combs Cartoon

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# What Will Your Legacy Be?



# New Navy Rigs



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# New Tanker for Isa AB, Bahrain



## Last Alarms

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## Last Alarms

The USFA has reported 12 line of duty deaths to date in 2019. The following line of duty deaths were reported since we published our last issue:

**John Leming** ♥  
Cape May Point, NJ

**Dwain Hudson** ♥  
Custer, SD

### 2019 Totals

♥ 6 (50%)    🚒 1 (8%)

♥ Indicates cardiac related death

🚒 Indicates vehicle accident related death



## TCoOO Update



## Taking Care of Our Own

There are currently 10 DoD firefighters in the Taking Care of Our Own program.

Name	Location	Point of Contact
Michael Parker	Combat Center 29 Palms, CA	Alvin.Arita@usmc.mil
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
Jonathan Daly	Norfolk Naval Shipyard, VA	Marc.J.Smith@navy.mil

**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.

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.

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## *Back in the Day*

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## *Brooklyn Naval Shipyard-Seagrave Quad*

By Tom Shand; Photo from the collection of Fire Apparatus Journal



The Brooklyn Naval Shipyard traces its history back to 1801 when the Federal Government purchased a private shipbuilding company that was located on Wallabout Bay on the East River. The yard was expanded several times over the years and at its peak covered 356 acres with 300 buildings and employed over 69,000 workers. A few of the more important ships built at this installation includes the USS Arizona and the USS Missouri which was constructed between 1941 and 1944 and became the site of the signing of the Japanese surrender on September 2, 1945.

The first record of fire apparatus assigned to the Shipyard was an 1861 Van Ness hand pumper, followed by an Amoskeag first size steam pumper in 1869 with registration number 316. Of the eight classes of steam pumpers a first size unit was capable of producing 900 gpm. Other US Navy installations that operated Amoskeag steamers included Norfolk, VA, Portsmouth, NH along with a second size dubbed the Seven for the Naval Academy in Annapolis.

During World War II the Brooklyn Navy Yard was protected by two fire stations and operated a pair of 1940 Seagrave 500 gpm pumpers. Seagrave delivered two additional units in 1942 including a model 66 1000 gpm pumper equipped with a Morse deck gun and a 750 gpm quad assigned as Truck One. This style of apparatus was popular with the U.S. Navy with Seagrave producing over 79 quads for the various branches of the service.

The Seagrave quad was designated model 66-E7 and was powered by a V-12 gas engine rated at 185 horsepower and built on a 263-inch wheelbase. While several of these trucks were built with doors and a fixed windshield, Truck One was equipped with few creature comforts with an open cab, no doors, and spot lights mounted on the windshield posts for the driver and officer. These vehicles were produced with a Seagrave two stage fire pump that were completely built within the factory with a small 200-gallon water tank.

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

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Tom Shand

During that time period Seagrave build their own wooden truss ground ladders and the typical ladder compliment consisted of a 50-foot extension ladder, two 35 foot extension ladders, 20, 24 and 28 foot straight wall ladders, 12 and 16 foot roof ladders together with a 16 foot baby Bangor ladder.

The Brooklyn Naval Shipyard quad was assigned property number 79853 and was equipped with a three lengths of hard suction hose, extinguishers and 2.50-inch hose packs for use in shipboard fires. Buffalo Fire Appliance Company built a 750 gpm pumper on an International chassis for the installation during 1943 which was the first unit operated by the department that featured a closed cab with doors and several body compartments. In later years, two open cab General pumpers rated at 750 gpm on Federal chassis were placed into service and assigned as Engine's 3 and 4.

The Brooklyn Navy Yard was officially closed on June 25, 1966 with fire protection and ownership of the property turned over to the City of New York. The area was developed into an industrial park with the FDNY Marine Division and Marine Company 6 occupying space in Building 292.

Over the year's quad apparatus and eventually open cab, doorless apparatus fell out of favor as 75 and 85 foot aerial ladders became more common. When compared to today's modern apparatus, rigs Back in the Day were easily distinguished by their massive engine enclosures and cab designs.



## *New Travel Service*



### *American Forces Travel*

The Department of Defense has teamed up with Priceline to create a travel booking site exclusively for U.S. Military members. American Forces Travel is a new Morale, Welfare and Recreation (MWR) program arising out of a joint service initiative combining the efforts of each of the five branches of service and MWR.

Authorized Patrons include all current Active Duty military (Army, Marine Corps, Navy, Air Force, and Coast Guard), all members of the Reserve components and National Guard, all Retired Military, including those in the Reserves and National Guard who are retirement eligible; all Medal of Honor recipients and 100% disabled veterans; all DoD civilians serving outside the United States, including appropriated funds (APF) employees and non-appropriated funds (NAF) employees, American Red Cross and United Service Organizations (USO) paid-personnel currently serving outside the United States and all eligible family members who are officially sponsored (ID card holder) by patrons in the above categories

In addition to dramatically enhancing quality of life for the military community, American Forces Travel will inject critical revenue into MWR programs by providing commissions from every booking made. American Forces Travel is a full-service travel booking site, offering hotel, flight, car rental and cruise deals as well as bundled or package deals.

For more information head to: <https://www.americanforcetravel.com/>

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## Near Misses

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### Close Calls: Tragedy on the Roadways

By Billy Goldfeder



A tractor-trailer struck Engine 6 in the rear, knocking the pumper forward overtop of Clark, pinning him under the unit. Photo courtesy Hanover, VA, Fire-EMS

There are two types of firefighter line-of-duty deaths and injuries: medical and traumatic. On the medical side, cancer continues to be the number one killer of

firefighters. On the trauma side, our greatest chance to get injured or killed is on the roadways, specifically, being struck by passing motorists.

We dedicate this column to Hanover County, VA, Fire-EMS Lt. Brad Clark, who gave his life in the line of duty as described below. By all accounts, Lt. Clark's immediate actions, by alerting his crew, saved their lives.

#### Dangerous driving

While there are numerous causes, for the past decade, distracted driving has taken North American roadways by storm, endangering not only the distracted drivers themselves, but also their passengers, those in other vehicles, pedestrians—and firefighters. In fact, one out of every four crashes involved distracted drivers. Over the last few years, an average of 3,500 people were killed and 400,000 people were injured each year due to distracted driving crashes.

As I am writing this column, the International Association of Fire Chiefs (IAFC), in cooperation with The Responder Safety Institute and major fire service organizations, issued a FIRE & EMS Survival Alert specifically focused on awareness, training and best practices to minimize firefighters being struck on roadways.

I reached out to two departments to share their recent events so that we can all learn and further understand the dangers of operating on roadways. My sincere thanks to Hanover County, VA, Fire-EMS, Assistant Chief Eddie Buchanan and Dix Hills, NY, Fire Department Assistant Chief Brett Tepe, along with their chiefs, officers and members, for sharing these stories so that we all can learn. Readers, please understand that due to the timeliness of this column, some of the details of these incidents, including specific findings and lessons learned cannot yet be shared due to pending legal action.

#### Hanover County, VA

Hanover County Fire-EMS has 16 stations, with 200 career members and 323 volunteers running approximately 30,000 responses annually.

On Oct. 11, 2018, Tropical Storm Michael was pounding the East Coast.



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## Near Misses (Cont.)

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Hanover County Fire-EMS units were responding to high call volumes across the county. At 9 p.m., Engine 6 was dispatched to Interstate 295, southbound at the 38-mile marker, for a vehicle crash. Engine 6 was staffed by Lt. Brad Clark, Driver/Firefighter David Johnson, Firefighter Chris Elish riding in the jumpseat behind the officer, and Probationary Firefighter Carter Lewis, who was riding behind the driver.

It should be noted that Lewis was scheduled to graduate from the Hanover Fire-EMS Fire Academy that night, but the ceremony was postponed due to the storm. All graduates were sent to their assigned stations to assist with the storm response. This was Lewis' first official tour.

Engine 6 arrived on scene with a vehicle in the median. They positioned their unit to block their work zone and were stepping off the rig to assess the scene. As Clark was walking around the front to the apparatus cab, he saw a tractor-trailer coming straight for the unit, and he yelled to his crew to alert them. Elish heard Clark's warning and dove headfirst back into the jumpseat, where he had been reaching for the medical bag.

The tractor-trailer struck Engine 6 in the rear, knocking the pumper forward overtop of Clark, pinning him under the unit. The engine also struck Johnson, causing life-threatening injuries. Lewis was also struck, causing traumatic injuries to his leg that ultimately resulted in amputation below the knee.

The crash was witnessed by arriving crews who began to treat the injured firefighters on arrival. Additionally, Elish climbed from the mangled engine and began to treat his crewmembers. Elish later drove the ambulance that carried one of his brothers to the hospital.

Arriving crews had two red condition firefighters needing immediate treatment; the tractor-trailer driver entrapped in the vehicle but in yellow condition so his treatment could be delayed; one gray condition lieutenant, meaning his injuries were incompatible with survival; and one patient in the original vehicle at the accident scene. Clark was ultimately pronounced dead at the scene.

### Dix Hills, NY

The Dix Hills Fire Department is a bedroom community in the suburbs of Long Island, covering 26 square miles of mainly residential neighborhoods. Dix Hills has 200 volunteer fire and EMS members responding from three fire stations located throughout the district. In 2018, the Dix Hills Fire Department responded to almost 3,000 fire and EMS alarms.



Photo courtesy Dix Hills Fire

A tractor-trailer struck the rear driver's side of Dix Hills Heavy Rescue Engine 2-8-7, then jackknifed and came back into the safety zone area, striking the back of a highway patrol car on scene.

## Near Misses (Cont.)

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Dix Hills is intersected by two major highways, the Long Island Expressway and the Northern State Parkway, while also covering stretches of Jericho Turnpike, Deer Park Avenue and Commack Road, all major secondary roadways—and all with dangerous histories related to firefighters.

On Nov. 19, 2018, Heavy Rescue Engine 2-8-7 was set up as the blocking engine of a safety zone for a crash on the Long Island Expressway. The crew helped package one patient for transport and clean the roadway for approximately 10 minutes on scene. The crew then secured their truck and were seated inside waiting for the ambulance to depart for the hospital.

At that moment, a tractor-trailer being driven eastbound on the Expressway drifted over and made contact with the rear driver's side of 2-8-7. The tractor-trailer then jackknifed and came back into the safety zone area, striking the back of the highway patrol car on scene with one officer seated inside.

The officer of 2-8-7 checked on his crew; no one was injured. The officer then checked on the highway patrol officer, who was injured but stable, and then they immediately went into heavy rescue operations to free the trapped driver of the tractor-trailer who was initially unconscious. He removed the driver's door and prepared the driver for transport.

When conscious and questioned about what had happened, the truck driver responded, "I remember seeing flashing lights up ahead and that's the last thing I remember."

For their actions, 2-8-7's crew was given a Truck Company Unit Citation by the Dix Hills Fire Department.

### Key takeaways

Operating on any roadway—and especially high-speed roadways—is without question the greatest risk you have as a firefighter and/or EMT. In my opinion, the road should be safely shut down, in coordination with law enforcement, as soon as possible to minimize the risk to our members. Quite frankly, when traffic is at a standstill, we minimize the risk of traffic speeding by but, unfortunately, it's not a simple task.

In the two crashes featured this month, there was little to nothing that could have been done differently to avoid these incidents. The members responded, blocked and attempted to help people. In Hanover, they were doing exactly as expected, as was the case in Dix Hills, and even then, tragedy struck. However, it is the obligation of every fire officer to ensure that the best practices and standards are followed, per your department's policy (in coordination with law enforcement).

We must operate on the roadways as if all drivers are distracted and absolutely no one sees us. Now is the time to train, drill and plan to best honor those who have given their lives on roadways while trying to help others.

Please visit the Emergency Responder Safety Institute at [ResponderSafety.com](http://ResponderSafety.com) for professional resources, including free training for all of your personnel related to roadway survival. Take their free, online training, and learn how to safely and properly shut down a roadway so you are prepared.

## Near Misses (Cont.)

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Billy Goldfeder

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### Sidebar: IAFC Issues Safety & Survival Roadway Operations Alert

The IAFC, through its Safety, Health and Survival Section and in cooperation with the Emergency Responder Safety Institute, are urging all fire chiefs and officers to immediately issue a safety and survival alert in their departments.

During an emergency safety and survival alert, personnel are urged to postpone non-emergency tasks to focus on critical safety and survival training. The period is also used to remember the many firefighters whose lives have been lost working on roadways due to incidents of personnel and apparatus being struck.

In addition to department polices and federal, state and local laws, other resources are available to use during this alert and in ongoing efforts to educate personnel about safe roadway operations.

The Emergency Responder Safety Institute offers a single portal with an online network for training, with the goal of protecting our responders on the roadway. Additionally, Respondersafety.com hosts the ResponderSafety Learning Network ([rsln.org](http://rsln.org)). These sites offer a variety of resources to aid in training firefighters to be prepared for the dangers associated with roadway responses, including online modules and certificates for completion. The ResponderSafety Learning Network also delivers the Federal Highway Administration National Traffic Incident Management Certificate.

The Federal Highway Administration has developed Traffic Incident Management (TIM), which includes a variety of best practices and resources and a Traffic Incident Management Handbook. It offers the National Traffic Incident Management Responder Training Program that incorporates both online and in-person training.

NFPA 1500: *Standard on Fire Department Occupational Safety, Health, and Wellness Program* (2018) includes an updated Chapter 9 dedicated to Traffic Incident Management that requires training related to roadway-incident safety. NFPA 1091: *Standard for Traffic Control Incident Management Personnel Professional Qualifications* identifies the minimum job performance requirements (JPRs) for TIM personnel.

The IAFC's Near Miss Program ([firefighternearmiss.com](http://firefighternearmiss.com)) collects and shares firefighter near-miss experiences, allowing others to learn from these experiences. There are several available about personnel and apparatus struck while operating on roadways, sharing valuable information about how these incidents occurred and how they can be avoided in the future.

Together, these suggested materials and sites form a useful toolkit to use in conjunction with the safety alert as well as your continued department training and education efforts.

The IAFC Safety, Health and Survival (SHS) Section provides guidance and resources toward a clear mission—to reduce the number of preventable line-of-duty deaths and injuries in the fire and emergency service.

The Emergency Responder Safety Institute is funded in part by the FEMA Assistance to Firefighters Grant Program, the U.S. Fire Administration and the U.S. Department of Justice. Highway Near Misses may be reported to ResponderSafety.com thanks to an agreement with the IAFC.

## On the Job - Japan

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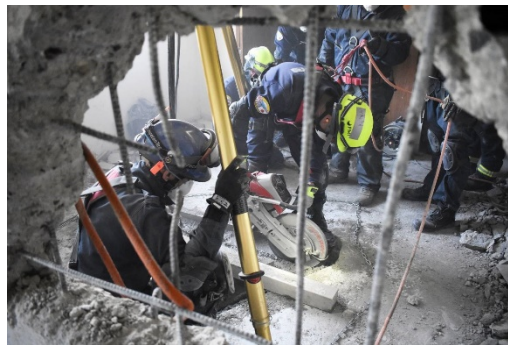
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## USFJ Fire Officer Training Symposium

By Regional Training Chief, Yuuhei Hino



Commander Navy Region Japan (CNRJ) F&ES participated the 33<sup>rd</sup> annual United States Forces Japan (USFJ) Senior Fire Officer Symposium held at Camp Zama between 24 and 29 March 2019. The USFJ Fire Officer-Firefighter training symposium was established in 1984 to promote the development of senior fire officers located throughout Japan. In 2015 the symposium started conducting training sessions based on technical rescue to include rope rescue and USAR events, resulting in a USFJ joint USAR team. This team consists of technical rescuers from Air Force, Army, Marines and Navy. The overarching goal is to share knowledge and skills among the fire services in Japan, as well as support each other when a large disaster occurs.



This year, 28 members of CNRJ Fire & Emergency Services participated in the symposium; 15 attended the workshops, and 13 participated in the USAR Training. One of the workshops covered by Naval Air Facility Atsugi (NAFA) Installation Training Chief Randal Lowry and Commander Fleet Activities Yokosuka (CFAY) Drill Master Masahito Ogasawara was on Cancer Awareness and Prevention. They discussed training, operational procedural changes, PPE inspection and maintenance. CNRJ USAR rescue training was led by rescue technicians Takashi Noda from CFAY, Makoto Sato from NAFA, and Shinji Yuasa from CFA Sasebo. The scenario was to breach a two-story housing unit horizontally and vertically to access a trapped victim in a pancake collapse, and remove them from the building.



## Data Good Thing?

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## Breaking Down That Four-Letter Word: Data

By Preet Bassi, CAE, Chief Executive Officer, Center for Public Safety Excellence

During my travels to consortiums across the country, I often hear the refrain that data (hear date-ahhh) is the biggest obstacle for departments working towards and maintaining accreditation. I have jokingly characterized data as another four-letter word used to express frustration. This attitude towards data is caused not by an apathy towards the usefulness of it but rather by the challenge of acquiring, compiling, and analyzing it.

This article outlines some concepts that will (hopefully) assist in shifting data from being tolerated to being embraced and the steps CPSE is taking to elevate the role of analysis in the fire and emergency service.

### Not all data are created equal

A fire department's relationship with data and performance should be seen as a continuum. Statements regarding a department's need to have "good data" and "good performance" are numerous. However, these statements do not mean the same thing.

The beginning of the quality performance continuum is for a department to have "good data." Good data is defined as data that are based on factual incidents, reported accurately, and can be accessed and manipulated easily. It can take a department a long time to work on their data but it's important that they do that before trying to improve performance. Without good data there is no assurance that improvement efforts will actually work.

Once a department has improved their data quality, they can begin working on having "good performance." Good performance is the end of the quality improvement continuum. For example, improving fire station layouts to reduce turnout time, working with the communications center to streamline call processing, conducting targeted staff training, investing in community risk reduction efforts, and deploying additional/alternate resources within a jurisdiction are all ways to improve performance.

DESCRIPTIVE DATA DEFINES WHAT HAPPENED

DIAGNOSTIC DATA EXPLAINS WHY IT HAPPENED

PREDICTIVE DATA PERMITS THE USER TO KNOW WHAT WILL HAPPEN NEXT

PRESCRIPTIVE DATA DIRECTS THE USER WHAT THEY SHOULD DO ABOUT IT

A knee jerk reaction to observing a given performance metric for a department may be to say that "the metric is wrong." However, in determining the root cause, it is important to distinguish whether the data used in the calculations are wrong or the performance itself is poor. Working towards good data is paramount to achieving good performance.

## Data (Cont.)

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### Shifting the conversation from data to evidence

Beyond just raw numbers, qualitative data can also inform decisions. You may be familiar with the differentiation between inputs, outputs, and outcomes. The below categorization of data goes further by providing four additional ways to consider uses for data:

Efforts to describe, diagnose, predict, or prescribe using data are most successful when infused with expertise. Evidence, rather than data, tells a story using facts and figures while also drawing on the personal experience of the teller and speaking to the motivations of the listener.

**Guiding Principles for Evidence-Based Policymaking**

<p><b>1. Privacy.</b> Individual privacy and confidentiality must be respected in the generation and use of data and evidence.</p> <p><b>2. Rigor.</b> Evidence should be developed using well-designed and well-implemented methods tailored to the questions being asked.</p> <p><b>3. Transparency.</b> Those engaged in generating and using data and evidence should operate transparently, providing meaning-</p>	<p>ful channels for public input and comment and ensuring that evidence produced is made publicly available.</p> <p><b>4. Humility.</b> Care should be taken not to over-generalize from findings that may be specific to a particular study or context.</p> <p><b>5. Capacity.</b> The capacity to generate and use data and evidence should be integrated within government institutions and adequately funded and staffed.</p>
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The need to support public policy decisions is evident at the local, state, and federal levels of government. At the local level, what type of EMS response a fire department provides a community is a prime example of evidence-based

policymaking. A 2017 report, *The Promise of Evidence-Based Policymaking* developed by a federal commission sought to reinforce the benefits of such policy making and provides guidance on how best to execute it. The report posited five guiding principles for evidence-based policymaking: privacy, rigor, transparency, humility, and capacity. These five principles are equally useful for local government as they are for federal government.



### Convening the analysts of today

Wanting to hear from those working with data, conducting analysis, and influencing public policy at the local level, CPSE and NFPA co-hosted a one-day Analyst Incubator at the 2018 CPSE Excellence Conference. Twenty analysts and those who supervise analysts from departments across North America met and created a roadmap to grow the count, role, and profile of fire analysts.

During the incubator, one of the key realizations was that there isn't a unified linear path that all analysts and fire departments follow. The participants shared their diverse range of skillsets, backgrounds, and career trajectories during the session. Recognizing this diversity, we developed an interactive subway map to illustrate career progression, professional recognition, culture change, and retention issues for fire analysts. As with any subway map, there are spots where two or more lines converge. In our subway map, data-driven paradigm shift, continuous professional development, and certifications, were the converging themes.



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Preet Bassi

The interactive subway map and a webinar that I co-presented with Dr. Matt Hinds-Aldrich, NPFA's Program Manager, Data and Analytics, can be found on the Fire Analyst page on the CPSE website.

### Envisioning the analysts of the future

Having understood the challenges faced by today's fire department analysts, CPSE submitted a request to NFPA to develop a fire analyst professional qualification (Pro-Qual) standard. Given the complexity of gathering and analyzing data for accreditation and the growing sophistication of technology systems available to fire departments, CPSE believes a Pro-Qual standard for fire analysts is an important next step in the progression of fire departments. NFPA is collecting comments through March 15, 2019 to determine if the standard is in fact needed. You can read the full notice on the NFPA website.

A recent Harvard Business Review article highlighting the 2016 McKinsey Global Institute publication *The Age of Analytics: Competing in a Data-Driven World*, introduced the concept of an analytics translator that will "play a critical role in bridging the technical expertise of data engineers with operational expertise" and will "help ensure that the deep insights generated through sophisticated analytics translate into the impact at scale in an organization." By 2026, McKinsey estimates the demand for analytics translators in the United States alone may reach two to four million.

Law enforcement has long valued the role of analysis in supporting their field work evidenced by not only the ubiquity of large monitors in TV shows about police departments but the real world existence of approximately 3,600 crime analysts. Imagine a world where TV shows featuring a fire department showed a fire department employee sitting behind a large monitor supporting the work of the field personnel.

Whether uniformed or civilian, the number of analysts working for fire departments has grown significantly in recent years. These individuals may have titles ranging from Battalion Chief of Planning & Assessment, Fire Statistical Analyst, Business Improvement Manager, to Assistant Chief of Administration. On almost a weekly basis, there is a new job posting for "(fill in the blank) analyst" to work in a fire department. The details of the postings are inconsistent, at best, and often do not garner candidates with the right knowledge, skills, and abilities to meet the needs of the fire department. CPSE submitted the request to NFPA, to address just this inconsistency.

### Where do we go from here?

Conversations about "big-data," "open-data," and "data-based decision making" aren't going anywhere and seem to be intensifying. Couple this with demands by municipal administration that budget requests be based on performance and demands by the public for greater transparency, fire departments need to transition how they tell their story. Having qualified and engaged personnel to guide this analysis is critical. Even more critical...leaders who not only tolerate but embrace the value of data and its varied uses.

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## SA Matters!

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## Nine Dangerous Mindsets – Part 7: The Superman/Superwoman

By Rich Gasaway, PhD.

Welcome to installment seven of the Nine Dangerous Mindsets series. While these mindsets may have many dangerous implications, my focus is to bring light to how they can impact situational awareness and team safety. I have been receiving some amazing feedback so far on this series. Readers are sharing that I have struck a chord, talking about behaviors and mindsets they know are dangerous but no one has talked about openly. I hope this series has been helpful in opening up dialog with your members.

In this contribution I am going to discuss the Superman/Superwoman dangerous mindset. You might think of this as the person who sees him or herself as unstoppable, bullet proof, invulnerable or invincible. The Superman/Superwoman can leap tall buildings in a single bound, run faster than a speeding bullet, etc., etc. You get the idea... super powers and super abilities. The only problem is, simply because they think they can, does not mean they can. This is at the heart of this dangerous mindset.

How is it a person comes to think of themselves as being invincible? For some, it may start as early as their teenage years and I was the victim of this mindset. When I was younger I never gave one ounce of consideration to my vulnerabilities. I lived in the edge. The more dangerous things were, the more exciting they were. The excitement of doing dangerous things can be addictive. No, really, it can be. The chemicals that are released in the brain when you are under stress are very powerful. Two neurotransmitters in particular, endorphins and epinephrine can be very addictive.

### Endorphines

The word endorphins is a hybrid of two words: Endogenous Morphine.

Yes, your brain produces morphine. Endorphins are

produced by the pituitary gland and the the hypothalamus. Many things can trigger the release of endorphins and one of them is the stress that comes from doing dangerous things. Doing dangerous things, especially when you get away with it, can be exciting. A person who does dangerous things over and over again can, unknowingly, get addicted to the morphine dump.



### Epinephrine

Epinephrine is also known as adrenaline. Like endorphins, adrenaline is also a neurotransmitter. But unlike endorphins, adrenaline is not released in the brain. It is released by the adrenal glands which sit on top of your kidneys. Adrenaline is also a stimulant. It helps the body prepare for the the “fight or flight” response by stimulating muscles that will be needed to defend yourself or to run away from danger. The stimulation created from adrenaline can also become addictive.

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

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### **Adrenaline Junkie**

The term ‘Adrenaline Junkie’ has been used to characterize a person who favors high risk activities because of the ‘high’ they experience when they are under stress. Some marathon runners describe getting a ‘runner’s high’ when participating in a distance race that pushes their endurance to the limits. The stress on the body from running triggers the release of these neurotransmitters.

### **Bulletproof Confidence**

In addition to the challenges that come from neurotransmitters, a person who engages in high risk activities that do not result in consequences can lead to a false sense of confidence that they are, somehow, immune to having bad outcomes. Why? Because they never do. They begin to see themselves as being gifted and talented where, in fact, they’re just being lucky. The luckier they are, the more their confidence rises.

This false confidence can result in a very dangerous mindset for even if they, on occasion, suffer a loss (a bad outcome) they can actually attribute the bad outcome to a short term stroke of bad luck. You see what’s happened here? They don’t see their many successes as good luck. They see their occasional failures as bad luck. The more good fortune they experience, the more bulletproof they feel.

### **Taking You Down With Them**

When a person sees him or herself as bulletproof, it can be very difficult for them to see their vulnerabilities. Chances are these people have had many successful outcomes while engaging in high risk, high consequence activities. This can give them a sense of confidence and it can cause them to judge, often harshly, others who engage in the same activities and have bad outcomes. It may also cause them to denounce those who are not willing to take the same risks and this can cause problems for responders.

An overconfident person can fail to develop and maintain situational awareness because they let their guard down. Even if they see clues and cues that indicate bad things may be on the horizon, they can dismiss them as being unimportant. They may not even see the clues and cues.

I have demonstrated this fact many many times in my Mental Management of Emergencies program. If your brain does NOT want you to see something that exists, you WON’T see it. Conversely, if your brain wants you to see something that does NOT exist, you WILL see it. The brain of an overly confident Superman or Superwoman, hiked up on endorphins and adrenaline may not work the same as yours.

### **Dr. Gasaway’s Advice**

The consequences of a Superman or Superwoman dangerous mindset can be significant if this person has authority or influence over others. Their mindset may draw other responders into engaging in high risk, high consequence situations they should not be in. If another person has formal authority over the Superman or Superwoman, the behavior may be halted. But sometimes it’s not.

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## SA Matters (Cont.)

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Rich Gasaway, PhD.

This can occur because the supervisor may also, after repeated exposure to the Superman or Superwoman, come to believe their performance outcomes are based on skill and not luck. Or, the supervisor may be afraid to speak up, fearful the Superman or Superwoman will lash back at them or go on the offensive.

The Superman/Superwoman dangerous mindset can build a level of confidence that results in a denial of vulnerability. The first step, as with any affliction, is to acknowledge the problem exists. One way to do this is to use a third-party example of how this dangerous mindset adversely impacted someone else. This is one of my favorite ways to help someone see their shortcomings without being so direct and personal.



It starts with telling a story about someone the afflicted person does not know. The person in the story has the same qualities as the person you are talking to. The key is to never make a direct correlation. In other words, don't say something like "This person has the same sense of invulnerability as you." This will only serve to antagonize. The story's plot line is strikingly similar to the situation you are experiencing. The discussion dances right up to the heart of the issue without being direct. The connection to your real-life scenario is left inferred. Sometimes asking the afflicted member for advice might be helpful. For example, "Joe, what do you think I should tell my friend about how to manage this problem?"

It may even be helpful to make the scenario so different that the direct connection is not plausible. For example, if you are a firefighter, use a police example. If you are a police officer, use a military example, etc. The important thing is to get this out on the table and talk it out. The Superman/Superwoman mindset is not only dangerous for them, but it is also dangerous for you.

### Action Items

1. Discuss if your department has anyone with a Superman or Superwoman mindset. If so, discuss how it impacts the safety of members.
2. Discuss how this dangerous mindset can impact your safety and the safety of other responders. If this person has been let to get away with taking excessive risks, discuss why that has happened and how it may be remedied.
3. Discuss ways to insulate yourself from a person with this dangerous mindset. In other words, if you cannot stop them, how do you protect yourself against them.

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## Retirement Advice

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## De-Stressing the Retirement Process

By Tammy Flanagan



For many federal employees, retirement means a time of reward for a long and dedicated career. Many people prepare for retirement with a sense of anticipation and excitement.

The actual process of retiring, however, can be more stressful. It begins with formally filing your retirement application and ends

when all of the dust has settled and your retirement income produces what you need for a comfortable life. The timeline for this process is not set in stone, and can be different for each person. For some, retirement will occur in stages, with Social Security benefits and Thrift Savings Plan withdrawals delayed until a second career has ended. Others will get up from their desk on a Friday and leave their daily commute and annoying alarm clock behind forever.

To reduce the stress of preparing to retire, it helps to understand the key steps in the process. Let's take a look at them.

### Application for Retirement

You should file your formal application under the Civil Service Retirement System or Federal Employees Retirement System 30 to 90 days before your retirement date. Here are some key documents and tips:

- [CSRS Application for Immediate Retirement](#) Submit to your agency human resources office.
- [CSRS Application for a Deferred Retirement](#) Submit directly to the Office of Personnel Management.
- [FERS Application for an Immediate Retirement](#) Submit to your agency human resources office.
- [FERS Application for a Deferred or Postponed Retirement](#) Submit directly to OPM.
- [Continuation of Federal Employees Group Life Insurance](#) This form is used to tell OPM how much life insurance you want to keep past your retirement when you are over age 65.

### Final Paycheck

Your last paycheck should come on schedule the next pay date after you retire. You may get two paychecks following your separation--a full and a partial--depending on whether you retired at the end of a pay period.

### Thrift Savings Plan

You must wait to apply for TSP withdrawals until at least 30 days after your retirement. Allow time for your agency payroll office to notify TSP that you've left the agency rolls. The TSP will mail information to you regarding withdrawal options once they receive a notice of your separation from your agency payroll office.

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## Retirement (Cont.)

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### Social Security

Apply for Social Security retirement up to three months before when you would like your benefit to begin. The easiest way is by using the online application.

### Annual Leave

Your lump sum payment for annual leave will be your final separation payment from your agency. The payment will come from your agency's payroll provider and is generally paid between six to eight weeks following your retirement date.

If you retire at the end of leave period 25 or 26, you could potentially have a balance of 240 hours (or more carried over from the previous year) plus a possible 25 or 26 additional accruals of annual leave (depending when the leave year ends, which is the "use or lose" deadline). That means a possible total payout for 440 to 448 hours of unused annual leave.

### Interim Retirement Benefit Payments

Your first benefit payment should be deposited into your bank account within the first two weeks of the first month following your retirement. For example, if you retire on 30 September 2019, your first interim payment should arrive within the first two weeks of November. The November payment is for your October month of retirement.

The second Interim payment should come on the first of the following month after your first interim payment. It may be a little more money than the first interim payment, if some work has been done on your claim. Your full retirement benefit should start by the third to sixth month after your retirement.

This schedule could vary depending on OPM's workload and the complexity of your case. Here are some potential causes of delays:

- Missing documentation or the submission of a court order awarding benefits to a former spouse.
- If you owe money to the retirement fund for federal employment that was not previously covered by retirement deductions, or if you have outstanding refunded CSRS or FERS contributions.
- Discrepancies in your records, in which your Social Security number, date of birth or other factors do not match other documents in the file. Your individual retirement record that shows your career history of CSRS or FERS retirement contributions must be reconciled and match the career history that is documented in your official personnel records.
- Issues related to whether you're eligible for FEGLI benefits or continuation of coverage under the Federal Employees Health Benefits Program.
- Simple errors such as a missing signature or notarized spousal consent, or whited-out or crossed-out dates.

OPM tracks the percentage of claims that come in with errors across all agencies. The average has been as high as 15% and as low as 9% over the past six months. But some agencies submitted as many as 41% of claims with errors that must be corrected.

## NFA Opportunities

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## Safety Program Operations Class Needs Students

By George Morgan, Training Specialist, National Fire Academy



Calling all company-level officers, chief officers, and supervisors who have department-level health and safety responsibilities (such as program planning and implementation) and who may serve as an Incident Safety Officer or department Health and Safety Officer. The National Fire Academy has a six day offering 22-27 July 2019 of our R0154 Safety Program Operations course that is in jeopardy of cancellation due to low enrollment.

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

Check out the details and apply today!

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

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

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

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

We're looking forward to meeting YOU!

### Safety Program Operations R0154 course description

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

## Fireground Ops

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## Tools for Conducting a 360-Degree Size-Up

By Larry Brown

Every company officer has been told to do the same thing: Arrive on the scene, give a brief report, and perform a 360-degree survey. What exactly is a 360 survey? Sure, we all know it's a rapid walk around a scene, but what exactly are we looking for and what procedures should we use to complete it?



### Lessons in theory only

Most of us have been taught some acronym or another to perform a scene survey. These acronyms are great for hitting the bullet points on promotional exams, but how do they work on a real scene? Let's be honest, how many of us walk around a house reciting WALLACE WAS HOT or COAL WAS WEALTH? Others of us were told to "Paint the Picture" of what is happening on the scene. Again I ask: What do we paint?

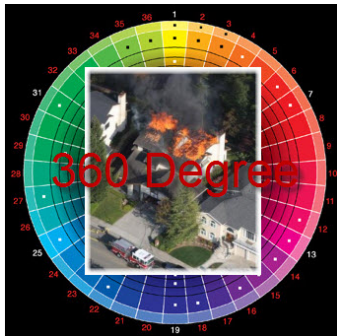
The 360 survey is one of the few tasks many of us learned only in theory. In every fire officer course, we're told to complete an on-scene size-up. Every incident management class teaches us that an on-scene survey is a critical part of seeing the big picture. Most of the tasks that are accomplished on an incident scene have been taught in theory as well as in practice. Recruit school teaches us how to perform a task, and that theory is backed with practical hands-on learning. Most of us have been taught things in the fire station, and then we were brought out and shown how to complete the task. Has anyone ever walked with you to show you how to conduct a 360 survey? If so, you're ahead of the game. If not, then join the club.

### Prioritize what's important

I won't bore you with another acronym, and it would be impossible to create a comprehensive to-do list of how to perform a 360 survey, but I will offer you a simple method that may work with a little practice.

As you walk around an incident, simply put everything in a mental box. Everything you see, hear, feel, smell, taste or touch should be mentally processed and placed in a box. To start, use two boxes to categorize what you come across: important and not important. That's it. Nothing more. Is this thing important or not? As you get better at processing the scene, those boxes can be divided into categories, but for now just use the two.

After the items are placed in your mental important box, begin to prioritize them. What is the most important thing in my important box? The things in my not-important box do not need to be prioritized, but they are on your scene so make sure you remember them. These things may become important later.



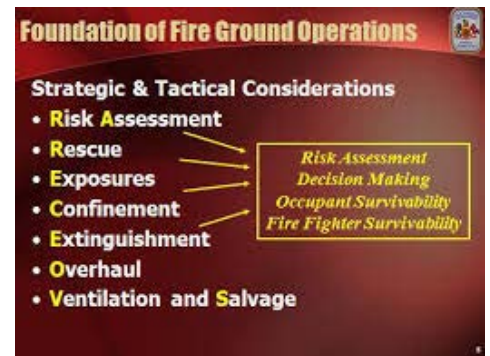
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## Fireground (Cont.)

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Many of us were taught an acronym to determine the importance of the items, but I caution you to use acronyms wisely because RECEO VS (Rescue, Exposure, Confine, Extinguish, Overhaul, Ventilate, Salvage) does not cover all the things that need to be processed on an incident scene. Where does the large vicious dog in the back yard fit into RECEO VS? It does not, but it is surely important information that everyone on the scene needs to know. So be careful trying to manage a scene using acronyms; they are tools for your toolbox, but not the be all and end all of an incident.



It's also important that we learn to move things in and out of these boxes. The large vicious dog that was in my important box has been leashed and walked away by the owner. The dog is still on the scene, so I still have it in a box, but now it has been moved from my important box to my not important box. If the dog escapes from the owner, it will be quickly return to the important box.

Again, it would be impossible to list all the things you could encounter while performing a 360 survey. The important thing is that you process everything into a box. The trees, the grass, the structure, the cars, you name it and it must be mentally processed. Every scene that requires a survey needs everything processed. A tree on a scene might not be very important, but what if it has been raining for days and the tree is noticeably leaning? The tree may not be part of your scene, but it might be very important information.

### Sample size-ups

Let's start with a residential structure fire, processing some things and moving them in and out of our mental boxes. While walking around the structure, you notice a gas can in a covered shed in the backyard. The can is next to a lawn mower so there is nothing strange about it. The can and the lawn mower may be placed in the not important box. As of now they have nothing to do with the incident. After the fire is extinguished, the fire investigator tells you that an accelerant was used and this may be arson. That gas has just changed from not important to very important. Now you would tell the fire investigator what you saw and where you saw it. This could be a critical part of the investigation.

Now let's walk around a motor vehicle accident that requires a lengthy extrication. During your 360, you notice a car seat that has been ejected from the vehicle. Maybe this is placed in the important box because there is a possibility that a child was ejected from the vehicle. The driver is unconscious so there is no one to ask about the child. This is not only important but it is now high on my priority list of important things. As the incident commander, you have to search for the child, perhaps using the police to assist. During the extrication, the family members of the victim walk up and tell you that the child is safe at home. Now the car seat has been moved from the important box to the not important box. You no longer have to concern yourself with the child or its well-being.

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## *Fireground (Cont.)*

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# FIREHOUSE

## *Health & Wellness*



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### **Process everything**

We could sit around all day and discuss the things we see, hear, smell, taste, see and touch on an incident scene. The important thing is that we process all the information that our senses tell us and determine if they are important or not. Process everything using all of your senses. A child screaming. Is it part of the scene or are children playing in the backyard of the next door home? The smell of gasoline. Has an accelerant been used or is there a fueling station across the street. If it is important, determine the order of importance and mitigate the things in order. If it is not important, then simply remember those things because they may become important later.

Practice your 360 survey by walking around structures and ask yourself, “What if?” What if this were that? What box would I put it in? Practice moving things in and out of your boxes. Practice on prioritizing your important box. Incident scenes change a lot. Be prepared to change with them.



### ***Your Best ROI: Firefighter Health and Wellness***

By Fire Marshal Dan Kerrigan

There is no argument against the impact of strenuous firefighting and occupational exposures on firefighters. Firefighting is a dangerous profession that presents many risks that cannot be completely controlled.

However, firefighter health is not one of them.

Research has repeatedly shown the detrimental effects firefighting has on the human body, and the combination of heat stress and dehydration exacerbates this punishing impact on all of our body systems. Exposure to carcinogens remains a serious concern, and we cannot ignore the mental health and wellbeing of our personnel.

With all that we are up against, the research also clearly demonstrates the positive impact of annual medical evaluations, exercise, sensible nutrition, hydration, and rest and recovery. This is fact, not conjecture.

According to the National Fire Protection Association’s (NFPA) most recent needs-assessment survey, only an embarrassingly low 27% of fire departments have even a basic health-and-wellness program in place. Often, the financial impact of health-and-wellness program implementation is cited as a barrier to improvement. Yet many studies have shown a positive return on investment (ROI) on these programs – many times in the first year of implementation.

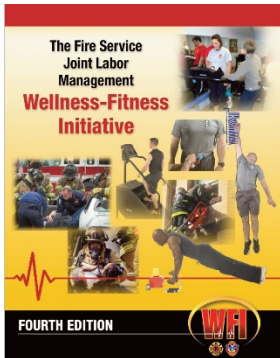
Grant programs have consistently given priority to health-and-wellness initiatives, and there are more resources available than ever before – research-backed resources (many of them free) to help fire service organizations implement wellness programs.

There will always be obstacles to overcome, and they will vary from department to department. But one thing cannot be denied: Excuses will never reduce health-related line-of-duty deaths.



## Health & Wellness (Cont.)

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Consider an Oregon study that compared dollars spent on firefighter health and dollars spent on apparatus repair. As reported in The Fire Service Joint Labor Management Wellness-Fitness Initiative (PDF), a sample department allocated 70% to apparatus maintenance and 30% to repair versus 3% on firefighter health maintenance and 97% to repair. The average annual cost savings of \$563,334 for departments that implemented WFI clearly suggests that health-and-wellness programs not only reduce the financial impact of injuries and illnesses, but also increase overall firefighter health, performance and longevity.

Many firefighter health-and-wellness advocates have turned their focus to individual firefighters to raise awareness and educate them on the need to get and stay fit for duty. While this approach is having a positive effect, the time is now for fire service leadership to prioritize firefighter health and wellness.

The research has been done. The data doesn't lie. Regardless of the obstacles, barriers, challenges and, yes, excuses, tangible action is what is needed to improve the overall wellness of our organizations.

Simply put, we should not be questioning whether we can afford firefighter health-and-wellness programs. We should be questioning whether we can afford to avoid them.

## Firefighter Lore

### Runs and Shouts

From <http://www.firehouse.com>

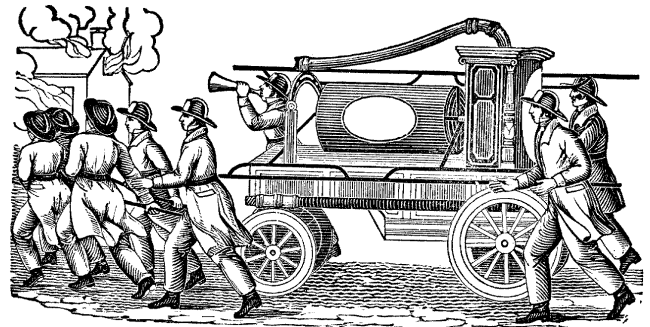
Most fire departments today gauge their activity by the number of annual incidents to which they respond.

When the alarm sounds and engines roll out the door, in fire service parlance the firefighters and equipment are going on a run.

So why do we call them runs?

Once again, it's a strictly American term, dating back to the beginning of firefighting on this continent, when men literally pulled the apparatus to the fire, usually doing so at a trot. The equipment was typically no more than a heavy-duty wagon fitted with a wooden tongue and a spool of rope. Six or eight men grabbed hold the tongue and, if more strength was needed, others would grip the rope stretched out in front. The procedure resulted in firefighters taking great pride in being fast runners.

By comparison, the British fire service refers to an emergency response as a "shout," simply because in the days before radio and telephone communications, people literally shouted when they discovered a fire – loud enough for the men at the nearest firehouse to hear.



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# Navy F&ES POCs

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## Navy Fire & Emergency Services (N30)

Commander, Navy Installations Command

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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)

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<p>EMS Systems Specialist Mark Cates mark.cates@navy.mil 202-433-7742</p>	<p>Senior Fire Prot Specialist John Smithgall john.d.smithgall@navy.mil 202-433-9084</p>	<p>Management &amp; Program Analyst Wallace Ansari wallace.s.ansari@navy.mil 202-433-4782</p>	
	<p>Fire Protection Specialist Eric Rhode eric.rhode@navy.mil 202-433-0256</p>	<p>Program Analyst Adam Farb adam.farb@navy.mil 202-685-0712</p>	

# Navy F&ES Hall of Fame



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## Navy F&ES Hall of Fame

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- 002 James Manser, 2005
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- 004 David Butler, 2006
- 005 Alvah Cuthriell, 2007
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- 007 Waverly Sykes, 2007
- 008 Hank Vescovi, 2007
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- 014 William Thomann, 2009
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- 018 Roy Grubbs, 2010
- 019 Orville Emory, 2011
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- 029 James Meagher, 2016
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- 031 Gerald Makowski, 2017
- 032 Gelacio Rodriguez, 2017
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- 036 Robert Williams, 2018
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- 038 William Hennessey, 2019

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