



What's Happening

Navy Fire and Emergency Services Newsletter
Protecting Those Who Defend America



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Officer Development

By Ronny J. Coleman



There are two types of officers in the fire service, the “yes” types and the “know” types. Fire chiefs have to do everything in their power to avoid promoting the former to a key position in the organization. A “yes” type will allow a fire department to drift as far off course as crisis management will allow. To the contrary, fire chiefs need to surround themselves with as many “know” types as can be found.

There are numerous problems in finding “know” types to serve as officers. Unfortunately, the fire service’s testing and promotional procedures really do not evaluate a person’s potential to contribute something new to a position after a promotion. This is especially true as officers move up in the hierarchy. The closer they come to the chief officer’s position, the more they are depended upon for their creativity and imagination in guiding the organization. Technical skills become less important than people skills. Yet the tests and measurements the fire service uses for promoting people usually only measure technical skill.

Appointing officers to key staff positions, such as fire marshal, operations officer or deputy chief, is more important to the destiny of the organization than it is to the destiny of the individuals. The individuals might get the new rank, better status or better pay. However, the department might or might not get the leadership it needs.

This problem sometimes is manifested in a behavioral pattern called the IGM Syndrome. IGM stands for “I Got Mine!” This syndrome often occurs when people get promotions and once in the higher positions, start building up defense mechanisms to assure that the positions remain secure and unchanged. This can lead officers into trying to please their superiors so much that they become “yes” types. That can lead to alienation between the officers and their subordinates. Both problems are undesirable for the fire service.

Now, why belabor this point? The answer is both simple and complex. The simple reason is that the fire service is in trouble now because of a lack of creative and imaginative leadership.

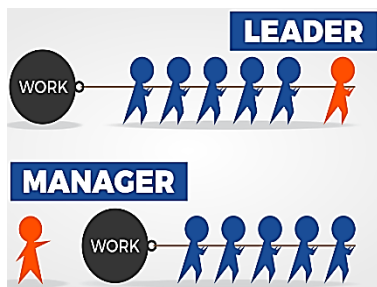


Supporting the Fleet, Fighter, and Family



Clipboard (Cont.)

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If we do not “get our act together” quickly, there is a possibility that the changes confronting the fire service in the next decade will destroy the fire service as we know it. There are those who do not believe that statement, but it can be substantiated by a review of current events. Witness the effects of Proposition 13 on fire department funding in California, the revival studies of police-fire consolidation, and the continued erosion of the fire service’s image and credibility. The fire service of today is different from the fire service of 25 years ago. The fire service 25 years in the future also will be different. How different it will be depends upon the caliber and the roles assumed by today’s crop of middle-and upper-level managers.

For years, the fire service has been doing research and development on fires and firefighting. A brief review of research bibliographies will demonstrate quickly that we are learning more and more about the country’s fire problems. However, we know less than we should about the people charged with the responsibility to resolve the problem. Very few scientifically valid studies or projects have been funded to evaluate, measure and quantify the leadership qualities needed in key staff officers. This field of research is almost unexplored.

That is not to say that there is no training available. The last few years have seen the initiation of numerous courses on leadership management and administration. However, there is still a dearth of information on the people who are using these techniques. Officers can be trained and can function as good managers, but still be poor leaders. Officers can be introduced to all of the elements of leadership and still not be able to exercise them because they lack the skills of good management. It is actually very rare to find someone who is both a good manager and a good leader.

The bottom line is this: we need to know more about what qualities make an individual a successful officer, a successful leader, a successful manager, and we need to use that data to formulate organizations that are more aware, more aggressive and more alert to the opportunities to enhance the progression of fire protection in the community. Right now, most of the training and educational opportunities for fire officers are directed at combat roles or emphasize the manipulation of resources, the “how to’s” instead of the “why’s” and “why not’s.” We tend to emphasize technical skills that are external to the person’s sense of ethics and personal philosophies. We actually know very little about measuring the motives and internal feeling of our officers.

This problem can be seen in at least one perspective when one evaluates the presence, in the fire service, of two desirable qualities of leaders in changing environments. Probably these are two of the most important qualities of leaders in business and industry. They are self-awareness (having an inventory of one’s own personal strengths and weaknesses) and professional curiosity (the creation or synthesis of new approaches to old problems). In the fire service, these skills are somewhat neglected, if not actually discriminated against, at upper levels.

There are several new approaches now being made available to help fire officers discover more about themselves in both of these areas. While each of these approaches also has its strengths and weaknesses, they share a focus on people and their motives, rather than on the exercise of technical skills.

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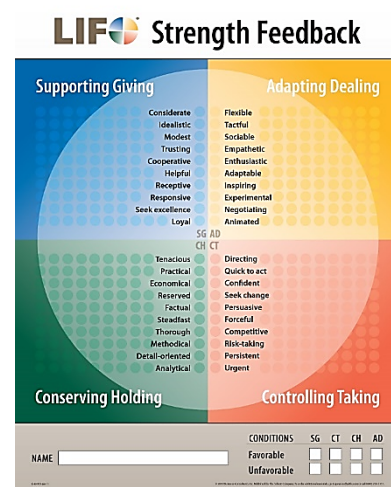
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For example, a few months ago a new fire officer course, called the STAFF-P, was formulated. This acronym stands for “Staff Technology and the Formulation of Fire Protection.” This course is different from most because it focuses upon individual and group behavior while resolving problems or participating in-group decision-making. During this course, several instruments are used to evaluate the students’ personal traits such as leadership style, coping mechanisms, attitudes, ethics, and philosophy.

These instruments were used to raise the students’ levels of awareness about themselves and about their perceptions and prejudices toward those they worked with or for. Recognizing that there are differences in individual approaches to the job of functioning as a staff officer, the STAFF-P course emphasizes the need for people with different approaches to work on personal communications skills, not just on the development of a formalized organizational hierarchy.

The instruments used in STAFF-P are the following: LIFO (“Life Orientations”), FIRO-B (an instrument used originally to evaluate the compatibility of submarine crew candidates) and COPE (an instrument designed to measure a person’s mechanism for coping with problems in failure). Lastly, a set of exercises entitled “Code of Conduct” and “Profiles for Performance” is used. The LIFO and LIFO-AP instruments are used to help candidates evaluate basic orientation and goals in life. The instrument was developed by Stuart Atkins, Incorporated, of Los Angeles. Several similar instruments are available from other sources. Essentially, these instruments help candidates to categorize their leadership styles in two different contexts. The first is how they function under normal conditions; the second, how they function under stress.



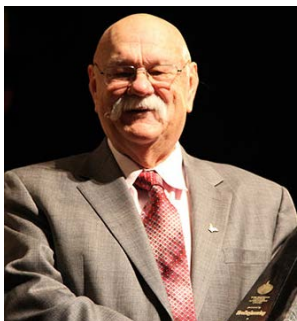
The LIFO system has four basic styles. They are the Supporting-Giving, Conserving-Holding, Control Taking and Adaptive Dealing styles. Actually, all of us have elements of all four styles. The instrument is used to evaluate the different levels and times we use these styles. LIFO training focuses on the individual and on how he or she interacts as part of the team.

In the STAFF-P course these instruments are used to develop a data bank for the various levels of these styles as they are present in the officer ranks going to the school.

The second instrument used in the STAFF-P is called FIRO-B. This instrument originally was developed to measure three different “dimensions” of affection, control and inclusion. These dimensions were measured on two levels: the expressed level, or how a person outwardly exhibits or demonstrates these dimensions and the wished for level, or how a person inwardly feels a need for these dimensions. FIRO-B tests were used to compare and contrast the officer’s feeling in these areas. The data, once again, is being collected to establish some comparative data about fire officer leadership styles.

Clipboard (Cont.)

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Ronny J. Coleman

In actuality, one could say STAFF-P is just another approach to training fire officers in performing technical skills as a staff officer. The primary distinction in this course is that it is developing information on the motivation and personal characteristics of successful fire officers. Hopefully, this data will be useful at a later date in helping identify those individuals more qualified to assume leadership roles in the fire service.

The function of our profession will be dependent upon the strengths of our next generation of fire chiefs. It certainly will not be a job for the faint-hearted or those who lack conviction. It will be an arena for those who thrive on challenge and who look forward to helping shape the environment in which the fire service exists. As mentioned earlier, the fire service needs more “know” types. In order to find them, the fire service needs to know more about its personnel, what makes them tick and what makes them good at what they do. Hopefully, there will be more research in this area in the coming years.



Combs Cartoon

Heavy Responsibility



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Last Alarms

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Last Alarms

The USFA has reported 10 line of duty deaths to date in 2019. The following line of duty deaths were reported since we published our last issue:

Jacob Ringering
Godfrey, IL

Daniel Laird
Nevada City, CA

Michael Bernstein ♥
Philadelphia, PA

James Woodman 🚗
West Haven, CT

2019 Totals

♥ 4 (40%) 🚗 1 (10%)

♥ Indicates cardiac related death

🚗 Indicates vehicle accident related death



TCoOO Update



Taking Care of Our Own

There are currently eight 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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Navy Awards

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Calendar Year 2018 Navy F&ES Awards

SMALL FIRE DEPARTMENT OF THE YEAR

COMMANDER FLEET ACTIVITIES
OKINAWA, JAPAN



MEDIUM FIRE DEPARTMENT OF THE YEAR

COMMANDER FLEET ACTIVITIES
YOKOSUKA, JAPAN



LARGE FIRE DEPARTMENT OF THE YEAR

COMMANDER NAVY REGION MID ATLANTIC
DISTRICT 3, VIRGINIA



FIRE PREVENTION PROGRAM OF THE YEAR

COMMANDER FLEET ACTIVITIES
YOKOSUKA, JAPAN



Navy Awards (Cont.)

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Calendar Year 2018 Navy F&ES Awards

MILITARY FIREFIGHTER OF THE YEAR



SrA PETER KUYKENDALL
NAVAL SUPPORT ACTIVITY
ANDERSEN, GUAM



CIVILIAN FIREFIGHTER OF THE YEAR



NORIHISA SAYAMA
COMMANDER FLEET ACITIVITIES
YOKOSUKA, JAPAN



MILITARY FIRE OFFICER OF THE YEAR



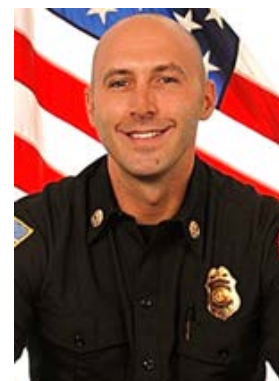
DC1 RILEY JUDD
NAVAL SUPPORT FACILITY
THURMONT, MARYLAND



CIVILIAN FIRE OFFICER OF THE YEAR



NICHOLAS CHRISTENSEN
NAVAL BASE VENTURA COUNTY, CALIFORNIA



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Navy Awards (Cont.)

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Calendar Year 2018 Navy F&ES Awards

FIRE SERVICE INSTRUCTOR OF THE YEAR



BOBBY MORSE
COMMANDER NAVY REGION NORTHWEST
REGIONAL FIRE & EMERGENCY SERVICES
SILVERDALE, WASHINGTON



EMS PROVIDER OF THE YEAR



JASON KINLAW
COMMANDER NAVY REGION MID ATLANTIC
DISTRICT 3
LITTLE CREEK, VIRGINIA



FIRE INSPECTOR OF THE YEAR



ANTOINE JOHNSON
SAN DIEGO METRO
SAN DIEGO, CALIFORNIA



FIRE CHIEF OF THE YEAR



JOHN ADKINS
COMMANDER FLEET ACTIVITIES
SASEBO, JAPAN



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Navy F&ES Hall of Fame

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Lifetime Achievement



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Class of 2019 Adds Two New Members

Jerry Sack



Inductee 37: Jerry Sack's prestigious career started in 1977 when he officially entered the fire service as a Trainee firefighter (GS-4) at Naval Weapons Station Seal Beach (CA). Over the years Chief Sack earned numerous recognitions and awards including the Long Beach Naval Shipyard Firefighter of the Year (1983), James M. Manser "Navy Structural Firefighter of the Year" award (1986), and is a 2015 inductee to the Military Firefighter Heritage Foundation DoD F&ES Hall of Fame.

William Hennessey



Inductee 38: William Hennessey served our country as a United States Navy Veteran from 1960-1964.

He began his fire service career as a GS-5 fire fighter, assigned to Westover AFB, MA. He relocated to SUBASE, New London, CT in 1980 where he was promoted to Assistant Fire Chief. In 1988 he chosen as the Navy Area Fire Marshal, Northern Division, NAVFACENGCOMD Philadelphia, PA. In 1990, Bill transferred to WESTDIV in San Bruno, CA

where he served until his retirement on 3 July 1995.

Navy F&ES Lifetime Achievement Award

John Adkins



Following a distinguished military career with the U.S. Air Force, Chief Adkins Coordinated the transition of dispatch services in Japan from Fire to Emergency Management department where he coordinated the design and construction of the first Regional Dispatch Center. He was awarded the Meritorious Civilian Service award for his efforts during the "Springs Fire" incident. As Incident Commander for the Naval Installation he coordinated the efforts of mutual aid partners, Navy Region strike team and deployed Navy helicopters. Efforts resulted in minimal fire damage to the installation and seamless integration of assets.

Runners Up

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On the Job – San Diego



Accreditation News



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CY18 Navy F&ES Award Runners Up

Small Fire Department	Medium Fire Department	Large Fire Department
NSA Bahrain, Bahrain	NAVSTA Rota, Spain	Gulf Coast Navy F&ES, FL
Fire Prevention Program	Military Firefighter	Civilian Firefighter
CNRNW Regional F&ES, WA	ABH2 (AW/SW) Logan Hagerty, NSF Thurmont, MD	Thomas Martin, Naval Submarine Base Kings Bay, GA
Military Fire Officer	Civilian Fire Officer	Fire Service Instructor
ABH1 Carlos Gutierrez NSA Bahrain, Bahrain	James Scribner NAVBASE Guam, Guam	Yuuhei Hino CFA Yokosuka, Japan
EMS Provider	Fire Inspector	
Rommel Magan NAVBASE Guam	Bethany Bolt NAVBASE Guam	

National Women's History Month

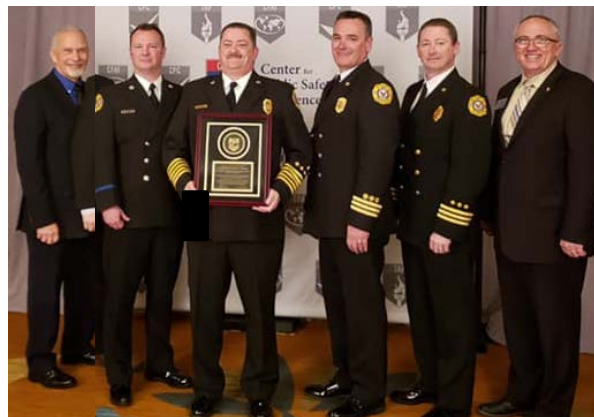
By Chief Robe Whittemore



Celebrating National Women's History Month, Navy Region Southwest San Diego Metro Fire Chief, Mary Anderson spoke at CNRSW headquarters. She shared her path to Fire Chief, the only female Fire Chief in the DoD and one of 51 nationwide. Keeping with the theme Visionary Women: Champions of Peace and Non-Violence Chief Anderson shared personal experiences and goals on changing Fire house culture. Her goal from day one has been to create a culture of acceptance, professionalism, and peace. This is done through her four simple rules: 1) Be Nice, be

respectful to everyone 2) Accountability to ourselves and each other 3) Know your job and 4) Do your job well.

Navy Region Northwest Accredited 4th Time



Congratulations!

Back in the Day

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FWD P-2 Crash Trucks

By Tom Shand



Beginning in 1962 the FWD Corporation in Clintonville, WI began to deliver the first group of P-2 crash-fire-rescue vehicles to the U.S. Air Force. These units were the third generation of large ARFF vehicles placed into service and caught the attention of other branches of the military. The initial contract worth 4½ million dollars was awarded to FWD in 1960, calling for the production of a prototype vehicle followed by the initial order of twenty units. Over the next ten years FWD produced a total of 308 P-2 model ARFF vehicles including 22 for the U.S. Navy.

The P-2 had a rather boxy appearance and built on an 8X8 chassis with a 205-inch wheelbase and overall length of 31 feet, 10 inches. The apparatus operated with a crew of four personnel and was powered by two Continental model S6820 gas engines, each rated at 340 horsepower. Power was transferred through an FWD gear box using a Dana model 183 automatic transmission. This arrangement permitted both engines to power the vehicle or one for vehicle power and the other to power the fire pump during pull and roll operations.

While the P-2 weighted 65,000 pounds when fully loaded it was capable of accelerating from 0 to 55 mph within forty seconds. The vehicle was equipped with a Waterous pump rated at 1400 gpm at 250 PSI along with a 125 gpm foam pump and carried 2300 gallons of water and 200 gallons of foam. The Rockwood roof turret was rated at 1000 gpm along with a 300 gpm bumper turret. A single 150 foot handline was capable of 100 gpm with a Rockwood foam/water nozzle.

The FWD Corporation engineered and built the chassis, axles, transfer case and aluminum body with American LaFrance supplying the foam proportioning system. These P-2 vehicles were the backbone of military ARFF fleets for many years which resulted in a contract being let in 1978 to Quality Fire Apparatus in Talladega, AL to rebuild and update the original components.

Back in the Day (Cont.)

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Tom Shand

Over the next six years, Quality rebuilt 300 of the P-2 ARFF units including a conversion from gas to Detroit Diesel engine power, installation of Allison automatic transmission, new Feecon foam proportioning equipment and turrets, integrated foam tank and diesel powered winterization system. The original group of FWD built P-2 units were fairly spartan in appearance with a single roof beacon, front and rear spotlights, red color and basic graphics.



Naval installations that operated P-2 model ARFF vehicles included NAS North Island, Norfolk Naval Air Station as well as Sigonella, Guam and the Bahamas. FWD over the years produced a large number of vehicles for the military including transporters, snow plows and blowers, refuelers and several groups of pumpers for both the Army and U.S. Navy. The P-2 ARFF vehicles were one of the few crash-fire-rescue trucks built by FWD, however these massive units will be remembered for providing excellent service protecting military aviation assets around the country.

FWD photo from the collection of Ted Heinbuch
North Island NAS photo by Garry Kadzielawski

Staff Changes



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Wallace Ansari Joins CNIC HQ N30 Staff



Wallace Ansari joined the Navy F&ES team on 19 February 2019 and is a native of the Bronx, NY.

Wallace will be our information systems specialist replacing Mike Beyrle. He began his Navy career in 1991 and served 20 years as an air traffic controller retiring as a Chief Petty Officer in 2011.

Wallace holds a Bachelor of Science degree in Professional Aeronautics from Embry-Riddle Aeronautical University, an MBA from Strayer University, and a Master's of Science in Healthcare Administration from the University of Cincinnati. He has four children, three daughters and a son, and one granddaughter and currently resides in Midlothian, Virginia. Welcome aboard Wallace!

Leadership

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How to Kill Morale

By Frank Viscuso

This wonderful profession has often been referred to as the “greatest job on Earth.” Every time I ask the firefighters and officers who attend my leadership seminars if they agree with that statement, at least 85 percent of the hands in the room go up. Most polls in America rank firefighting among the top professions in regard to career satisfaction; many polls rate it #1. Despite that, I find it interesting that in recent years I have come across a growing number of firefighters who seem bitter, frustrated, and sometimes disgruntled to a point where they begin counting the days to retirement months and sometimes years before they are eligible.

In one organization, an estimated 15 percent of its members—most of its veteran core—left the job before they had intended. One member told me that his team was consumed with drama; many of his coworkers regularly made statements like “I don’t care anymore” and “I give up.” He also stressed the point that the brotherhood was dead. As I dug deeper into this with him, it became abundantly clear that his frustration had little to do with a “lack of brotherhood” and everything to do with poor leadership. This individual eventually admitted that he agreed that firefighting was the greatest job on Earth but, at the same time, he was still counting the days until he could leave what he described as a toxic “soul-killing” environment. During a group discussion later that day, it became abundantly clear that most of the members of that organization loved the job but attributed their discontent to failed leadership and poor management.

Let that sink in for a moment: They love the job but want to leave it. My conversation with these firefighters reminded me of a Forbes article I once read, *People Leave Managers, Not Companies*. The article validated a recent statistic from Gallup, Inc. (an American research-based, global performance-management consulting company), which reported that 75 percent of workers who voluntarily left their jobs did so because of their bosses and not because of the position itself.

Anyone who is familiar with my work knows that my main objective is to provide aspiring officers and people in influential positions with the tools and ideas they will need to help them create healthy working environments in which their team can thrive. For that reason, most of the articles and books I have written have a positive tone. For this article, however, I would like to take a different approach because I want everyone to remember that firefighting truly is the greatest job on Earth. But, to paraphrase my disgruntled colleague, “Dysfunctional leadership can kill the soul of a fire department.”

Preventing a Toxic Culture

Since many of you are officers or aspire to be, following are eight morale-killing actions you should avoid to prevent a toxic culture that inevitably stems from bad leadership.

Leadership (Cont.)

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Don't play favorites. An organization can't run with two sets of rules. It's blatantly obvious to everyone when a person in a leadership position plays favorites. To earn the respect of your team members, it is essential that you be as consistent with praise and promotion as you are with discipline. You may have attended high school with someone, but that doesn't mean that individual should be allowed to operate under a different set of rules than the other members in the organization.

Don't micromanage. Imagine an army colonel micromanaging every single move that the troops make during training evolutions. When it comes time to perform, will those individuals be able to think on their feet and make life-or-death decisions without someone dictating their every move? Micromanaging is the quickest way to stifle your team members' initiative. Let them make their own decisions—and mistakes—so they can learn how to navigate through them. Firefighters who are hesitant to make decisions on the fireground because their boss is always harshly criticizing them will eventually stop making any decisions at all.

It doesn't make sense to hire smart people and then tell them what to do. We hire smart people so they can tell us what to do.

- Steve Jobs



As a leader, your best option is to find out what talent, skills, and abilities each of your team members brings to the table; put them in their lane; and let them run without getting in their way. You will be surprised at what you can accomplish when you use your best resources—your people—properly.

Don't have unproductive/unnecessary meetings. Have you ever sat in a two-hour meeting and realized that you were discussing the same things discussed in last week's two-hour meeting? Even worse, have you ever sat through an excessively long meeting and wondered what the point of the meeting was in the first place? I have attended many meetings that could have been cut to a tenth of the time, which would have enabled everyone in the room to be more productive in the field. Many in leadership positions don't realize that too many unproductive, unnecessary meetings do very little for the organization and ultimately send members the message that you don't trust their decision-making capabilities.

Don't give "busy work." Why would a manager give his team members unnecessary assignments that don't help the team achieve a worthwhile goal? The only explanation that makes even the slightest bit of sense is that unhappy people want happy people to be unhappy. One way they accomplish this is by distributing "busy work" to their subordinates instead of meaningful assignments that fall in line with the organization's goals and overall mission. The head of an organization may have other reasons for doing this, but the consensus among the troops is usually that their boss intends to make them unhappy and frustrated by eliminating what little downtime they may have had during their shift. No one will argue that delegating and distributing work are important, but make the assignments meaningful.

Leadership (Cont.)

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Don't hold grudges. I don't typically generalize, but if you think about it, people harboring resentment and holding grudges for years are small-minded. Few things can create more problems in the workplace than small-minded people who acquire a little bit of power. Such people may use their position to punish people they don't like. If you tend to hold grudges, I advise you, don't live in the past. You have the right to grow, to change, and to improve, and so does everyone else. None of us is obliged to be the same person today that we were yesterday. Don't build a wall between you and your people; build a bridge. Help them set goals, become better versions of themselves, and don't ever forget that you all play for the same team.

Don't create a stressful working environment. Firefighting is one of the most stressful jobs on the planet. Firefighters inherit risk, and with risk comes stress. The worst thing we could do is create more, unnecessary stress from within. We are often our own worst enemy when it comes to this. Take social media, for example. If there's one thing Web sites like Facebook have shown us, it's that everyone is an expert at fighting the fires they were not at.



The world is full of critics; and as harsh as people outside your organization can be, nothing kills morale more than stress from within the organization. High-ranking officers need to support their team members and provide them with the training, tools, time, and resources for success. They shouldn't ignore all the good their subordinates do and focus solely on the mistakes. According to a recent article on www.Inc.com, Google spent years studying effective teams to see what factors led to strong team performance; one stood out above all the rest: psychological safety. In other words, great teams thrive on trust. Unnecessary pressure from a boss makes it difficult for people in the workplace to focus on solving internal and external problems, which can result in stress-related health issues for team members and the inevitable collapse of an organization.

Don't use discipline as a fear tactic. Yes, there are times when a subordinate must be disciplined. For example, when the individual is unwilling to do his job, you must take disciplinary action. If an individual's actions are not illegal, immoral, or unethical, however, disciplining someone rarely provides a beneficial outcome. An autocratic management style and a history of retaliatory behavior can foster a demoralizing culture. Discipline as a fear tactic is not a motivator. Use discipline to correct behavior, not chastise. Coach John Wooden once said, "Discipline of others isn't punishment. You discipline to help, to improve, to correct, to prevent, not to punish, humiliate or retaliate."

Don't disrespect your team members. Never forget that you are all on the same team, and if you do your job correctly, you should also be on the same mission. Give your subordinates a seat at the table and set goals together. Treat everyone with respect. Like you, they have challenges, concerns, and frustrations in their personal lives. They don't need to feel deflated on their commute to work because they are dreading the thought of spending another 24 hours with a bad boss. Successful teamwork begins with one word—respect.

Leadership (Cont.)

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Frank Viscuso

Be aware of what's happening in your team members' lives, and show empathy for those under your command who are dealing with personal issues. Learn their spouses' and children's names. Let them know you sincerely appreciate the effort they put into a good day of work. Don't think for a minute that you can disrespect your subordinates and keep their respect. Respect must be earned; but if you don't give it, you'll never get it in return.

You have probably heard the saying, "You can learn just as much from a bad leader as you can from a good one." That's as true a statement as I have ever heard. Unfortunately, most "bad" leaders don't know that they are bad, which is why it's so important for us to understand how our actions can negatively affect those under our charge. Don't do the eight things listed in this article unless you want draw the minimum performance out of your team members and destroy your organization's morale. If you are guilty of doing some of these things, don't be too hard on yourself. We are all guilty of doing the wrong thing until we learn what the right thing is. To paraphrase an old proverb, the best time to plant a tree is 20 years ago. The second best time is today. Don't dwell in the past, and don't procrastinate any longer. Take corrective action today.

These suggestions do not mean that leaders in our industry should not set a higher standard for individual and team performance. On the contrary, we need to set the bar as high as possible. Our communities deserve the best; that is the reason we need to train daily, but high expectations are not the same as unrealistic expectations. Perhaps Richard Branson said it best, "Train people well enough that they can leave, but treat them well enough so they don't want to."

FRANK VISCUSO served for 27 years as a career firefighter before retiring at the rank of deputy chief. He is a leadership and team building specialist, an international speaker, a podcast host, and the author of *Step Up and Lead* and *Step Up Your Teamwork*.



Women's History Month



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Firefighter Speaks at Symposium



NAS Jacksonville Firefighter Elizabeth Vopper was the guest speaker at the recent Women's History Month Symposium hosted by NAVSTA Mayport's Diversity Committee.

Firefighter Vopper provided the audience her unique insight and perspective on serving in a predominantly male industry. She is a Jacksonville native who has served as a Firefighter/EMT at NAS Jacksonville, NSB Kings Bay and NS Mayport for eleven years.

Fire Prevention

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Fire Protection Technician vs. Fire Inspector

By: Prevention Chief Jeffrey Fernaays, NRH

Last month, I wrote about the difference between Fire Protection Engineers (FPE) and Fire Inspectors. This month, I'll address the differences between fire protection technicians (sprinkler and alarm) and fire inspectors.

There is not a day that goes by without some type of request or question being asked about fire protection systems. More often than not, the caller starts off by stating *"The fire alarm [panel] in my building keeps buzzing or beeping. Could you please come shut it off?"* In many cases, as a courtesy to the customer, a fire inspector or closest fire company goes out to investigate the concern and assist the customer with troubleshooting and corrective action. Fire inspectors have knowledge of, but not the expertise to render a fire alarm or fire sprinkler system as serviceable. Repair or replacement of fire alarm and suppression systems must be completed by a certified individual who has received proper training and certification in accordance with National Fire Protection Association standards.

Many customers incorrectly assume the fire department is responsible for any device or system associated with "fire". This misunderstanding has often led to frustration and finger-pointing between customers who feel the fire department is not doing their job and fire department personnel who do not understand why a work order has not been submitted by the customer. OPNAVINST 11320.23G *Navy Fire and Emergency Services Program*, provides a basic overview of responsibilities for fire protection technicians and fire inspectors. Fire protection technicians fall under the Naval Facilities Engineering Command and provide support for the inspection, testing, and maintenance (ITM) of installed fire alarm and suppression systems. To better understand the role and responsibilities of fire protection technicians, I will highlight fire alarm technicians and fire sprinkler technicians separately.

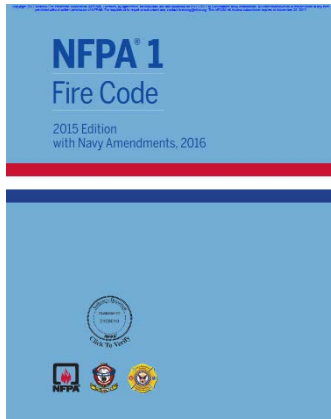
Fire Alarm Technicians are responsible for: performing annual inspection, testing, and maintenance; reviewing plans for proper system design; resetting alarm systems following activation to verify proper operation; and troubleshooting problems reported by customers. Fire alarm technicians should be certified through the National Institute for Certification in Engineering Technologies (NICET). There are different levels (I-IV) of certification based on years of experience, training, and current position (responsibility) of the individual. In some jurisdictions state licensure and training from the manufacturer of fire alarm equipment is required. Fire alarm technicians may also be low-voltage electricians who have been trained to work on fire alarm systems. Regardless, an ongoing challenge for fire alarm technicians is the fact that fire alarm systems are proprietary to the manufacturer and require separate training for each type of system in the jurisdiction.

Fire Sprinkler Technicians perform inspection, testing, maintenance, and verification of operation for a variety of fire sprinkler and suppression systems, including those that use water, foam, or chemical agents.

Training and qualification requirements are identified in Unified Facilities Criteria (UFC) 3-601-02. Section 1-8 states trained or qualified personnel shall

Fire Prevention (Cont.)

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perform ITM and repair tasks only on the systems for which they have been specifically qualified. Craftsperson with recognized journeyman or craftsman-level qualifications for fire protection systems, such as NICET (Level III certification in Fire Alarm Systems, Inspection and Testing of Water-Based Systems, or Special Hazard Suppression Systems), or formalized labor organization-based journeyman training, or similar programs meet the training and qualification requirement. All ITM and repair tasks must be accomplished under the supervision of a licensed craftsperson.

It takes quite a bit of training and qualification to design, install, inspect, test, maintain, and service fire alarm and fire suppression systems. The degree and level of training required exceeds that of the fire inspector. The responsibility of a fire inspector is to understand the basic concepts of fire alarm and suppression system operation. Troubleshooting and maintenance should not be undertaken by fire inspectors. Instead, fire inspectors should validate ITM is performed as required by NFPA and UFC to ensure systems are operational and properly maintained.

Fire Protection Engineers, Fire Alarm Technicians, Fire Sprinkler Technicians, and Fire Inspectors are all important elements of an effective fire and life safety team. This team, each with specific skills and responsibilities, must work together to keep everyone protected. I hope this article has provided you with a better understanding of the various requirements and specialties required to inspect, test, and maintain fire alarm and fire suppression systems. Knowing who to turn to will help you find the right subject matter expert and ultimately ensure a safer environment for everyone.



New EFO



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Kings Bay Assistant Chief Graduates



Congratulation are in order for Naval Submarine Base Kings Bay (GA) Assistant Fire Chief Thomas P. Middleton; the Navy's newest Executive Fire Officer (EFO). Assistant Chief Middleton completed the four-year course at the National Fire Academy, Emmitsburg, MD on 29 March 2019.

The National Fire Academy's EFO Program provides senior fire officers with a broad perspective on various facets of fire and emergency services administration. Graduates enhanced their professional development through a series of four two-week courses of instruction taken over a four-year period. Each course and their associated Applied Research

Project (ARP) receive graduate or upper-level baccalaureate equivalent course credit. Graduates completed an ARP that relates to their organization within six-months after the completion of each of the four courses.

On the Job - Pendleton

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Camp Pendleton Responds to Swift Water Rescue

By Deputy Chief Chris Hubmer



Camp Pendleton (CPEN) Fire and Emergency Services' finest were recently called into action to a water rescue in the 62 District at the north end of the installation. Heavy rain drenched Southern California, raising fears of flooding, flash-flooding, mudslides, debris flows and furious winds. At 1009 on 14 February 2019, a call was

received, reporting 24 Marines were stranded on an island in the San Mateo River, with rising water on both sides of them. The Marines were conducting physical training when they realized the river was rising. They were unable to cross back across, as the river continued to rise all around them.

CPEN stood up their Swift Water Rescue (SWR) team in anticipation for flooding and rescue operations. Division Chief 2707 arrived and assumed command. "As I drove up, I could see the water was moving at a rapid pace, with the Marines stuck in the middle. We knew there was limited time to get them safe before the river would overtake the island," stated Division Chief Pete Korodini. Once SWR arrived, an Incident Action Plan was established to set up a water rescue operation.

Assistant Chief Jeff Cunliffe-Owen assumed Operations and executed the plan. "I have seen this river flood over the course of my tenure and it took the life of a senior military officer a few years back. We had limited time to get these Marines to safety and needed to act quickly." Rescuers and additional spotters were placed strategically along the river with specialized equipment to recover any victims that could get swept away during the operation. A rescue team was deployed across the river, using mechanical advantage systems with a boat to retrieve the victims. Med-Com was established for rapid assessment, as many of the Marines displayed early signs of hypothermia.

The rescue team in the boat carried enough PFDs and helmets to safely transport five Marines and two rescuers at a time across the river to safety. The operation consisted of five evolutions to safely retrieve all 24 Marines. All the Marines were safely moved across the river to the north bank to their unit commander for accountability. They were all assessed for further medical care and none of the rescued marines required transport to the hospital.

Camp Pendleton Fire Chief Thomas Thompson added, "My members train in all disciplines and services we provide to our Marine Corps community, this specific event was challenging, as there was much debris and the river was fast moving and rising. They jumped into action as they always do here at Camp Pendleton, taking care of our Nation's warfighters! Our department members are master craftsmen as will always put service before self!"

On the Job - Hawaii

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Hawaii State House Recognizes Navy F&ES

By Gregg Moriguchi, Fire Chief Navy Region Hawaii



Deputy Chief Neil Fujioka (3rd from R) and District Chief Robert Chandler (2nd from R) received a certificate of recognition from the Hawaii State House of Representatives

On February 28, 2019, State Representative Cedric Gates and Representative Stacelyn Eli, Representatives of the Wai'anae Coast, recognized the Navy Region Hawaii Fire Department, and other emergency response agencies on the House chamber floor for their outstanding performance in battling two large, out-of-control, brush fires on the leeward coast. The fires started on August 4, 2018 and burned for three days in the Wai'anae and Makaha valleys. The fires quickly threatened civilian homes, schools, farms, and businesses. In addition to the size of the fires, firefighting efforts were further complicated by strong winds, dry brush, heavy smoke, and added heat from the sun.

In a letter from Representative Gates, "this year, we want to honor the first responders of the Wai'anae brush fires that occurred last summer and many summers before. Floor presentations are used by the House of Representatives as a ceremonial means to recognize individuals or organizations for accomplishments and contributions to the greater good of the community."

Navy Region Hawaii Fire Department dispatched 16 firefighting apparatus and 38 firefighters over two of the three days of firefighting efforts. In total, the fires scorched nearly 9,000 acres of state and private land. Successful firefighting efforts required cooperation and coordination of several City, State, and Federal emergency response organizations. Members of the Wai'anae Coast community also supported firefighters by donating food and water for firefighters.

Navy Region Hawaii F&ES is an all-hazards emergency response organization providing fire and emergency services to military installations on the island of Oahu. The department has a staff of 273 personnel and maintains 13 fire stations around the island.

DoD CFAI Commissioner

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Chief Tommy Thompson

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Commissioner Bids Farewell

By Thomas Thompson, CFO, Fire Chief Camp Pendleton

The March CFAI hearings was my last as the DoD representative on the Commission for Fire Accreditation International (CFAI). It has been amazing to be part of so many agencies final step in obtaining accredited agency status.

As I am retiring in December with 36 years of service, I reflect on my time since I was introduced to the CFAI model starting in 2001, bringing two separate agencies to the commission hearings as the fire chief and ultimately obtaining accredited agency status for both. Preparing your staff, department members and your boss's to take this effort on is not easy. You are asking (and sometimes directing) others to take on "what they don't know". Selling the CFAI model is a culture shock in some cases, there is no easy task to be completed as well it shouldn't be...after all, we are not running a petting zoo, what we do in today's fire service cannot go unplanned, whether you are affiliated with a DoD department, volunteer or municipal agency the model remains the same.

Being in the Department of Defense, each service component has their own specific fire and emergency services inspection criteria to answer and report on. Some DoD components and municipal agencies utilize some portions of the CFAI model to include authoring a community risk analysis, a standard of cover or a strategic plan or a combination of all for specific reporting requirements to their service component heads.

The journey to obtain CFAI accredited agency status is filled with countless hours of generating policy and procedures, authoring programs, addressing area's you don't have in place currently, monitoring performance, authoring the self-assessment manual and so on. Each agency goes through the journey with vigor, motivation to succeed and have learned a tremendous amount about their own agencies in the process and then having the peer assessor site team visit which leads them to the final step; coming in front of the commission.

Some may feel confident and have no worries, but I can tell you for most who experience sitting in front of the commission, it can be intimidating. Let's face it, after three-years of intense hard work the possibility of not being granted accredited agency status is in the back of those minds addressing the commissioner's questions. Because it can be uncomfortable and intimidating going through the last step, I tried to blend my own experience with a level of personability to my duties on the commission. I have been known to bring younger department member up to the table and ask them a question or two on what they feel about their journey, and I have been impressed by these younger rock stars answers.

The last step of this journey should not be scary or unknown. If you have truly adopted this model as a process and not a project, being in front of the commission should be enjoyable. I have heard many agencies in the past that were worried about what questions the commissioners will ask. The key is to be prepared, know your gaps and tackle those gaps with planned fixes. The commission will ask questions centered on the recommendations in your agencies report. There are times that the commission will dive a bit deeper, not with the intent to trip anyone up but to get the agency to answer more

DoD CFAI Commissioner (Cont.)

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specifically to what drove the recommendation. The commissioners have put many hours into reviewing each agency report preparing for the CFAI hearings, as well we should. You taking this journey wasn't easy, and in most cases it was long and painful, but rewarding as well. It takes me typically two-hours or more to review each agency report depending on the recommendations left in the report by the peer assessor visit. Remember this...the commission doesn't get to see your SOC, CRA or Strategic Plan like the peer assessment team does. This causes us to really read through and connect the dots on your past three year journey or longer for those going through it for another cycle. When I study your CFAI report, I feel like I am part of your agency and put myself in your place addressing gaps or recommendations.

Going through the transition from the 8th to the 9th edition of the model was no joke! My agency, being accredited in 2015 under the 8th edition and re-authoring our programs to the 9th edition changes took nine months. As I prepare my agency to once again request a site team, and come in front of the commission in August 2020, we take pride that the "process" we have adopted and the continuous involvement from all ranks of the department throughout each year and the efforts to constant improvement and evaluating our programs routinely will be the key to our successful bid for another accredited agency award decision by the commission. My past years on the commission I have seen agencies that its clearly not a process but more of a project. Has your strategic plan been re-addressed each year, are you re-authoring new goals and objectives annually, how are you monitoring your goals and appraising your programs and so on, or are you going the minimum. The fire chief needs to drive this effort, it's not a periodic approach...it should be a constant movement.

There are times where my line of questioning at the commission hearings are directed solely at the fire chief, even after the fire chief may pass the microphone to someone else to answer. I would then politely ask again for the fire chief to answer. Leading the effort for accredited agency status is difficult, the boss needs to have the knowledge, experience and leadership ability to successfully change the culture of the organization, develop procedures and programs and the ability to LEAD the effort. If obtaining accredited agency status was easy, all would do it.

My parting words to all those agencies who are either accredited or thinking about going through the process is this; do it for the right reasons, do it for your membership, do it for your community, do it for coaching our next generation of fire officers. As a fire chief or fire officer, you will leave a legacy, like it or not...you determine if it's good or if it's bad. Preparing our agency members to provide the absolute best service possible to your communities is a responsibility of every fire officer. It has been my honor serving on the CFAI commission these past four years and getting to meet hundreds of amazing emergency responders and witnessing their success. The personnel I have worked with encompassing the Center for Public Safety Excellence are dedicated to our fire service, the hundreds of volunteers that comprise the peer assessors, team leaders, and my fellow commissioner's time and efforts have been amazing. Being affiliated with the "COOL KIDS CLUB" is something I will never forget. Now roll up your sleeves and get to work!

On the Job - Yokosuka

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CFAY Supports the U.S./Japanese Alliance



On a brisk sunny day, Commander Fleet Activities Yokosuka (CFAY) Fire & Emergency Services and damage control Sailors of the USS Ronald Reagan hosted a large group of Japanese Fire Chiefs from local fire departments and fire department partnerships. In total, 52 visitors were split into two tour groups and treated to the sights and wonder of the United States Navy's forward-deployed Nimitz-class aircraft carrier, the USS Ronald Reagan (CVN 76). Each tour began with a warm welcome and quick safety brief from the Damage Control Assistant, LCDR Supple, and his four damage control enlisted sailors. The excited guests were then escorted onto the USS Ronald Reagan hangar bay and taken to the ceremonial quarterdeck for a quick photo-taking opportunity and question answering session.

"I am very honored to have you aboard the USS Ronald Reagan" stated DCA LCDR Supple, "it is not every day that we can support our fire department counterparts the way they support us and knowing you all support them makes us feel like part of that relationship too". Tour visitors were then treated to information on the firefighting capabilities of the carrier, including a trip inside one of the many damage control repair lockers, which serve as the mini fire station and firefighting equipment and control areas for the ship. Once all questions were asked in the repair locker space, the group was led to the flight deck of the aircraft carrier. One damage control sailor tour guide had only just been assigned to the Reagan in the last three weeks and had never been to the flight deck! All visitors were awed at the sheer size of the flight deck. The tour proceeded to the Ship's Store where each visitor was able to purchase an official USS Ronald Reagan souvenir and even American snacks!

After the Ship's Store, the group was led back to the massive hangar bay and escorted off the ship. Once again, DCA LCDR Supple gathered the participants of the tour and gave a heartfelt and sincere appreciation for taking the time out of their day to join him and his team aboard the ship. One reverent bow later, the area Fire Chiefs and fire department partnerships were whisked away to continue their day that will live forever in their memories of their time they got to tour the 7th Fleet's finest aircraft carrier, the United States Ronald Reagan.

RIT Training

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NDW Conducts RIT/Save Your Own Training

By Kevin Grinder, Regional Deputy Fire Chief



During the three-week period of 3 - 22 March 2019, Naval District Washington (NDW) Fire & Emergency Services conducted Rapid Intervention Team and Save Your Own Training at our Region Training building located at NSA-Annapolis,

Led by Training Officer Arthur Clardy and NAS Patuxent River District Chief John Lyon, each crew worked their way through nine stations during a three-hour training block. The nine stations included wall breaching, ladder bails, wire entanglement, the "Denver" drill, firefighter CPR, firefighter carries, use of the

"Columbus" bag for a firefighter that has fallen through the floor, buddy breathing, and others. A safety briefing and walk-through was completed daily, and class 3 harnesses and a belay system were put in place to ensure safety during the ladder bail training.

268 Total Personnel completed the training over three weeks, to include personnel from NDW F&ES, Active Duty Navy firefighters from NSF-Thurmont, Annapolis City Fire Department, Fort Meade Fire (Army), and the 15 personnel in the current Navy Reservist Class.

NDW F&ES plans to complete similar training in the fall with smoke and fire conditions added to the scenarios.

Marathon Man



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NBVC Firefighter Runs L.A. Marathon in Full PPE

By Mark Wampler, Assistant Chief, Naval Base Ventura County F&ES



Naval Base Ventura County (NBVC) Fire Department Engineer Rudy Marin ran the 26.2 mile Las Angeles Marathon in full PPE while proudly carrying the American flag in support of the California Fire Foundation. This was Engineer Marin's third marathon in full PPE and 11th Marathon overall. This year's race had over 24,000 participants and the "Stadium to the Sea" trek started at Dodger Stadium and finished in Santa Monica. Rudy raised money to honor the Fallen Firefighter Memorial, which honors those who died in the line of duty from traumatic injuries or job-related illnesses. Rudy said "As long

as I'm alive, I'm going to make sure they're remembered". His dedication is evident every shift he works at Station 72, and his passion to support the California Fire Foundation is well known across Southern California. We at NBVC are extremely proud of Engineer Marin's commitment to help others; he continues to astound those around him while carrying on the Fire Service tradition of excellence.

COMRELS in Japan

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Kanagawa Prefecture English Challenge Day

On February 28, 2019, Battalion Chief Adam Corwin and members of Commander Fleet Activities Yokosuka (CFAY) Fire & Emergency Services aided the Kanagawa Prefecture Fire Academy with an English challenge training opportunity. With collaboration from the American Red Cross volunteers, CFAY personnel masterminded 10 work stations for 72 fire service personnel from throughout the Kanagawa Prefecture. The work stations were designed to provide each workgroup a situation of emergency and non-emergency response to American English-speaking persons. The Japanese participants were instructed to only speak using their English language skills and respond to each scenario work station as if it were a real incident. The American Red Cross Volunteers sure made the assignments interesting!



Kanagawa Prefecture has the 4th largest tourism industry in Japan, with cities like Yokohama, Kamakura, and Hakone. An estimated 200 million foreign visitors frequent the Kanagawa Prefecture on an annual basis. Besides having robust tourism, Kanagawa Prefecture will be hosting several international events in 2020; such as the African Development Conference, the Rugby World Cup Final Match and of course, the 2020 Tokyo Summer Olympics & Paralympics. Due to the increasing amounts of native English-speaking foreign visitors and their demands for emergency services, the Yokohama City Fire Bureau has requested assistance for instruction on English-speaking fire department related situations from their close partners, CFAY Fire & Emergency Services and the American Red Cross. After the Japanese fire service participants worked on each of the ten scenarios, CFAY F&ES and the American Red Cross volunteers provided feedback and suggestions for each work group member. Once the work was completed, the team members shared a wonderful lunch and engaged in lively conversation, once again showcasing CFAY Fire & Emergency Service's commitment to supporting our Japanese Alliance!



Navy F&ES POCs

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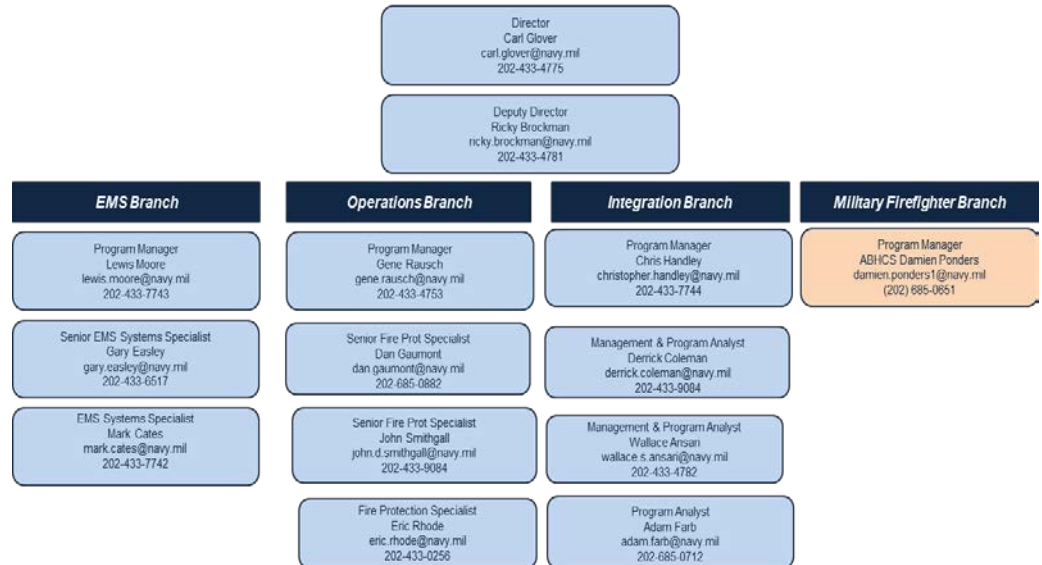
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