



What's Happening

Navy Fire and Emergency Services Newsletter
Protecting Those Who Defend America



July 2020

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Email the Editor:
RickY.Brockman@navy.mil

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Why Study Fire Service History?

By Ronny J. Coleman



The most famous quote regarding the phenomena of failing to learn from the past is from George Santayana who once stated “those who cannot learn from history are doomed to repeat it.”

Does that really apply in a modern world that is changing so fast that nothing seems to be the same as it ever was before? In a recent conversation

with a couple of young firefighters, they indicated that history was irrelevant to them because they live in a different world than I did. I also reviewed a New York Times article entitled *In Ignorance we Trust*. In that article author David McCullough stated that we are raising a generation of Americans that are historically illiterate.

I have to admit that I have some concerns. We didn't have Twitter or LinkedIn or Facebook when I started my career. What is interesting, however, is that I built up a very powerful network of individuals that I have known over a lifetime in the fire service and I have managed to maintain communications with a significant number of them without that technology. I recognize that many of these individuals have historical knowledge and that with each retirement or death, this memory is fading. I would submit that most of the people in my Rolodex I have either had a face to face contact with periodically, or I communicate with them on issues when needed without the benefit of any of those fancy mechanisms.

I am also reminded of a story that was told to me once by Ray Picard. Chief Picard had come up with the idea that he felt that the most significant impact on the fire service was the use of trains at a certain point in our civilization. The way he characterized the story was that fire chiefs who lived on the west coast and wanted to go to a conference on the east coast had very few options. Certainly using a sailing ship to go down and around South America and come up on the east coast was out of the question for most of them. Taking a stage coach ride from the east coast to west coast was arduous. But when the trains reached the west coast this began to change things.



Supporting the Fleet, Fighter, and Family



Clipboard (Cont.)

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Chief Ray Picard

According to Picard's hypothesis, many of the fire chiefs hopped on the train in San Francisco and rode down to Los Angeles or got on a train in LA and rode up to San Francisco and then got on an east bound train and started heading towards their destination of a future NAFE Conference. (Note: It was not the IAFC in the early days. It was the National Association of Fire Engineers.) They would sometimes be on that train for four or five days making the trip across country.

What do you think they did during those four or five days? If you speculated that they got together in the smoking room, had cigars and shared ideas, you are probably pretty close to being accurate. Adult beverages were probably involved too. There is no doubt in my mind that the level of communication was pretty personal at that point.

As I listened to Chief Picard's theory, I then went back to the history of the IAFC and read some of the accountings of early meetings and found that the Fire Chiefs came to those meetings extremely well prepared. They had positions on issues. They had done their homework. They did not tend to debate as much as they came to articulate and advocate. Many times groups of chiefs had already formed alliances to solve specific problems or recommend a course of action.

Not a computer in sight. How was all of that done? It was done at a very personal level. They understood that they had to maximize their time together, and so they did.

To me, the history lesson for the fire service is to realize that when undergoing change being connected to other people is more than just key strokes and applications. Being in communications with them on life- long projects and being committed to similar outcomes is where it's all at. It's not about a connection with 10,000 people. It's about personal behavior of keeping in contact. I would submit that we live in a world today that has so many methods of communication that people are getting worse and worse at relating to each other. How many of you have had the experience of someone getting upset with you because you didn't answer an email that just came in your in box about three minutes ago?

How many of you have been upset when you call someone you really need to talk to and you get their voice mail and don't hear back from them for 96 hours? How many of you have been frustrated with the idea that you have forwarded communications to someone expecting a reaction and you never hear back from them at all?

You might want to do an inventory of communications and ask yourself what channel of communication is your most preferred one? If you plan on using your cell phone then you have to keep it on. If you plan on using email then you have to check it frequently. If you plan on using hard mail, then you better be reviewing it as quickly as it comes through the door. A full mail box is a sign of disconnected communications

I am not denying that there are multiple ways that you can communicate and that you can often multi- task to accomplish a lot. The history lesson that I feel needs to be reviewed today is that what has made us successful in the past has been the act of conducting one on one personal contact. It involves making alliances that develop the specifics to change things.

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Clipboard (Cont.)

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Ronny J. Coleman

Some of our organizations are doing an outstanding job of that today. This is not intended to be anything disparaging about the growing culture of communications in the fire service. What I am focusing on is that you can't sit back and observe that process just hoping that things are going to change. You have to be involved. You have to be one of those who are a player in the game. You are going to be criticized for doing it.

I remember an old Teddy Roosevelt quote about the man in the arena:

It is not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood; who strives valiantly; who errs, who comes short again and again, because there is no effort without error and shortcoming; but who does actually strive to do the deeds; who knows great enthusiasms, the great devotions; who spends himself in a worthy cause; who at the best knows in the end the triumph of high achievement, and who at the worst, if he fails, at least fails while daring greatly, so that his place shall never be with those cold and timid souls who neither know victory nor defeat.

If you want to gain an understanding of what history tells us about advocacy study Roosevelt's quote. It is as appropriate today as it was when uttered by our rough and ready President over 100 years ago. The corollary to Santayana's admonition is that those do remember history, have the ability to alter the future.

Combs Cartoon

History Lesson



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Last Alarms

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Last Alarms

The USFA reported 43 line of duty deaths in 2020. The following line of duty deaths were reported since we published our last issue:

Ron Wehlage, Jr. ♥
De Soto, MO

Jason Cuffee ♥
Charleston, WV

2020 Totals

♥ 13 (30%) 🚚 6 (14%) 🦠 12 (28%)

♥ Indicates cardiac related death

🚚 Indicates vehicle accident related death

🦠 Indicates COVID19 related death



TCoOO Update



Taking Care of Our Own

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

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

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

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

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

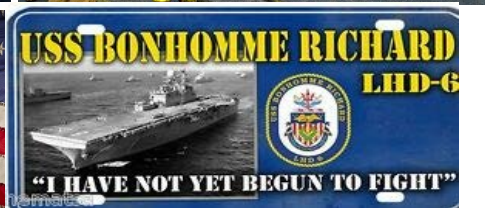
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USS Bonhomme Richard

Images from the USS Bonhomme Richard Fire

Official U.S. Navy Photos

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Back in the Day

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U.S. Navy Training Base-Pelham Bay Park

By Tom Shand



Photo from the collection of Ted Heinbuch

The early history of fire protection at naval installations can be traced back to the operations at the Navy Training Base in Pelham Bay Park, NY. This base was operational from 1917 to 1919 and is located in the Rodman's Neck area of the Bronx and was part of land acquisitions acquired by the City of New York in 1888.

This 280 acre area adjacent to City Island was formerly utilized as a National Guard base and was turned over for use as a site to train sailors during World War I on basic seamanship with advanced courses including petty officers 'school, gunnery and radio operations. The installation was home to over 4,500 personnel and after closing in 1919 the area was turned over for use as a public park and at one point a summer police training camp.

Motorized fire apparatus came into prominence during 1911 when the FDNY placed into service a gasoline powered Waterous 750 gpm pumper with Engine Company 39. The plan to fully motorize the fleet by 1917 was never realized and it took another eight years for the last horse drawn units to be retired. The earliest record of a motorized vehicle for the U.S. Navy dates back to 28 December 1917 when an American LaFrance Type 75 pumper with serial number 1939 was delivered for use to protect Panama Canal Zone.

There were many detractors of who were skeptical of the reliability of motorized fire apparatus resulting in a "World Series of Pumping" conducted during 1913 in New York City at the International Association of Fire Engineers conference. Eight different manufacturers entered apparatus into this nonstop six hour competition to demonstrate the capabilities of three types of pumps: rotary, piston and centrifugal. In addition to American LaFrance other builders included Ahrens Fox, Knox, Luitweiler, Nott, Robinson, Seagrave and Waterous.

The first record of a motorized pumper for the Navy within the states was a Type 75 pumper for the Naval Training Base at Pelham Bay Park. This pumper was shipped from American LaFrance's Elmira, NY factory on 13 May 1918 and carried serial number 2179. Vehicles of this era were built with right hand drive and powered by a six cylinder engine rated at 105 horsepower on a 156 inch wheelbase.

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Tom Shand

New Trainer



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These rigs were classed as a combination pump and hose car as they typically were not equipped with water or chemical tanks. In the photo depicted you can see a small water tank and hose basket for the booster line above and behind the fire pump. Over the next few years, American LaFrance delivered over twenty Type 40 500 gpm and Type 75 750 gpm pumpers to protect various military installations.

American LaFrance developed twelve different models of early motorized apparatus ranging from the smaller Type 10I 600 gpm rotary gear pumpers to the Type 31 front drive, straight frame ladder truck equipped with an 85 foot spring raised aerial.

When compared to today's modern apparatus, these units were basic in appearance with no windshields, open running boards and warning devices limited to hand crank siren and bell. This model pumper was typical of leading-edge fire protection Back in the Day.

The Long Wait Is Finally Over!

By Jeremy Hazel, Assistant Chief of Training



On 17 July 2020 Sasebo Fire & Emergency Services took ownership of a newly constructed, state of the art, two-story concrete, Class B Live Fire Training Facility located just outside the main gate of Akasaki base. The \$2.8M facility was completely funded by the Government of Japan as part of a land swap agreement. The first floor contains a mockup of a kitchen fire with rollover capabilities, and the

second floor has a bedroom fire with rollover capabilities. This new live fire trainer will facilitate training for the 145 firefighters stationed at Fleet Activities Sasebo, as well as mutual aid training with the Sasebo City Fire Department. The facility has numerous 10,000-pound anchor points on the roof allowing personnel to conduct repelling and rope rescue training as well. The new facility is part of a firefighter training center equipped with a 10,000-gallon underground water reservoir for drafting training and a concrete pad with an oil/water separator where crews will be able to perform vehicle extrication training. I started attending design and construction meetings when I arrived in June of 2016, and finally after all those planning meetings and design reviews our new facility has been built and it is ours.



Navy Awards

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Navy F&ES Awards Presentations

The COVID19 pandemic saw many activities cancelled or postponed including this year's Navy F&ES Awards ceremony. Awards were mailed to the regions and local presentations were made to formally recognize our award recipients. Here are a few:



Paul Murray, Lifetime Achievement Award



Mark Wampler, Civilian Fire Officer of the Year



Ricky Brockman, Lifetime Achievement Award



RDML Carl Lahti and Assistant Secretary of the Navy Charles Williams present Military Firefighter of the Year to ABH1 Craig Richert

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Naval Support Activity Thurmont, Small Fire Department of the Year

On the Job - Sasebo

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On the Job - Bahamas



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Sasebo Says Goodbye to Three Long Time Members

By David Jimenez Assistant Chief of Fire Prevention



On 25 June 2020 Sasebo Fire & Emergency Services held a retirement ceremony at the Main Base Fire Station to honor three fire department employees with a combined total of 99 years of firefighting and fire prevention knowledge and experience among them. The three individuals honored on this day were Driver Operator Keiichi Satomi (32 years), Fire Inspector Kenji Yamashita (35 years) and Driver Operator Tetsuro Machida (32 years). All three honorees were presented with a shadow box and other gifts put together by their peers. Although we are saddened by the loss of these individuals, we will always be grateful for everything they were able to pass along to our younger firefighters and inspectors. We are very happy for them on reaching this milestone, and we wish them continued happiness and good health in this new chapter of their lives.

Stewards of the Environment

By Patrick Turnage Chief of Fire & Emergency Services, ATEC



On a balmy Sunday afternoon, off duty firefighter Mike Beres spotted a large Green Sea Turtle inside the ATEC harbor that appeared to be struggling. Upon closer inspection, he found the turtle was ensnared by a large ball of abandoned fishing lines, nets, and ropes. A rope had wrapped tightly around the turtles right forward flipper and was continuing to twist tighter and tighter. The ball of debris was

so heavy that the turtle was struggling to surface for air and was in serious distress. As a member of the ATEC F&ES Water Rescue Team, Mike quickly notified the department and he and the rest of his team sprang into action. Mike and Firefighter/Rescue Swimmer Greg Johnson quickly located the turtle and cut away the deadly ball of debris that would have certainly taken the life of this protected creature.



Outstanding job to all involved (from left to right) Marc Borgia, Mike Beres, Greg Johnson, Matt Sierra and Jeremy Laurent Tony Tisch (peaking over shoulder on far left). Andy Bayless is not pictured.

SA Matters!

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Where Does Intuition Come From?

By Rich Gasaway, PhD.

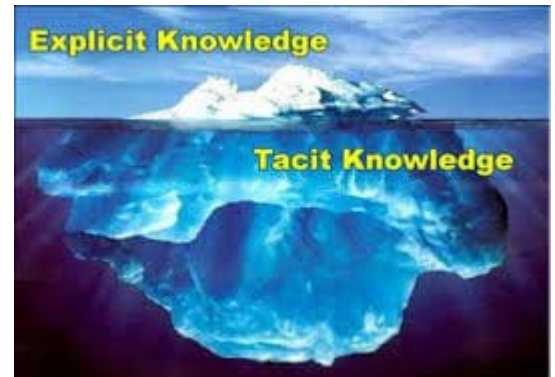
It is amazing how many articles and videos I have watched lately in which they are talking about decision making based on “gut feel.” It is also disheartening how many first responders I have interviewed who have admitted to me that they have dismissed their gut feelings and proceeded to do things that resulted in bad outcomes. Let’s explore the origins of intuition.

Tacit Knowledge

To understand how you can benefit from intuition, we must first lay a foundation of where the knowledge comes that forms intuition. Your brain is constantly assessing and gathering information – some of which you do with conscious awareness and some are gathered completely unintentionally. The gathered information is stored as “patterns” of information. This information starts in short term memory and can then be forgotten or sent down the highway to your long term memory stores. How exactly this happens is a complex process beyond the scope of this article.

Once the information reaches its long term memory destination there are a number of factors that influence your ability to recall it (recency, familiarity, emotional connections, routines and repetition to name a few). Some information is recalled consciously, which is to say you have a complete awareness of the information (examples would include your home address, names, and faces of loved ones, where you were and what you were doing when specific tragic events occurred, etc.)

Other information is not so easy to recall into conscious awareness. Simply because you cannot recall it does not mean, necessarily, that you’ve forgotten it. Occasionally you’ll have something happen (or see something... or hear something) that will cause a memory of long ago to flood back into consciousness. This is an example of tacit knowledge – knowledge that resides outside of everyday awareness.



Another form of tacit knowledge is the knowledge that never comes into conscious awareness, but you nonetheless know it. Take, for example, driving a car. Most experienced drivers are able to operate a vehicle at highway speeds while carrying on conversations or while thinking about things other than driving. Have you ever been driving somewhere, arrived at your destination and realized you don’t remember the drive? You really weren’t paying attention to driving (perhaps because you were talking to someone, singing along with songs, or were deep in thought)?

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

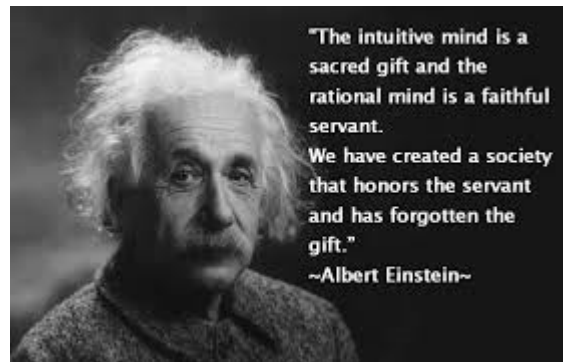
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How were you able to safely operate the vehicle? Tacit knowledge. You were driving the vehicle with a reliance on stored information from past driving experiences (and past training... and past video games you've played... and past movies you've watched). All that subconscious (tacit) knowledge allows you to pay attention to other things and depend on intuition to guide you down the highway. It seems a little scary to think about driving this way, but we do it without even realizing it.

The reliance on tacit knowledge in driving is what gets some young drivers into trouble. They watch parents and other experienced drivers and are lulled into believing that operating a vehicle is easy (because the "expert" driver makes it look so easy). The young driver doesn't have the benefit of stored tacit knowledge, yet they continue to talk to other passengers, talk on cell phones, text, sing along to the radio and engage in deep thought and lose track of the fact that they are driving a vehicle at highway speeds. Absent a store of tacit knowledge, the young driver does not benefit from intuition. Because they lack experience, driving is a conscious act and the brain cannot give its attention to two conscious tasks simultaneously, causing young drivers to have more near-misses and accidents.

Intuition is your early warning system



Because your brain is constantly processing and storing information it is also constantly comparing current experiences to past experiences. Perhaps stated another way, the brain is constantly comparing patterns of current environmental cues to stored patterns from previous experiences. The pattern matches are what provides you with intuition – or as

it is sometimes framed – knowing without knowing how you know.

There are many, many lessons stored in your brain. There is also genetic coding based on experiences of previous generations dating all the way back to your cave dwelling ancestors. Those experiences of long ago are sometimes termed "instinct." All creatures possess instinct, and you do too. Intuition can provide you with early warnings – often in the form of gut feelings, hair standing up on the back of your neck or feelings of impending danger or doom.

Ignoring intuition

It can be difficult to trust your intuition and make decisions based on feelings. As modern-day humans, we are trained to depend on facts and data as the foundation for good decision making. The Internet – providing access to a nearly unlimited amount of facts and data – has made it easy for us to validate decisions and rely on rational (not intuitive) decision processes.

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SA Matters! (Cont.)

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Rich Gasaway, PhD.

Under stress, the brain is gathering and processing many facts, much of which is happening outside of awareness. These facts, formed into patterns, are then sent into high brain processing areas and compared to past experiences. When you get that “gut feeling” you are benefiting from intuition – a pattern match.

However, if you make a decision based purely on intuition (or gut feel) and someone asks you for the proof and evidence, you may not be able to produce it. Remember, intuition and pattern matching happen OUTSIDE your conscious awareness, so you may find yourself being unable to articulate WHY you felt the way you did but you, nonetheless, sensed something was wrong.

For many responders, this leap of faith is simply too great, so sadly, some dismiss their intuition and trudge onward into danger. If you listen to the SAMatters Show (podcast) you will hear interviews where responders fully admit dismissing their intuition and subsequently found themselves in a very bad place (many almost dying).

Self-Efficacy

Self-Efficacy is a fancy way of saying you have confidence in yourself – unwavering confidence. To make split-second decisions, rooted in strong situational awareness, you need to trust your gut feelings. If your warning bells are going off, giving you the FEELING something is not right, GET OUT of the situation. If you are the commander, order your personnel OUT of the situation.



Dr. Gasaway's Advice

It can be difficult to trust your gut, especially when you are in the heat of a high-risk operation and the proof and evidence are not screaming out at you. If you make a decision to retreat based on intuition, you may suffer some embarrassment or criticism if you are not able to articulate exactly why you made the decision. When that happens, print this article and provide it to your critic.



Action Items

1. Discuss a time when you benefited from a feeling of intuition.
2. Discuss a time when you failed to trust your intuition and it had a consequence or near-consequence for you.
3. Discuss how you might communicate to others your “feeling” that something isn’t going right when you are lacking proof and evidence.

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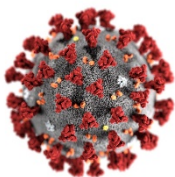
Japan Fire Academy

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COVID-19



CNRJ F&ES Fire Academy 2020

By Chuck Whitmarsh, Regional Deputy Fire Chief



A little over ten years has passed since Commander Navy Region Japan Fire & Emergency Services (CNRJ F&ES) hosted a fire academy. On 19 June 2020, four firefighter recruits began their journey to become firefighters. CNRJ F&ES started their nine weeklong academy with an opening ceremony officiated by Regional Fire Chief Pete Sorensen. Through his welcoming speech he challenged each firefighter to, “pay attention and ask questions to ensure understanding.”

Leading the academy is 27-year fire service veteran Drill Master Ichiro Karagishi. He brings with him a wealth of knowledge, experience, and a penchant for detail. Drill Master Karagishi genuinely believes that we all should start at the basics and revisit it multiple times throughout our career. He stated, “We have chosen a career field that is constantly evolving and to stay abreast on the changes within our career field we must continue our education daily. I honestly believe that these four recruits will hone the basic skills needed to be proficient within their trade.”

By the end of the academy, recruits will have learned fire service principles through classroom instruction and rigorous hands-on live fire training. In the end, academy recruits will qualify for accreditation through the International Fire Service Accreditation Congress, earning Firefighter I/II, Hazmat Awareness and Operations, and First Aid Provider certifications that meet National Fire Protection Association 1001 Standard for Firefighter Professional Qualifications.

Coping with COVID Stress

During this pandemic, it is critical that you recognize what stress looks like, take steps to build your resilience and manage job stress, and know where to go if you need help. For more information on recognizing symptoms, building resilience, and resources available, visit <https://www.cdc.gov/coronavirus/2019-ncov/community/mental-health-non-healthcare.html>.

Disappointment

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Get Over It

By Grant Schwalbe

We've all been there at one point or another. We've had our idea shot down, we've been moved to a station or a shift we didn't like, or we've been labeled as something we aren't. If you haven't been there yet...just wait you will.

What are you going to do about it? Are you going to be a pushover and take it? Are you going to rebel? Are you going to mope about it for the next 15 years and ruin your career? Or are you going to move on and focus on something else, like being great?

We discussed this in a group at the firehouse the other day. I was with a group of front-line officer and we were talking about what we do when one of our guys gets in this bad place. One answer was "I will give them 5 minutes to be upset and then it's time to move on." Is this realistic? I know I want more than 5 minutes if I'm the one that is upset.

On another occasion (outside of the fire service) I heard a wife say to her husband "How long are you going to be upset about this? Let me know because I will come back then." That phrase, while harsh, stuck with me.

The truth is we can be upset for however long we'd like, but what really changes in the time between initially being upset and the move on point? I believe most of the time the only thing that has really changed is that we let go and chose to move on. So the question becomes "How do we learn to move on quickly and not let disappointment or anger ruin our spirit?"

I think there are 3 things we need to look at:

Your motivation

Your follow-through

Your circle of influence

What motivates you as a firefighter? Is it a paycheck and a nice schedule? Is it the desire to be with a fun crew? Do you prefer to be left alone at work to do your own thing? Do you want to be good at the job and make a difference? Do you want to share the trade of firefighting with others? Do you want your department to be better, more progressive and more efficient?

If you look at the incident that triggered your anger and your motivation leading up to that, did you get off your original path? Sometimes this is the case. Occasionally all of us are motivated by selfish reasons. Often it's at time like this that we don't get our way because it's not what's best for the organization. Other times you may just be misunderstood. Your motivation is true but others might feel threatened by what you do and try to tear you down. Make sure you come from a humble position and desire to get better in order to better serve the organization, the citizens and the fire service.



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Disappointment (Cont.)

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**Cry a river.
Build a bridge.
Get over it.**

How was your follow through? We all have great ideas to fix the world's problems. Did you give your ideas and solutions to someone else and expect them to do all the work? Or did you give an honest effort and follow up your solution with a finished "turn-key" option? I heard that on average every person has six "million-dollar" ideas in their lifetime. It's those that follow-through that turn out the millionaires.

Another area that may be to blame is the "Circle of Influence". This is the area, people and decisions that you actually have control of. We often overestimate our "Circle of Influence". If you are a firefighter it may only be yourself (and to a limited degree your crew.) If you are a Lieutenant your circle is larger and includes your crew and maybe others at your station. If you are the Chief you have yet a large circle.

A large majority of the time when I have gotten upset, I later realize that I am outside of my "Circle of Influence". It may be a suggestion for an SOG changes, a recommendation for a large equipment purchase or a change to the deployment of personnel. All of which is decided at a higher level than I am at. This can be difficult to comprehend, especially if your department has committees and routinely takes input from those on the streets. Often times those outside of our circle have different priorities or see a different (sometimes bigger picture) than we do at the time. Ultimately when the decision is outside of your circle and you may need to redirect your energy into that which you do have control over.

So now that you are closer to understanding your source of frustration, what are you going to do about it? You need to do what you want others around you to do... move on. We need to minimize our upset time and minimize how we disrupt others with our attitude. We all want to fix things. It's in our nature. The best answer that I have is to focus on what you can control, let go what you cannot control, get back to having fun and spend time improving yourself and your crew.

The longer I live, the more I realize the impact of attitude on life. Attitude, to me, is more important than facts. It is more important than the past, than education, than money, than circumstances, than failures, than successes, than what other people think or say or do. It is more important than appearance, giftedness or skill. It will make or break a company...a church...a home. The remarkable thing is we have a choice every day regarding the attitude we will embrace for that day. We cannot change our past...we cannot change the fact that people will act in a certain way. We cannot change the inevitable. The only thing we can do is play on the one string we have, and that is our attitude...I am convinced that life is 10% what happens to me and 90% how I react to it. And so it is with you...we are in charge of our attitudes.

— Charles R. Swindoll

GRANT SCHWALBE is a 25-year veteran of the fire service and a lieutenant/paramedic on Engine 43 for Estero (FL) Fire Rescue. He is an instructor for When Things Go Bad, Inc. and the Fort Myers Fire Academy, and a hands-on instructor at FDIC International.

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Engine Company Ops

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The Initial Line

By Jonah Smith



One of the greatest fire service trainers and engine company firefighters to ever grace the American fire service was the late Andy Fredericks. Although numerous notable quotes of his that live on today, one of the most important regarding fireground priorities was, “The first handline is, without question, the most important life-saving tool at a structure fire.” Nothing could be truer.

There is no more basic operation in the initial part of an incident than stretching, advancing, and managing a hoseline. Forcible entry, size-up, and apparatus placement are also important elements, but none is as basic to a firefighter as getting the first hoseline in service. If you are the first engine company to arrive at a fire, you have the ball, all eyes are on you, and you must be successful.

Unfortunately, how well this simple and basic task is performed varies greatly nationally. At the basic level, firefighters need to understand the value in stretching, advancing, and managing the hoseline and its relation to fireground efficiency. Truck companies have a function, Rescue companies have a function, but the primary function of an engine company is to contain and extinguish the fire.

The Engine

One of the most underemphasized topics of engine operations is the design and specifications of the engine. Many departments simply piggyback onto large bids or take another spec and make it their own by changing the name only. An engine company should be designed to be an engine first and everything else last. Additionally, the design should be based on the hoseline complements and sizes the department is now using and potentially may use in the future. One simple internal diameter change in hose can be disastrous for the functionality of an engine company. If a department is using a true 2½-inch diameter hose, for example, and switches to a modern designed 2½-inch diameter hose, which is not truly 2½-inches in diameter, the 200 feet of hose once housed in the hosebed may no longer fit. This has become a common dilemma as diameters continue to grow, especially with regard to 2½-inch hose.

Additionally, at regular intervals, firefighters should be testing the flows they are getting to ensure that lines are being pumped appropriately. The National Fire Protection Association 1962, (2013 edition) recommends that the entire water delivery system from hydrant to nozzle be tested together to ensure continuity. Additionally, many departments use a generic pump chart that is not built from their own equipment, which often leads to a hot or over-pressured nozzle and mystery flows at fire everywhere.

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This point is important because I have found a difference in flow of 50 psi on one discharge on an engine that would never have been discovered as easily in an emergency situation. As a result of the flow testing, we replaced a gauge and a broken ball valve, returning the apparatus to normal. If firefighters examine their own equipment with regard to flows, there is no doubt that their knowledge of their equipment will increase, and many potentially dangerous issues can be mitigated.

Stretching

Regardless of whether your department has preconnects, static loads, cross-lays, rear hosebeds, or bumper loads, when you arrive at a fire, you must remove them from their home on the apparatus and get them to the fire building. There are multiple variations of loads for lines on an apparatus, but each has its advantages and disadvantages. What a firefighter needs to consider is why each of these loads is on your assigned apparatus. If you prefer a triple fold over a flat load, why does that work better for your still alarm or department? Certain loads can be used to speed advancement and deployment, but they may require more practice and familiarization than many of the standard loads. Either way, know your truck and the hose loads on it.

Firefighters advancing hose should realize the toll improper body movements may take on their backs as they advance the line. The body works very efficiently when positioned properly, and many firefighters forget this. Stretching the line begins at the apparatus, and your body positioning here can make or break your stretch. Proper positioning ensures that you load the correct amount of hose (based on your department's hose configuration) and minimizes the amount of friction and resulting resistance on the firefighter making the stretch. Friction is our enemy during the stretching phase of hoseline advancement. The more friction, the harder you must work to make the stretch; however, later in the operation, friction becomes an ally to an efficient firefighter on the fireground. Additionally, dragging line behind you on the fireground can cause the line to tangle, be stepped on, or become hung on nearly every obstacle you may encounter outside and even inside the structure. You can avoid some of these issues with proper communication and proper hoseline stretching techniques.

All hose loads are not created equal. Stretching hose refers to dismounting it from the apparatus. Once it is free from its home on the apparatus, it becomes stretching, which can often be the undoing of an efficient fire attack. Visit any number of fire news Web sites or even a fireground in your community, and you will often find a pile of undeployed hose at the door or a lack of forward thinking when it comes to the stretching the hoseline. Too often, we fail to emphasize the importance of an efficient and well-thought-out stretch on a working fire. Firefighters make mistakes on the advance and get away with it, which reinforces bad habits time and time again. The stretch is one of the most underemphasized operations on the fireground and often can be the reason for success or failure of the fire flow on the fireground.

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As you stretch the line, consider obstacles to the stretch such as trees, mailboxes, railings, and even access to the seat of the fire. We have all experienced a stretch where the line was flaked around a mailbox, which became a major problem during the advancement of the line after it was charged. A simple mistake could prevent you from arriving at your objective as the firefighter on the initial line. As you remove the bundle from the apparatus, take a minute to look around the fireground and locate potential problems before they interfere with your operation. Slow down for just a minute so you can avoid many of the common pitfalls of the stretch. Remember, you must operate in a manner that will efficiently and effectively control the incident, not in a haphazard and hurried manner. Locate potential pinch points, and minimize them to allow for an efficient advance to the seat of the fire. A slack firefighter, if available, should ensure the line is flaking cleanly and is clear of potential obstructions; this firefighter should be carrying a properly selected tool appropriate for the task at hand.

Advancing

Currently, there is a renaissance in relation to the advancement of large-caliber handlines. Many firefighters are using large lines as initial attack lines because they can be advanced successfully with proper technique. In the realm of hose advancement, as in other areas of the fire service, technique trumps horsepower every time. If you use proper technique, you will need much less horsepower or strength, making you more efficient. Also, many departments are examining the need to reduce nozzle reaction force and maximize flow. This close examination of target flow, nozzle reaction, and maneuverability has led to the introduction of the 1^{3/16}-inch tip into the fire service. This tip is one of the many examples of how the fire service is reconsidering the importance of using a large-caliber handline in departments everywhere, not just in well-staffed organizations. Numerous Web sites are showing some great techniques, but you must try them yourself on your drill field with your people before you decide on the method best for your department. Each technique has a place, and every technique is not for every fire department.

Advancement of a hose is very team dependent. If there are more than just a few pinch points in a structure, the advance may necessitate more staffing than normal. One of the most important items firefighters and command officers must consider is that the primary attack line is operating in the proper location before deploying the second line. Another great engine company pioneer, Dave McGrail, has stated in numerous presentations that without a first line, there will never be a second line.

Because advancing the line is a team-dependent action, we need to train on it together, not just attempt to get it right at each fire we go to. Fredericks defined in his work that one firefighter should be able to handle a line with less than 70 pounds of reaction force. With low-pressure and high-flow nozzles, it is possible that a firefighter may be able to flow as much as 175 gallons per minute (gpm) from a fog nozzle while having a manageable nozzle reaction force of 62 pounds nozzle reaction (NR).

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When examining the smooth bore nozzles, more gallons of water may be delivered with even less nozzle reaction. The role of the backup firefighter should be emphasized as the most important position on the handline. This firefighter should rarely be shoulder to shoulder with the nozzle firefighter because there are many other functions this position needs to serve than the nozzle firefighter's escort. The backup firefighter should be chasing kinks and slack to speed up the advance rather than attempting to be shoulder to shoulder with the nozzle firefighter the entire time.

It cannot be emphasized enough that flowing and advancing are possible and are many times recommended. This action is calculated and thought out and can make or break a fireground attack. This technique may be used only at "once-in-a-career"-type fire in many locations, training to master it is of utmost importance in firehouses everywhere.

Managing

No matter what hose load your engine company prefers, there will be a situation where you will have either too much or too little hose. If you have preconnected lines, you have surely had a fire 50 feet from the apparatus for which you were forced to stretch a 200-foot-long preconnect and manage the additional 150 feet of slack. This large amount of hose isn't a problem until you attempt to charge the line, but that is the goal if you stretched, so managing the slack is the most important thing on your mind. As thinking firefighters, we must understand the limitations of our assigned apparatus' hose loads. Each load has limitations, and it is our responsibility to understand them and have a plan to overcome them. Additionally, you must ensure that if there is a long lay, you can modify your preconnect or stretch enough line to make the objective. Many well-respected instructors of engine company operations recommend that you have 50 to 75 feet of hose ready to be efficiently advanced from the entrance to a room or building, depending on the occupancy. One easy way to ensure adequate advancement of a line is to place the coupling at the door and the remainder of the slack in a straight line with the doorway, if possible, to minimize pinch points and kink points. An ideal stretch culminates with the layout leading to the entrance door.

Once you transition from stretching the line to advancing it, managing the slack becomes even more important. As you begin advancing within a structure, the weight and resistance of the hoseline will increase, making effective slack management the key to an efficient advance. Managing of the line described here involves located "havens" to keep the slack once inside and avoid interference by incoming companies performing their assignments. Firefighters entering the structure should ensure the hoselines deployed are operating and are not under any obstructions. Also, as firefighters enter the structure, they should ensure that all of the slack needed or potentially needed is inside of the structure and that all kinks are removed. Kinks and the need for additional line are everyone's responsibilities; they affect everyone on the fireground. The truck company entering the structure to carry out a primary search has just as much responsibility to fix a kink in the hoseline in the yard as the engine company members do.

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Jonah Smith

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One method for limiting kinks is to overcharge the line momentarily during deployment to push the kinks out. Coordinate this function between the nozzle-firefighter and the driver operator; it must be in line with your department's standard operating guidelines/procedures.

While moving throughout a structure, it is easy to let slack become a problem. As you advance, prepare for additional advancement at every step. When acting as the nozzle firefighter, it is also very important to give an approximate length of hose that you need when calling for more slack. The word "some" can be very ambiguous and misinterpreted, whereas 10 feet is a quantifiable measure that should have approximately the same end result. Additionally, the nozzle and the backup firefighters must continually communicate to assist with a coordinated advance. Firefighters must learn the proper spacing along the line through continuous drilling on the topic of line advancement. Typically, firefighters must mind multiple pinch points during a typical advance, which inevitably requires coordinated movement. This is not taught on a chalkboard or in a recliner; it requires numerous hours and discussions on the drill field, vacant building, target hazard, or behind a firehouse.

The management of the line is also very important because we must never forget that it may show us the way out if we have an emergency. If you have 200 feet of hoseline in a stairwell, not only will it hamper your advancement, but it may also confuse you if you are trying to exit in an emergency situation. When managing the slack hose inside of a structure, consider the ease of advancement, ease of egress, and the practicality of what you are doing. The advancement of the initial line can make or break a fireground, and each of us has been there. The three elements must come together for the first-arriving engine company to be successful on a fire. If one of the elements is neglected, it directly affects the others, so no one element should be viewed as more important. One of the most basic situations that can affect the fireground in a negative way is poor placement, poor deployment, or poor operation of the initial line in a fire. Take pride in knowing that on your apparatus, the initial line and the phases associated with it are carried out in a manner that could be showcased in front of fire service professionals throughout the world.

Training for Battle

The deployment and operation of the initial attack line are arguably the most important functions on the fireground. Firefighters must emphasize their importance not only through drilling but also by committing enough hands to the first line to ensure it is doing its job. Firefighters and chiefs alike must understand that success on the fireground is dictated by the success of the initial line in the early stages of an incident. Crews everywhere should practice advancing lines not just in a parking lot but also at some of their most challenging stretching positions to force proficiency when the real fire comes in. The only road to success is to train over and over again with varying scenarios to ensure your crew and department are proficient at perhaps the most important fireground task, the deployment of the initial line.

Jonah Smith is a captain with the Charlotte (SC) Fire Department and is assigned to Engine 19. He is also a captain with the Pleasant Valley Fire Department, where he volunteers. He holds a master's degree in criminal justice from the University of South Carolina and is an instructor at Rowan Cabarrus Community College and for SAFE Firefighter.

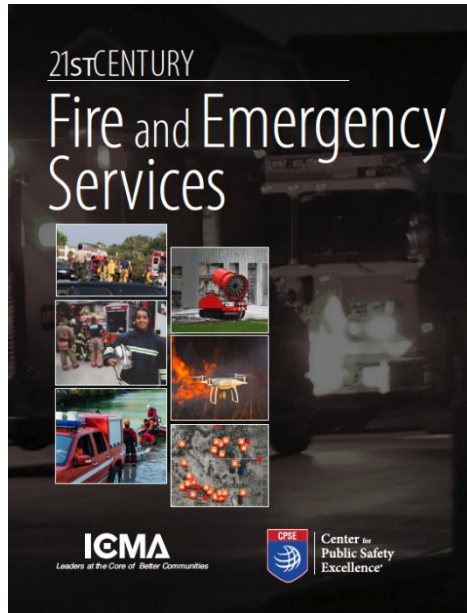
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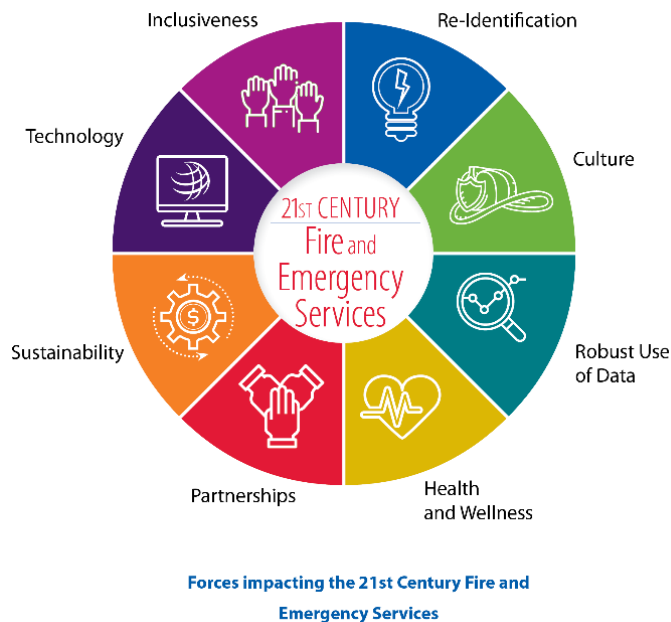
21st Century Fire and Emergency Services



In 2018, CPSE became an ICMA Presidential Level Strategic Partner, building on the historic connection between CPSE and ICMA. A current priority of ICMA is Research and Thought Leadership. This, coupled with CPSE’s mission of leading the fire and emergency service to excellence, found our organizations well-suited to partner on developing a white paper exploring the [21st Century Fire and Emergency Services](#).

The goal of the white paper was to have active city/county management and fire department experts come together to chart the course for the modern fire service. The small technical working group (TWG) formed to develop this paper did not act in a vacuum. Building on CPSE’s position as a big-tent public safety organization, over the first six months of 2019, through a series of in-person information gathering sessions and many online surveys, the TWG heard (and learned) from labor, fire department management, city/county management, and other stakeholders involved in the delivery of public safety services.

The TWG reviewed the survey and in-person sessions feedback and determined that the feedback could be categorized into eight critical issues for the fire and emergency services in the next 30 years. These critical issues demand attention if the fire and emergency services is to thrive in the future:



Retirement Advice

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Retirement Myth Busting

By Tammy Flanagan, www.GovExec.com

There are some widely held beliefs about federal retirement that simply aren't true. These ideas can lead federal employees down a dangerous path when it comes to making key retirement planning decisions. Sometimes there's enough fact in a myth to make it believable, or it may have been passed around so much that it appears to be based on solid evidence.

Let's take a look at some of the common myths I've encountered.

Myth No. 1: Before you can retire, you need to have at least \$____ saved.

Fill in the blank with any dollar amount. I've heard them all. In reality, the amount you need to have saved for your retirement depends on the answers to a number of questions, including:

- How much will you spend on a monthly basis? How much do you currently spend? Will that change?
- If you're married or have a partner, are they still working? When do they plan to retire? How much net income will they receive in their retirement? Do they have a pension benefit, retirement savings and entitlement to Social Security?
- Have you tried to estimate your monthly net income from your federal retirement benefit? Don't forget to account for taxes, insurance and reductions for survivor benefits, unpaid deposits, former spouse entitlement or other applicable factors.
- How old will you be when you claim Social Security retirement? If you claim Social Security at 62, rather than waiting until your full retirement age, you can expect up to a 30% reduction in monthly benefits. For every year you delay past your full retirement age up until you're 70, you get an 8% increase in your benefit.
- How are you investing your retirement savings? Pick your asset allocation among the Thrift Savings Plan's stock, bond and cash options carefully. Look at the TSP's L Funds for an idea of how to diversify your investments.

Try using the [Federal Ballpark Estimate](#) calculator to help you figure out how much you need to save for a comfortable retirement.

Myth No. 2: Retirees need 70% to 80% of their current income in retirement.

What does this mean? Is it based on your gross income or net? Does it take into account your age at retirement? What if your mortgage is paid off and your kids are launched and independent? What if you're moving to a lower (or higher) cost of living area? Income percentages like this are rules of thumb, and subject to interpretation on many levels.

Retirement Advice (Cont.)

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Try this exercise: Convert your biweekly salary to a monthly amount by multiplying your net salary by 26 pay periods and then dividing by 12. How much of your net income do you generally spend? If the answer is “all of it,” then you might need at least this much income in retirement. While you’ll no longer incur the costs of commuting to work or buying lunch at the cafeteria, you’ll have a lot of free time every week to spend money on other things.

Now estimate your monthly retirement benefit income. But remember:

- There may be reductions for such things as survivor benefits, former spouse apportionments and unpaid civilian service credit deposits.
- Federal Employees Retirement System retirees may be entitled to a FERS supplement.
- Potential withholdings from federal retirement benefits include federal income tax, state income tax and insurance.

Next, estimate your Social Security retirement benefit if you’re eligible for it and plan to claim it at retirement. Don’t forget to allow for taxes. If you will be 65 or older, also allow for Medicare Part B premiums.

Now you might want to use the [TSP Payment and Annuity Calculator](#) to see how much gross income you can generate from your savings. Don’t forget to subtract federal and state income taxes from your traditional TSP withdrawals.

At the end of this process, it’s up to you to assess whether the total amount of income you can expect will sustain you in retirement.

Myth No. 3: Maxing out your Thrift Savings Plan is all you need to do to save for retirement.

Emergencies and unexpected expenses come up for retirees as they do for employees. Having emergency savings in retirement is especially useful if you don’t want to tap your nest egg to pay for unexpected costs. Most experts recommend having three to six months’ worth of emergency savings during your working years. But in retirement, you may want to increase that to 12 or even 18 months’ worth.

Also, remember that stock market downturns can occur during your retirement years, too. During those times, it’s good to have another place to withdraw from besides whatever portion of your retirement savings are in stock funds.

Myth No. 4: At retirement, your investments should become very conservative.

In my work, I see employees and retirees alike who believe they’re protecting their retirement savings by investing 100% of their money in the G Fund or putting it all in stock funds. I’m not a certified financial planner, so when I see behavior that appears either too conservative or too aggressive based on the age and retirement stage of the individual, I generally recommend they consult with a qualified and trusted financial adviser.

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Retirement Advice (Cont.)

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It's important to have a plan for your money. For example, let's say you had \$500,000 in your TSP on 31 December 2019, and it was invested 50% in the C Fund, 30% in the S Fund and 20% in the I Fund. By the end of March, your account would have lost \$114,042 in value and your balance would have been \$385,957. If you panicked and moved everything to the G Fund, then by the end of May you would have regained only \$502 of your losses. But if you had simply left your investments alone, your balance at the end of May would have grown to \$459,180 and you would only be down \$40,820 for the year. The lesson: Make a plan and stick to it.

Healthy Eats



Firehouse Enchiladas

½ cup chopped onion (1 medium)	¾ cup water
1 tablespoon olive oil	1 ½ pounds 95% lean ground beef
1 tablespoon all-purpose flour	3 ounces reduced-fat Monterey Jack cheese
2 teaspoons chili powder	1 4-ounce can diced, green chili peppers
1 teaspoon ground cumin	12 6-inch corn tortillas
½ teaspoon salt	Bottled hot pepper sauce
2 (8 ounce) cans no-salt-added tomato sauce	¼ cup thinly sliced green onions (2)

Step 1

Preheat oven to 375 degrees F. For sauce, in a medium saucepan cook onion in hot oil over medium heat about 3 minutes or until tender. Stir in flour, chili powder, cumin and salt. Cook and stir 1 minute. Stir in tomato sauce and the water. Cook and stir until thickened and bubbly; reduce heat. Simmer, uncovered, 5 minutes, stirring occasionally. Remove from heat.

Step 2

Meanwhile, in a large skillet cook ground beef until meat is brown, using a wooden spoon to break up meat as it cooks. Drain well; return meat to skillet. Stir in 1/2 cup of the sauce, 1/4 cup of the shredded cheese, and the chile peppers.

Step 3

Spoon 1/2 cup of the sauce into the bottom of a 3-quart rectangular baking dish; set aside. Wrap tortillas in microwave-safe paper towels. Microwave on 100% power (high) 1 minute. Working with one at a time, spoon about 1/4 cup of the meat mixture onto each tortilla; roll up. Place filled tortillas, seam sides down, in the prepared baking dish. Stir any remaining meat mixture into the remaining sauce. Spoon sauce evenly over tortilla rolls in baking dish. Sprinkle with the remaining 1/2 cup cheese.

Step 4

Bake, uncovered, about 20 minutes or until bubbly. Drizzle with hot pepper sauce and sprinkle with green onions before serving.

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From the Editor

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The End is Near

By Ricky Brockman, Editor

As I finished another newsletter a few weeks ago I was preparing to send it to my boss for his edits when it dawned on me: I only have four more issues to do. Things suddenly got real.

The October 2020 edition will be volume 18, number 10 and my last as editor of this newsletter.

We started this iteration of the What's Happening Navy F&ES newsletter in April 2003 and George Morgan was the editor of the first two issues. Carl Glover stepped in as editor for issue number 3 and in September 2003 I edited the first of 188 issues over 18 years. All told we've published 191 issues or just shy of 5,000 pages.

So now what?

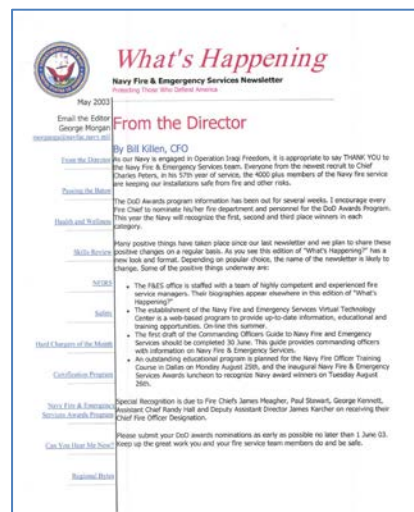
Will the newsletter continue? Who is going to be the new editor? Will there be format changes? Frequency changes? Content changes?

I'll answer in order; think so, don't know yet, probably, possibly, hopefully not. However, all of those decisions will be out of my hands so I can only depend on the professionalism of our staff to continue this amazing run. Or not.

Another realization was this project is very time-consuming; I literally work on gathering content every day. Once I gather the content, I obtain permission to reprint copyrighted material, edit every article for format, style, grammar, spelling, space, etc. Then it all gets shoved into a shell of 26 MS Word tables and converted to a .pdf file before reaching your in box. Easy peasy.



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Vol. 1 No. 1, May 2003

I'm not being trite when I say that, after all these years my newsletter work is effortless...for me. I think it may be a touch harder for an inexperienced editor.

Nevertheless, I will try to make the transition to the next editor as smooth as possible. I think the next version will be different, may take a little while to find its niche but will be as enlightening, informative and entertaining as this version.

Brings to mind the adage, sometimes progress is made one retirement at a time.

In the meantime, I have three more issues to put together and I will work as hard as I can to maintain the quality you expect.

Navy F&ES POCs

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Director Carl Glover carl.glover@navy.mil 202-433-4775			
Deputy Director Ricky Brockman ricky.brockman@navy.mil 202-433-4781			
EMS Branch	Operations Branch	Integration Branch	Military Firefighter Branch
Program Manager Lewis Moore lewis.moore@navy.mil 202-433-7743	Program Manager Gene Rausch gene.rausch@navy.mil 202-433-4753	Program Manager Chris Handley christopher.handley@navy.mil 202-433-7744	Program Manager ABHCS Damien Ponders damien.ponders1@navy.mil (202) 685-0651
Senior EMS Systems Specialist Gary Easley gary.easley@navy.mil 202-433-6517	Senior Fire Prot Specialist Dan Gaumont dan.gaumont@navy.mil 202-685-0882	Management & Program Analyst Derrick Coleman derrick.coleman@navy.mil 202-433-9084	
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