From the Editor

NOTE: This article first appeared in our June 2006 issue, an oldie but a goodie.

I received an interesting e-mail from one of our firefighters asking a perfectly valid, but often overlooked, question. The gist of his question was how could we expect Navy firefighters to “turn off” the aggressive, no-job-too-big attitudes we’ve ingrained in them from the first day of rookie academy? Isn’t that easier said than done?

“…to sit on a hose line at the front door watching someone’s personal belongings destroyed by fire and doing nothing about it is a tough thing to ask a firefighter to do…could you look into the eyes of some family and just sit by?”

I would rather look into the eyes of a family who just lost their home than into the eyes of a firefighter’s widow as I hand her a folded flag. It’s a priority thing.

If your crew arrives on the scene of a working fire that is beyond the incipient stage and does not involve a rescue situation, we are telling you to throttle back and wait for help to arrive before taking any interior actions. We stand by that philosophy. However, that does not mean we advocate firefighters standing around twiddling their thumbs or breaking out the pinochle cards until the rest of the assignment appears. On the contrary, we hope (and expect) the first-in crew to be very busy with defensive work.

Lay some supply lines, throw some ladders, operate a master stream, do anything you can from outside the structure. Most of the time, your worst case has the second-in company no more than 10 minutes out; there’s an awful lot of defensive and preparatory work that can be accomplished in 10 minutes.

I guess the cold hard fact that the fire service, military commanders, politicians and the public needs to recognize is this: STUFF can be replaced.
From the Editor (Cont.)

We are committed to saving lives at nearly any cost, but if our commitment to saving STUFF includes hurting or killing firefighters, we all need to look for some other line of work. Stories of firefighters getting killed inside VACANT warehouses and such bring my blood to a boil. It is all so unnecessary.

I remember my days on the tailboard and the “thrill of the kill” I got from crouching in total black getting my direction from the heat on the side of my face and Captain Courageous tugging on my coat tail. Ain’t nothing like it.

But there was always lots of help on hand.

That may not be the case today and if it’s not, we have to give up the hard charge for a more thoughtful approach. That doesn’t mean do nothing. That means practicing a new skill set, something we may find distasteful but necessary, kind of like that colonoscopy.

So get out on the drill ground and practice defensive operations. Create a scenario where the second and third-in companies are 10 minutes or more out and figure out how to make that time productive to the operation. Instinct is for amateurs, professionals rely on training and experience.

When the shift is over, EVERYBODY GOES HOME!!!

-Rick

Some Like it Hot

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**Last Alarms**

The USFA reported 86 deaths to date in 2013. The following line of duty deaths were reported since we published our last issue:

- **Mark Urban**
  - Age: 40
  - Boise, ID

- **Richard Floersch**
  - Age: 59
  - Milan, TN

- **John Allison**
  - Age: 51
  - Custer, MI

- **Jantzen Frazier**
  - Age: 28
  - Eva, AL

- **David Heath**
  - Age: 48
  - Wilmington, NC

- **Leroy Murphy, Jr.**
  - Age: 56
  - Gettysburg, OH

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**Taking Care of Our Own**

Check with your Fire Chief if you wish to make a leave donation. There are currently 27 DoD firefighters in the Taking Care of Own program.

<table>
<thead>
<tr>
<th>Name</th>
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<th>Point of Contact</th>
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<tbody>
<tr>
<td>Joey Tajalle</td>
<td>NAVBASE Guam</td>
<td><a href="mailto:Julie.Quinene@fe.navy.mil">Julie.Quinene@fe.navy.mil</a></td>
</tr>
<tr>
<td>Stella Shimabukuro</td>
<td>USAG Presidio of Monterey, CA</td>
<td><a href="mailto:Scott.Hudock@us.army.mil">Scott.Hudock@us.army.mil</a></td>
</tr>
<tr>
<td>Dana Picard</td>
<td>Westover ARB, MA</td>
<td><a href="mailto:Diane.Lessard@us.af.mil">Diane.Lessard@us.af.mil</a></td>
</tr>
<tr>
<td>Edward Rust</td>
<td>DES Richmond, VA</td>
<td><a href="mailto:Clyde.Hipshire@dla.mil">Clyde.Hipshire@dla.mil</a></td>
</tr>
<tr>
<td>Billie Edwards</td>
<td>March ARB, CA</td>
<td><a href="mailto:Melinda.Miller.2@us.af.mil">Melinda.Miller.2@us.af.mil</a></td>
</tr>
<tr>
<td>Wilson Humphries</td>
<td>USAG Camp Parks, CA</td>
<td><a href="mailto:Alexis.A.Rivera8.civ@mail.mil">Alexis.A.Rivera8.civ@mail.mil</a></td>
</tr>
<tr>
<td>Peter Giles</td>
<td>Kirtland AFB, NM</td>
<td><a href="mailto:Curtis2.Ray@kirtland.af.mil">Curtis2.Ray@kirtland.af.mil</a></td>
</tr>
<tr>
<td>Christopher Lumpkin</td>
<td>Fort Belvoir, VA</td>
<td><a href="mailto:Joyce.R.Peck.civ@mail.mil">Joyce.R.Peck.civ@mail.mil</a></td>
</tr>
<tr>
<td>Chris Burke</td>
<td>Fort Wainwright, AK</td>
<td><a href="mailto:David.Halbrooks@us.army.mil">David.Halbrooks@us.army.mil</a></td>
</tr>
<tr>
<td>Christopher Matthews</td>
<td>Portsmouth NSY, NH</td>
<td><a href="mailto:Marc.J.Smith@navy.mil">Marc.J.Smith@navy.mil</a></td>
</tr>
<tr>
<td>Annie Sands</td>
<td>Altus AFB, OK</td>
<td><a href="mailto:Nils.Brobjorg@altus.af.mil">Nils.Brobjorg@altus.af.mil</a></td>
</tr>
<tr>
<td>Mark Davis</td>
<td>JB Langley-FT Eustis, VA</td>
<td><a href="mailto:Dale.E.Hankins.civ@mail.mil">Dale.E.Hankins.civ@mail.mil</a></td>
</tr>
<tr>
<td>Michael McClure</td>
<td>Niagara Falls, NY</td>
<td><a href="mailto:Peter.Stein@us.af.mil">Peter.Stein@us.af.mil</a></td>
</tr>
<tr>
<td>Russell Reynolds</td>
<td>Niagara Falls, NY</td>
<td><a href="mailto:Peter.Stein@us.af.mil">Peter.Stein@us.af.mil</a></td>
</tr>
<tr>
<td>Richard Jefferson</td>
<td>Kirtland AFB, NM</td>
<td><a href="mailto:Curtis2.Ray@kirtland.af.mil">Curtis2.Ray@kirtland.af.mil</a></td>
</tr>
<tr>
<td>Thomas Trost</td>
<td>Wright Patterson AFB, OH</td>
<td><a href="mailto:David.Warner@wpafb.af.mil">David.Warner@wpafb.af.mil</a></td>
</tr>
<tr>
<td>Brian O’Neill</td>
<td>JB McGuire-Dix-Lakehurst, NJ</td>
<td><a href="mailto:Paul.Presley.1@us.af.mil">Paul.Presley.1@us.af.mil</a></td>
</tr>
<tr>
<td>Eric Schafer</td>
<td>Eglin AFB, FL</td>
<td><a href="mailto:Kevin.Remedies@eglin.af.mil">Kevin.Remedies@eglin.af.mil</a></td>
</tr>
<tr>
<td>Jeff Noel</td>
<td>Ft Campbell, KY</td>
<td><a href="mailto:Charlotte.M.Epps.civ@mail.mil">Charlotte.M.Epps.civ@mail.mil</a></td>
</tr>
<tr>
<td>Stephen Garman</td>
<td>Fort Detrick, MD</td>
<td><a href="mailto:Katherine.M.Szamier-Bennett.civ@mail.mil">Katherine.M.Szamier-Bennett.civ@mail.mil</a></td>
</tr>
<tr>
<td>Brandon Fines</td>
<td>Fort A.P, Hill, VA</td>
<td><a href="mailto:Daniel.C.Gleembol@us.army.mil">Daniel.C.Gleembol@us.army.mil</a></td>
</tr>
<tr>
<td>Maria Teno</td>
<td>Virginia Beach, VA</td>
<td><a href="mailto:Marc.J.Smith@navy.mil">Marc.J.Smith@navy.mil</a></td>
</tr>
<tr>
<td>Robert Meola</td>
<td>DES Susquehanna, PA</td>
<td><a href="mailto:Henry.Hoffman@dla.mil">Henry.Hoffman@dla.mil</a></td>
</tr>
<tr>
<td>Keith Lacy</td>
<td>Virginia Beach, VA</td>
<td><a href="mailto:Marc.J.Smith@navy.mil">Marc.J.Smith@navy.mil</a></td>
</tr>
<tr>
<td>Stephen Giuffrida</td>
<td>NCTMS Cutler, ME</td>
<td><a href="mailto:Marc.J.Smith@navy.mil">Marc.J.Smith@navy.mil</a></td>
</tr>
<tr>
<td>David Gill</td>
<td>NAS Fort Worth JRB</td>
<td><a href="mailto:Allen.Almodovar@navy.mil">Allen.Almodovar@navy.mil</a></td>
</tr>
<tr>
<td>Melvin Wilson</td>
<td>NAS Fort Worth JRB</td>
<td><a href="mailto:Allen.Almodovar@navy.mil">Allen.Almodovar@navy.mil</a></td>
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Navy F&ES Team with Clay County for Training

Firefighters from The First Coast Navy Fire NAS JAX Division participated in a unique and exciting training environment with Clay County Firefighters in September. The Zone located on NAS Jacksonville (slated for destruction in the near future), served as the perfect area for the two departments to practice their skills of forcible entry, ventilation, and simulated search and rescue. Due to the building’s degraded state, the departments were mostly free to destroy as much as they needed to complete their exercises.

Three Whiting Field Petty Officers Make Chief

Three of NAS Whiting Field, Fire and Emergency Services Gulf Coast’s finest were recently selected to Chief Petty Officer (E-7).

Congratulation to;
ABHC(AW/SW) Bradley Anthony, ABHC(AW/SW) Chad Whitta, and ABHC(AW/SW) Carlos Peralta on their selection to the rank of USN Chief Petty Officer.

Camp Lemonier Djibouti Gets New Aerial
**GTMO Firefighters Complete HazMat Training**

*By MCSN Jason Bawgus*

Twenty Firefighters from Naval Station (NS) Guantanamo Bay took part in Hazardous Material (HazMat) training from September 17-26.

The training consisted of classroom work, two mock scenarios allowing the firefighters to take what they had learned and put it to use, and a final exam.

“We came down here to train the members of the Guantanamo Bay Fire department to become a HazMat technician,” said Steven Heller, Emergency Services Instructor from the Maryland Fire and Rescue Team. “In the morning we did a scenario involving a leaking chlorine cylinder and in the evening we used a leaking 55 gallon drum.”

The training took place at the Paperclips high pressure storage yard where a scenario like the ones being practiced could become a real live situation.

The training began with the team lead learning of the situation and dividing up his men into different teams; an entry team, the entry team backup and a decontamination team.

The entry team and their backups would have to wear the Level A Hazmat suite which consists of a fully encapsulating chemical entry suit with a full-face piece, self contained breathing apparatus and offers the highest level of protection against vapors, gases, mist, and particles.

“We have Corpsman here to take the vitals of the trainees after the exercise and to help monitor hydration levels,” said Heller. “It’s not uncommon for someone in one of these suits in heat like this to lose around 7 pounds of water in a few minutes.”

The decontamination team was responsible for making sure the entry teams were properly decontaminated of any substances that could have a potential effect of the health of anyone in the area.

“We try to make the scenarios as real as possible without endangering the people taking part in the training,” said Heller. “We also like to try and make them think and have to react to an unexpected situation such as a man down.”

The teams completed the early morning training in about an hour and a half and the afternoon in just over an hour.

“The practice went very well, most of them have never responded to a HazMat incident as a HazMat Technician,” said Heller. “This was their first training at this level and I think they are well on their way to becoming a great Hazmat Team.”
Tractor Drawn Aerials

Story and photo by Tom Shand

Over the years U.S. Navy fire departments have operated with a wide range of apparatus built by virtually every major manufacturer including Mack, Maxim, Pierce, Seagrave, Ward LaFrance and others. American LaFrance once headquartered in Elmira, NY produced hundreds of vehicles for use in military applications as well as apparatus for many branches of the military. After the conclusion of World War II the U.S. Navy began to procure engine and ladder company apparatus that closely paralleled the design of vehicles that were being produced for municipal fire departments. These vehicles were often subject to rigorous testing at the Army’s Aberdeen Proving Grounds to validate their use for military departments.

Such was the case when the U.S. Navy sought to acquire several tractor drawn aerial ladders to replace some of the aging pre-World War II quads and city service units. American LaFrance produced a number of 85 foot tractor drawn ladders built on their 900 series model custom cabs. Several of these tiller aerial ladders were built and operated at the Philadelphia Naval Ship Yard, Norfolk Naval Ship Yard and the Great Lakes Naval Training Center.

These vehicles were powered by a Continental six cylinder gas engine rated at 252 horsepower with a manual five speed transmission. The tractor was built with a 140 inch wheelbase and an overall length of 52 feet, 9 inches. While the apparatus was quite long the turning radius was only 24 feet which was considerably shorter than most pumpers of that era. The three section steel aerial ladder was built with Corten steel and was provided with four manual swing out stabilizers with a jack spread of 9 feet, 4 inches.

By today’s standards the trailer had limited compartment space with only two compartments on each side together with a transverse compartment that could accommodate a life net. The apparatus carried 208 feet of ground ladders which was the standard compliment carried by most ladder companies. The tiller man sat in an open seat arrangement that provided little protection from the elements other than a windshield. Warning lights on the Great Lakes unit consisted of a Federal model 17 beacon on the cab roof and a Mars light at the front cowl.
Navy property number 74-00037 served the Great Lakes installation for many years until it was replaced during the early 1980’s with a Seagrave HR model 100 foot rear mount ladder. Each of the American LaFrance ladders were delivered with a red livery with several of these repainted safety yellow in later years.

During this era tractor drawn aerial ladders were the predominant type of ladder truck built for many departments. The entire ladder truck fleet of the FDNY were made up of tractor drawn units with the first rear mount ladder placed into service during 1969. The U.S. Navy acquired a mixture of tractor drawn and straight frame ladders from American LaFrance and Peter Pirsch with the last tiller units delivered in 1985 and 1990.

Hydraulic aerial ladders produced during the 1960’s had very few safety features other than manual ladder locks and a control valve to lock in hydraulic pressure to the elevation cylinders. Ladders extension and retraction was accomplished using a cable drum with rollers utilized to isolate the ladder sections and assist in smooth operations. There were no safety interlocks on the outrigger system and most aerials could safely operate with 200 pounds at the tip when operating above a forty five degree angle when fully extended. While certainly primitive by today’s engineering designs these tractor drawn ladders were the flagship apparatus used by departments “Back in the Day”.

Commercial Cooking equipment that has been listed in accordance with DoD Approved Standards, ANSI/UL 197, Standard for Commercial Electric Cooking Appliances or an equivalent standard for reduced emissions does not require an exhaust system. [NFPA 1.50.2.1.1.1]

The requirements for exhaust systems are for any cooking operations that could produce smoke or grease-laden vapors. NFPA's intent for these requirements is not to include devices that only produce grease-laden vapors to an incidental degree but to capture grease particulate generated from conventional commercial cooking equipment. According to NFPA's Fire Protection Handbook, the three primary fire concerns with the exhaust hood are; it is (1) able to extract and drain the maximum amount of grease possible from the effluent to minimize any subsequent fire, (2) able to contain a fire within itself should one occur, and (3) protected from adjacent combustible surfaces so that it will not ignite them by radiant effect.

It should be noted UFC 3-600-01, Fire Protection Engineering for Facilities provides additional guidance.

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

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

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

**Endorphines**

The word endorphin is a hybrid of two words: Endogenous Morphine. Yes, your brain produces morphine. Endorphins are produced by the pituitary gland and the hypothalamus. Many things can trigger the release of endorphins and one of them is the stress that comes from doing dangerous things. Doing dangerous things, especially when you get away with it, can be exciting. A person who does dangerous things over and over again can, unknowingly, get addicted to the morphine dump.

**Epinephrine**

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

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

Bulletproof Confidence

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

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

Taking You Down With Them

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

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

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

Chief Gasaway’s Advice

The consequences of a Superman or Superwoman dangerous mindset can be significant if this person has authority or influence over others. Their mindset may draw other responders into engaging in high risk, high consequence situations they should not be in. If another person has formal authority over the Superman or Superwoman, the behavior may be halted. But sometimes it’s not.
This can occur because the supervisor may also, after repeated exposure to the Superman or Superwoman, come to believe their performance outcomes are based on skill and not luck. Or, the supervisor may be afraid to speak up, fearful the Superman or Superwoman will lash back at them or go on the offensive.

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

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

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

Dr. Gasaway is a fire service professional with 33 years experience, including 22 years as a chief officer and incident commander. He is considered to be one of the nation’s leading authorities on public safety decision making and situational awareness in high-stress, high consequence environments. His programs are noted for providing strong content that are immediately usable by first responders. If there is anything I can do to help improve your situational awareness or decision making under stress, please contact me at: Rich@RichGasaway.com

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**Prescription Pad**

To treat my bronchitis, the doctor pulled out his prescription pad.

"This is for Zithromax," he said as he wrote, then muttered, "Mypenzadyne."

I was familiar with the antibiotic Zithromax but not the other drug.

I asked, "What's Mypenzadyne?"

He looked confused for a second then enunciated slowly. "My pen is dying."

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If at first you don't succeed, skydiving is not for you.  
- Steven Wright
Shutdown Ends
Chuck Hagel, Secretary of Defense

To All DoD Personnel:

Today (17 Oct 2013) the Department of Defense is resuming normal operations across the world, now that Congress has finally restored funding for DoD and the rest of the federal government. This manufactured crisis was an unwelcome and unnecessary distraction from our critical work of keeping the country safe.

I know that each of your lives has been disrupted and affected in different ways. I regret the impact that this shutdown had on so many of our civilian personnel, particularly those who I was previously unable to recall from emergency furlough.

Starting today, we will be welcoming all of our civilians back to their normal duties. To those returning from furlough: know that the work you perform is incredibly valued by your military teammates and by me. I appreciate your professionalism and your patience during this difficult period of time, which came on top of last summer's sequestration-related furloughs. Your managers will have more information about this, but I can assure you that you will be paid in full for the time you were furloughed during the shutdown.

Now that this latest budget crisis has come to an end, we have an opportunity to return to focusing on the critical work of this Department. Unfortunately, Congress did not end the budget uncertainty that has cast such a shadow of uncertainty over this Department for much of the year. In the months ahead, they will have an opportunity to do so. My hope is that they will realize that these kinds of crises do great damage to our people, our national security, our economy, and America's standing in the world. Congress has a responsibility to govern, and it must fulfill those basic responsibilities in order to keep our country strong.

Life is short, break the rules, forgive quickly, kiss slowly, love truly, laugh uncontrollably, and never regret anything that made you smile. Twenty years from now you will be more disappointed by the things you didn't do than by the ones you did. So throw off the bowlines. Sail away from the safe harbor. Catch the trade winds in your sails. Explore. Dream. Discover.

—Mark Twain
On Sunday, 18 August 2013, Navy Region Hawaii Federal Fire Department Driver Operator/EMT Carson Perry was off-duty and just completed a volunteer shift as an escort boat driver for an open ocean canoe race. While en-route from Waikiki to Kaneohe on his 19-foot Boston Whaler, he noticed an individual in the ocean frantically waving his arms. The ocean conditions were extremely rough with 6-10 foot waves, swift currents and a rocky coastline with sheer vertical cliffs.

Without hesitation, Mr. Perry steered his boat towards the individual, pulled him into his boat and assessed his condition. Mr. Perry immediately placed the individual in the recovery position.

The victim was a 19-year old active duty military member who had fallen off a 30-foot cliff and into the turbulent ocean. The victim was exhausted, disoriented and had sustained a shoulder injury. At the time of the rescue, ocean currents were pulling the victim farther away from shore and out to sea.

After caring for the shoulder injury, Mr. Perry contacted the Coast Guard on his marine band radio. The Coast Guard put Mr. Perry in contact with the Honolulu City and County Ocean Safety Division and coordinated a rendezvous point approximately 3-5 miles up the coastline.

Mr. Perry quickly navigated to the rendezvous location and safely transferred the victim to Ocean Safety lifeguards, who then transported the victim to shore with their Jet Ski.

The Honolulu City and County Ocean Safety Division said it would have taken them 15-20 minutes to launch the Jet Ski and another 15 minutes to navigate through the rough ocean to the victim’s location. They concluded, based on the victim’s condition, a rescue would not have been successful if Mr. Perry had not retrieved the victim from the ocean.

“Carson Perry selflessly navigated dangerous ocean conditions close to the rocky shoreline. He placed himself at risk attempting to access the patient and pull him aboard his boat. Despite the conditions, he was able to communicate to additional rescue units to assist in getting the patient to safety and definitive care and treatment. The prompt actions of Carson Perry with the outstanding support of Honolulu City and County Ocean Safety directly contributed to the successful rescue and treatment of the patient” said Federal Fire Department District Chief Warren Ferguson

On Thursday, 26 September 2013, the Federal Fire Department held a special award ceremony to acknowledge Mr. Perry for his heroic actions. The Honolulu City and County Ocean Safety Division also attended and presented Mr. Perry with a certificate of appreciation.
NRNW Includes Mutual Aid in Submarine Drill
By Bruce J. Kramer, Regional Fire Chief

On 17 September 2013, Navy Region Northwest Fire & Emergency Services (NRNW F&ES) invited mutual aid partners to participate in a fire drill onboard the Seawolf-class submarine USS JIMMY CARTER (SSN 23). The drill was an enhanced NAVSEA 6010 fire drill that involved two challenging scenarios, a fire in the aft end of the submarine and a patient extrication due to medical reasons in the forward end.

NRNW F&ES engaged with the ship’s Commanding Officer to discuss tactics and strategies and available resources. The Command Team decided NRNW F&ES crews would engage with ship’s forces (SF) to attack the fire in the engine room while mutual aid forces would be responsible for setting up and tending hose lines at the rear end of the ship as well as patient treatment, packaging and removal from the forward end. A total of 24 firefighters responded, including two engine companies, a ladder and Battalion Chief from NRNW F&ES, and two engine companies and Battalion Chief from mutual aid.

NRNW F&ES inter-operated well with SF fire party members and had good in-hull communications (mainly face to face) throughout the drill. In accordance with our Fire Response Plan, a SF member was designated to be part of the F&ES hose team which greatly enhanced situational awareness for F&ES crews.

Overall, the drill was a huge success, and served as another incremental step in directly involving mutual aid in shipboard fire drills to enhance the overall response. Mutual aid assisted the F&ES rigging team with developing a rescue rope system to extricate the patient safely from below decks and learned a great deal about shipboard firefighting tactics and shipboard layout as a result of the drill. Following the drill, mutual aid members received a walkthrough of the area where the patient was located to gain a greater understanding of the complexities of operating in tight spaces and below decks on a submarine.
Navy F&ES Leaders Named Civilians of the Year

Commander Naval Forces Korea (CNFK) Rear Admiral Lisa Franchetti recently announced the CNFK Civilian of the Year Awards for 2013. Commander Fleet Activities (COMFLEACT) Chinhae Fire Chief Thomas McCaffery was named U.S. Supervisor of the Year and Firefighter Mr. Paek, Yun Ki was named Korean National Supervisor of the Year.

In an e-mail announcing the winners, RDML Franchetti said, “Please congratulate these outstanding Civilians on their selection and for a job truly Well Done. Bravo Zulu!”

Fire Chief McCaffery added, “Mr. Paek and crew have shown unrivaled dedication and continuous effort throughout the year.”

Embassy Kids and Families Visit Djibouti F&ES

Camp Lemonier F&ES recently welcomed the families of U.S. Embassy workers to tour the Djibouti fire station and learn fire safety messages.
Are You Ready for Your May Day Response?

By Todd J. LeDuc, MS, CFO, CEM, MiFireE

Much training has been undertaken within the fire service on the importance of calling a “may day” early when we are in a situation that will require rescue and assistance. In fact, we have ingrained a culture of call the “may day” at the earliest sign of trouble, leaving incident commanders adequate time to engage rescue resources. Equally as important is preparing your rapid intervention team/crew (RIT/RIC) resources to successfully react to the mayday call for a downed or disorientated firefighter(s) or those who are low on air.

It is essential to review the lessons learned from both the Phoenix and Seattle fire departments with regards to large area search and rescue for simulated downed fire fighters. Both departments confirmed that it took between eleven and twelve rapid intervention team members to first locate the simulated downed firefighter and then extricate him or her from a structure. While these simulations were in relatively large area buildings (5,000-7,000 square feet), the downed firefighter took an average of six to seven minutes to locate. Once located the “victim” was required to be extricated and all total Seattle crews reported an eighteen minute locate and extricate average time while the Phoenix research yielded a twenty-one minute average.

This type of effort does not happen by chance. It requires well coordinated, trained and equipped crews of adequate size to be successfully when the need arises. The Powell Doctrine, named after retired General Colin Powell focused on committing a force of “overwhelming superiority” when engaging in armed military conflict. This belief was spawned from his witnessing and studying the lessons of combat. The fire service operates in hostile environments as well and requires preparations of having a rapid intervention team on the exterior of a structure poised to begin search and rescue operations at the direction of the incident commander.

We all are familiar with OSHA “two-in/two out” commandment for interior operations. The reality however is that the Phoenix and Seattle work demonstrates and the Powell Doctrine applies, many more personnel may be needed to successfully respond to a May Day call for help in time to provide the necessary interventions to avert a line of duty tragedy. Pre-planning your rapid intervention team “package” is critical to success. It in most cases will require a “heavy” or additional assignment of personnel to the alarm response. This may be from within your own jurisdiction or in many cases from mutual or automatic aid partnerships.

Take this opportunity to review what procedures and resources you have in place within your system as well as review NFPA 1407 and see how your efforts measure up. It is also an excellent opportunity to review the type of structures (size) you commonly respond to and re-evaluate do you have a large enough rapid intervention resource assigned, if not to explore what options you may have. These lessons learned are only valuable if we apply them, when possible, with our individual service areas.

Todd J. LeDuc, MS, CFO, CEM, MiFireE is a 24 year division chief with Broward County FL Sheriff Fire Rescue. He is a board of director for the International Association of Fire Chiefs Safety, Health & Survival Section and editorial advisor to IAFC publication “On-Scene”. He is a peer reviewer for professional credentialing and agency accreditation and has conducted fire department strategic plans, agency evaluations and consolidation studies in 13 states and 3 countries. He can be reached at tjlbcems@aol.com
Leadership Style

More Important: Tradition or Progression?
By Steve Prziborowski

If you ask firefighters — not necessarily company officers or chief officers — what makes a good fire chief, you will hear many different comments. Some will cite being traditional and true to the roots of the fire service, such as “didn't forget where he came from,” “has served in all of the ranks up to fire chief,” “has paid her dues,” “comes from within the department,” and other similar comments.

These aren't bad attributes to have, but they are not necessarily required to be a successful and competent fire chief.

However, ask chief officers and some company officers what makes a good fire chief, and the answers might be quite different. Some will base their answers more on progression than tradition. You may hear terms such as “change agent,” “doesn’t mind shaking up the status quo,” “will move the department into the future,” “doesn’t mind rocking the boat,” “is a risk taker,” or something similar.

Tradition or progression — which is more important?

There needs to be a balance, as there is a time and place for tradition, and a time and place for progression. Sadly, some focus too much on one and ignore the other.

Consider what we call ourselves. I’d bet that the majority of agencies providing fire suppression, rescue services, and even emergency medical services are called simply “fire departments.” I’m not saying that is a good or bad thing. But, when actual fire calls make up usually less than 5% of the entire call volume in most fire departments, some might argue that the name "fire department" misrepresents what we actually do.

Some also could argue that having a name like "fire department" could confuse the public, as they don’t see or hear of many fires in most communities, and they don’t realize we respond to a variety of calls besides fires.

Before you hang me for me sounding sacrilegious, please hear me out (sorry, have to add the disclaimer). While our name may misrepresent what we actually do in today’s world, how many fire chiefs would consider modifying the name of their department from the “Acme Fire Department” to the “Acme Fire, Rescue & Emergency Services Department,” or something similar that reduces emphasis on the word “fire”? Throwing that suggestion out to the troops would probably get some fire chiefs a vote of no confidence or a one-way ticket out of town. To some, everything has to be based on tradition, which can limit or hold us back at times – good, bad or indifferent.

A headline in the San Jose Mercury recently caught my eye. The story, described that, while Pope Francis has been welcomed by many, a number of traditional Catholics are devastated for him not sticking to the status quo. How dare this new Pope be so different and "progressive"?

You can’t please everyone, but if you do the greatest good for the greatest number (at least 50.1%), you have done your job — be it pope or fire chief.

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Accuracy in Advertising?

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Pub-Ed Is the Fire Chief’s Fight
By Janet Wilmoth, Associate Publisher, FIRE CHIEF

Last month, Boston Globe reporter Leon Nayfekh wrote that America’s fire-prevention efforts have reduced the number of fires by more than 50% since 1981, yet the number of career firefighters per capita has remained the same since 1986. The headline asked, “Plenty of firefighters, but where are the fires?”

It’s true that fires today account for only 5% of incidents, but the total number of calls to fire departments has increased significantly for emergency-medical and vehicle-accident response. The Boston Globe article acknowledges that fighting fire still is critical, but questions whether firefighters are the most economical and efficient personnel to deliver the required services.

This raises an interesting question: Is it time to change the title of firefighters? (“It will never happen,” one chief told me.) Surely, Nayfekh isn’t the first reporter to raise questions about firefighter staffing levels compared to number of fires. City managers likely have done the same. Perhaps rebranding “firefighters” as “emergency responders” would clarify the all-hazards responses with which departments are tasked. Many agencies already have taken steps in this direction, renaming themselves fire-rescue departments.

Never have communities had a greater need for organized, trained groups of individuals — regardless of terminology — to respond immediately to emergencies, be they routine, natural or manmade. Residents want better emergency medical care and unknowingly face increased fuel loads and reduced time for escape or survivability.

Fires are burning hotter and faster. The time to escape an established fire in a home has reduced 82% in the last 30 years to less than 3 minutes, according to the National Fire Data Center’s research group. In addition, the actual civilian survival times in fires is reduced greatly due to synthetic combustibles and faster, hotter fires.

At a conference last month, U.S. Fire Administrator Ernie Mitchell said that those who reside in the wildland-urban interface “live in a sea of gasoline.” That description easily could apply to anyone thanks to the synthetic fuel loads in homes today.

Cloth furniture typically is made from polyurethane foam, polyester fiberfill, rubberized hair, latex and covered with synthetic fabrics of acetate, rayon and polyester. Carpeting is made of synthetic fibers, typically nylon, polypropylene or polyester. Window treatments, flat-screen TVs and entertainment centers add to the fuel load.

“Fires are growing faster and hotter than ever before. That’s a recognized problem in the wildland urban interface, but also in residential structures,” Mitchell said.
The need for awareness of this new fire problem prompted the creation of Fire is Everyone’s Fight, a nationwide effort to educate and communicate about the importance of community involvement in preventing fires. Fire should be everyone’s fight. From 1979 to 2007, the fire-death rate in America dropped 66%, yet the U.S. still ranks among the highest number of fire fatalities in the industrialized world.

But while the USFA and other organizations try to make fire the public’s fight, public education is the fire departments’ fight. Agencies may receive fewer calls for fires, but calling 911 ensures house calls for emergency medical care, extrication in vehicle accidents, as well as responding to smells, spills, flooding and water rescues. When in doubt, the firefighters come out.

Every fire chief has a responsibility to his personnel to educate the community on the wide range of incidents to which the fire department responds. Post weekly incident reports on the Web and issue monthly press releases or annual reports. Don’t wait for a reporter or city manager to ask what firefighters do all day long — publicize what you do.

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**What You Need To Know About Pay Our Military Act**

By Doug Lundberg [www.navy.mil](http://www.navy.mil)

With the approval of the Pay Our Military Act, the Department of the Navy was able to recall almost all of our civilian employees. Unfortunately, we were not permitted to bring all employees back to work. We are hopeful that they, too, can return to work very soon. Below is what we know about how Pay Our Military Act affects pay and leave for those employees now excepted from the furlough.

1. **How does POMA affect my pay during the furlough?**
   Furloughed employees recalled by Pay Our Military Act will get paid for the days worked since the employee was recalled back to work. For many employees, this begins Oct. 7.

2. **Will employees get back pay for time furloughed between 1-4 Oct?**
   There is legislation proposed to provide back pay for civilian employees impacted by the shutdown furlough. If that bill is approved, then employees will receive back pay for their furlough time. The back pay would be paid after approval of an FY14 appropriations bill or a continuing resolution.

3. **How does POMA affect my annual, sick, and other forms of leave?**
   Excepted employees recalled to work are now allowed to take annual and sick leave as well as other leave upon approval by the employee’s supervisor.

5. **Can excepted employees take leave during the shutdown under POMA?**
   As a result of Department of Defense guidance related to Pay Our Military Act, all excepted employees may take annual and sick leave during the partial shutdown. Employees should record their time as they normally would absent a partial shutdown (e.g., LA for annual leave and LS for sick leave).

Doug Lundberg is Director, Office of Civilian Human Resources.
Managing Diabetes During The Holidays

Having diabetes shouldn't stop you from enjoying holiday celebrations and travel. With some planning and a little work, you can stay healthy on the road and at holiday gatherings with friends and family.

The most important step in managing diabetes during holiday travel and festivities is preparing. Know what you'll be eating, how to enjoy a few traditional favorites while sticking with a healthy meal plan, and how to pack necessary supplies for a trip, and you're all set to celebrate!

Feasts and parties

Before you go, take these steps to make sure you stick to your healthy meal plan.

- Eat a healthy snack to avoid overeating at the party.
- Ask what food will be served, so you can see how it fits into your meal plan.
- Bring a nutritious snack or dish for yourself and others.

You don't have to give up all of your holiday favorites if you make healthy choices and limit portion sizes. At a party or holiday gathering, follow these tips to avoid overeating and to choose healthy foods.

- If you're at a buffet, fix your plate and move to another room away from the food, if possible.
- Choose smaller portions.
- Choose low-calorie drinks such as sparkling water, unsweetened tea or diet beverages. If you choose to drink alcohol, limit the amount and have it with food. Talk with your health care team about whether alcohol is safe for you. Limit it to one drink a day for women, two for men, and drink only with a meal.
- Watch out for heavy holiday favorites such as hams coated with a honey glaze, turkey swimming in gravy and side dishes loaded with butter, sour cream, cheese or mayonnaise. Instead, choose turkey without gravy and trim off the skin, or other lean meats.
- Look for side dishes and vegetables that are light on butter, dressing and other extra fats and sugars, such as marshmallows or fried vegetable toppings.
- Watch the salt. Some holiday favorites are made with prepared foods high in sodium. Choose fresh or frozen vegetables that are low in sodium.
- Select fruit instead of pies, cakes and other desserts high in fat, cholesterol and sugar.
- Focus on friends, family and activities instead of food. Take a walk after a meal, or join in the dancing at a party.

Traveling for the holidays

Leaving home to visit friends and family means changing routines. Make sure you remember to take care of your diabetes while traveling. Check blood glucose (sugar) more often than usual, because a changing schedule can affect levels.
Remember your medication

- Pack twice the amount of diabetes supplies you expect to need, in case of travel delays.
- Keep snacks, glucose gel, or tablets with you in case your blood glucose drops.
- Make sure you keep your medical insurance card and emergency phone numbers handy, including your doctor's name and phone number.
- Carry medical identification that says you have diabetes.
- Keep time zone changes in mind so you'll know when to take medication.
- If you use insulin, make sure you also pack a glucagon emergency kit.
- Keep your insulin cool by packing it in an insulated bag with refrigerated gel packs.

On the road and in the air

- Get an influenza vaccination before traveling, unless your medical provider instructs otherwise. Get the flu shot, not the nasal spray.
- Wash hands often with soap and water. Try to avoid contact with sick people.
- Reduce your risk for blood clots by moving around every hour or two.
- Pack a small cooler of foods that may be difficult to find while traveling, such as fresh fruit, sliced raw vegetables, and fat-free or low-fat yogurt.
- Bring a few bottles of water instead of sweetened soda or juice.
- Pack dried fruit, nuts, and seeds as snacks. Since these foods can be high in calories, measure out small portions (¼ cup) in advance.
- If you're flying and do not want to walk through the metal detector with your insulin pump, tell a security officer that you are wearing an insulin pump and ask them to visually inspect the pump and do a full-body pat-down.
- Place all diabetes supplies in carry-on luggage. Keep medications and snacks at your seat for easy access. Don't store them in overhead bins.
- Have all syringes and insulin delivery systems (including vials of insulin) clearly marked with the pharmaceutical preprinted label that identifies the medications. Keep it in the original pharmacy labeled packaging.
- If a meal will be served during your flight, call ahead for a diabetic, low fat, or low cholesterol meal. Wait until your food is about to be served before you take your insulin.
- If the airline doesn't offer a meal, bring a nutritious meal yourself. Make sure to pack snacks in case of flight delays.
- When drawing up your dose of insulin, don't inject air into the bottle (the air on your plane will probably be pressurized).
- Stick with your routine for staying active. Make sure to get at least 150 minutes of physical activity every week. Ten minutes at a time is fine.

Reprinted courtesy of the Centers for Disease Control and Prevention. For more information, please visit cdc.gov.
**Nutrition Tip**

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**Whole-Grain Fruit Bars**

Eating whole-grain snacks is a great way to get more fiber into your family's diet for lower cancer risk and long-lasting energy.

- Canola oil cooking spray 1/4 tsp. salt
- 1 cup quick-cooking rolled oats 1/3 cup canola oil
- 1 cup whole-wheat flour 5 Tbsp. apple juice, divided
- 1/3 cup packed brown sugar 1/2 cup apricot jam or cherry jam
- 1/4 tsp. baking soda 1/2 tsp. cinnamon
- 1 package (7 oz.) dried apricots or dried tart cherries, chopped

Preheat oven to 350 degrees.

Spray 9 x 9-inch baking pan with cooking spray.

In large bowl, mix together oats, flour, sugar, cinnamon, salt and baking soda until well combined.

In small bowl, whisk oil and 3 tablespoons juice together and pour over oat mixture, blending well until moist and crumbly. Reserve 3/4 cup for topping.

Press the remainder evenly into prepared pan.

In small bowl, blend jam with remaining 2 tablespoons apple juice. Stir in dried fruit.

Spread evenly over crust. Sprinkle reserved crumb mixture over dried fruit, lightly pressing down with fingers.

Bake 35 minutes or until golden.

Cool in pan on wire rack. Cut into bars.

Makes 16 servings.

*Nutritional values per serving:*

- 162 calories, 5 total fat, 2 g protein, 2 g dietary fiber, 63 mg sodium

Reprinted courtesy of the American Institute for Cancer Research. For more information, please visit [aicr.org](http://aicr.org).

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**More New Rigs**

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**Two New Engines for Camp Lemonier, Djibouti**

Both units have bumper turrets and UHP booster lines.
Cancer Study

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New Study: Higher Cancer Rates for Firefighters

A combined population of 30,000 firefighters from three large cities had higher rates of several types of cancers, and of all cancers combined, than the U.S. population as a whole, researchers from the National Institute for Occupational Safety and Health (NIOSH) and colleagues found in a new study.

The new findings are generally consistent with the results of several previous, smaller studies.

Because the new study had a larger study population followed for a longer period of time, the results strengthen the scientific evidence for a relation between firefighting and cancer, the researchers said.

The findings were reported in an article posted on-line on 14 October 2013, by the peer-reviewed journal Occupational and Environmental Medicine. The article is available online at:

http://oem.bmj.com/content/early/2013/10/14/oemed-2013-101662.full

The researchers found that:

- Cancers of the respiratory, digestive, and urinary systems accounted mostly for the higher rates of cancer seen in the study population.
- The higher rates suggest that firefighters are more likely to develop those cancers.
- The population of firefighters in the study had a rate of mesothelioma two times greater than the rate in the U.S. population as a whole. This was the first study ever to identify an excess of mesothelioma in U.S. firefighters. The researchers said it was likely that the findings were associated with exposure to asbestos, a known cause of mesothelioma.

The study analyzed cancers and cancer deaths through 2009 among 29,993 firefighters from the Chicago, Philadelphia, and San Francisco fire departments who were employed since 1950. The study was led by NIOSH in collaboration with the National Cancer Institute and the Department of Public Health Sciences in the University of California at Davis. The study was supported in part by funding from the U.S. Fire Administration.

What is research, but a blind date with knowledge.

- William Henry
Actual Fire Report

Kitchen Fire Caused By...
As reported by John McDonald, Battalion Fire Chief, Naval District Washington F&ES

A fire in the kitchen of a Bellevue Housing unit was contained to the area or origin. No injuries occurred and the family will be displaced for the evening.

Amplifying Information:

At 1647, Engine 41 and Tower 21 were dispatched to an automatic fire alarm in the Bellevue Housing complex. This area is normally covered by Engine 43 from the NRL fire station; however Engine 43 and the HazMat unit were providing mutual aid to DC FEMS.

I arrived moments behind Engine 41 and upgraded the assignment to a box alarm bringing my only remaining resource (Engine 42) from the Navy Yard. With no smoke or fire visible in the block, I did not call mutual aid to fill the assignment. I did note the activated sprinkler strobe for house 20 flashing during my 360 degree size up. Interior size up revealed a small fire on the stove was out and contained by the sprinkler but not until it had extended into the microwave and cabinets and charged the house with smoke.

Tower 21 was next arriving and went to work securing the gas, electric, and water to the sprinkler. They then conducted a secondary search which was also negative. Engine 42 arrived and picked up Engine 41's hydrant. Their crew was split, allowing for additional staffing for 41 and a two-man rapid intervention team. Ambulance 41 was brought in for staffing support and EMS coverage.

An investigation and oral interview with the resident proved the fire was accidental but avoidable.

The female resident had sliced chicken atop the stove and left the cutting board and chicken scraps out while she and her spouse left the residence on a store run. While they were gone, the family pet (German Shepherd) attempted to retrieve the chicken scraps from the cutting board on top of the stove. Because the stove is a gas model, the dog jumped against the stove front and inadvertently turned the knobs to ignite one of the burners, which in turn, lit off the cutting board, chicken scraps, etc. and extended to the microwave and cabinet.

The German Sheppard exercised his Fifth Amendment rights and remained silent but he revealed scorched hair under his chin and face to confirm his involvement. Lincoln Housing was on location to relocate the family and make repairs. The resident and his wife returned prior to us arriving and discharged an ABC extinguisher as well.

The last unit cleared just prior to 1800 with no injuries reported.
On The Job - Lemoore

New Paramedics at NSA Lemoore

Five new paramedics received their badges during a ceremony at Naval Air Station Lemoore’s Fire Station 61, on 1 October 2013.

Paramedics Dustin Henschel, Lance Osborne, Karl Chen, Cameron Goeppert, and Paul Sobyra were hired to provide Advance Life Support (ALS) to the installation.

“It’s an honor to be of service to the great men and women of the Armed Forces who are here. This is a dream career and great opportunity to provide advance life support to those who are defending our country. I couldn’t be more proud,” said Goeppert who echoed the sentiments of the other paramedics as well.

Fire and Bureau of Medicine and Surgery have been working together to have all emergency services under Navy Region Southwest Fire & Emergency Services. Paramedic ambulance services were previously contracted through Naval Hospital Lemoore (NHL).

“This is a bittersweet day for us. It’s not just the transfer of property, but of relationships of people who have been a part of “our guys.” This is a great way to move forward with treatment protocols. We look forward to continuing our relationship. Remember, you can move down the street, but you can’t get away from us,” said Capt. Cynthia J. Gantt, Commanding Officer of NHL.

Commanding officer of NAS Lemoore, Capt. Monty Ashliman presented the Fire/Paramedic badges and helmet shields to the new paramedics.

“There are a lot of things taken away because of budget cuts, but one thing that has never changed within the fire department is the level of professionalism and spirit of always taking care of others first,” said Ashliman. “The successful transition of this program has been in the works for over seven years between Fire and BUMED and provides the highest level of care we can possibly get on scene as first responders.”

Letters of appreciation were presented to Henschel, Osborne, and Chen for their devotion and support in the initial process to stand up the Paramedics. A ribbon cutting of the new Paramedic Ambulance concluded the ceremony.

NAS Lemoore Fire department is the first unit to implement the Navy’s new Emergency Medical Services Treatment Protocols in Navy Region Southwest (NRSW), well before the compliance date of year 2018. NASL Fire Chief Gary Alvidrez explained, “This is a great day for NASL as we stand up new paramedics for the NASL F&ES. This has been a work in progress.”
ESAMS
Summary

ESAMS Corner
By Clarence Settle, ESAMS Fire Technical Support

September 2013 Statistics

Operations

Fires – 148
Good Intent – 386
Service Call – 527
False Alarm – 1,389
Hazardous – 1,546
Rescue & EMS – 1,810
Total Incidents – 5,822

Prevention

Building Evacuation Drills – 452
Fire Inspections Completed – 2,902
Hot Work Permits Issued – 882
Public Education Contacts – 8,348

Proficiency, Skills, & Practice – 87%
Safety Training – 81%
Emergency Management – 92%
DoD Certification – 91%

F&ES On Duty Mishaps Report

Mishaps Reported – 19
Total Lost Work Days – 46
Navy Fire & Emergency Services (N30)
Commander, Navy Installations Command
716 Sicard Street, SE, Suite 305
Washington Navy Yard, DC 20374-5140
DSN 288

Carl Glover, 202-433-4775, carl.glover@navy.mil
Ricky Brockman, 202-433-4781, ricky.brockman@navy.mil
Gene Rausch, 202-433-4753, gene.rausch@navy.mil
ABHCS Leonard Starr, 202-685-0651, leonard.starr@navy.mil
Lewis Moore, 202-433-7743, lewis.moore@navy.mil
Chris Handley, 202-433-7744, christopher.handley@navy.mil
Adam Farb, 202-685-0712, adam.farb@navy.mil
Dr. Michael Melia, 202-384-9815, michael.melia@med.navy.mil

To receive this newsletter automatically, e-mail ricky.brockman@navy.mil to be added to the What’s Happening distribution list.

Interested in becoming a DoD firefighter? Visit https://www.usajobs.gov/

Daylight Savings Time Starts March 10th
CHANGE YOUR CLOCKS | CHANGE YOUR BATTERIES
Daylight Savings Time Ends November 3rd