

# The All Hands

It takes all of us working together, to get the job done!

May 2013

Volume 1, Issue 5



## In This Issue:

Deputy Chief	1
Admin Update	2
Ocean Rescue	2
B/C Message	3
Training & Safety	4
Fire prevention	5
Retiree Locator	7
EMS	8
Photo Gallery	10
Important dates	12
EOM	12

## Special points of interest:

- ♦ Are Your Fundamentals Solid?
- ♦ Too Little, Too Late
- ♦ EMS Week 2013
- ♦ Executive Fire Officers: Are You up to the Task?
- ♦ Life Save Commendations

## Pressing Issues

By **DARREL DONATTO**

Deputy Chief

Several pressing issues have our attention at this time.

Starting on June 6, 2013, the Flagler Bridge will be closed 6 days a week from 21:00 to 06:00. While closed, one side (east / west) of the bridge spans will be locked in the open position. No traffic will be able to cross the bridge during these nightly closures and the closures will last approximately 210 days. This means all transports off the island from the north end will be required to use the Royal Park Bridge or in serious medical emergencies, may require helicopter medevac. When Flagler is shut down for special events in West Palm Beach, like the upcoming Caribbean Jerk Festival (Memorial Day) and the 4th on Flagler, this may make transport times longer and thus the officer must use good discretion in calling for a helicopter medevac if needed.

To help prevent long transport delays, the Florida Department of Transportation (FDOT) is purchasing and will be installing an Opticom emergency vehicle preemption (EVP) system. Intersection controllers will be installed at three key intersections within the Town (County / Barton, County / Royal Palm Way, Royal Palm Way / Coconut) and one within the City of West Palm Beach (Flagler / Lakeview). Vehicle transmitters to control the intersections will be installed in the department's four fire engines, two ladder trucks, five rescues, and the BC vehicle. The system is designed to turn the traffic light green in advance of an approaching emergency vehicle - thus flushing traffic and allowing for quicker responses. At the Flagler and Lakeview intersection (base of the Royal Park Bridge), the system will detect whether the vehicle is using a right turn signal and then change the Flagler

Drive traffic lights green based upon a computer timing system for quick transport to Good Samaritan. If the Flagler and Lakeview intersection controller does not detect a right turn signal use from the vehicle, it will change the timing of the Olive Ave lights for transport using Olive. This was done to accommodate the Flagler Drive closures for special events.

We see the Opticom system as a means of further improving our response and transport performance, in combination with the GPS based closest unit response and the Priority Dispatch System software.

We are in the beginning stage of developing a succession plan for the department that takes into account our planned and unplanned attrition and seeks to fill any gaps through mentoring and developing the top talent within the organization to fill those gaps. As was stated last month, for those that want it, the opportunities for future advancement are great.

The Organizational Improvement Committee continues to meet and work together to make Palm Beach Fire Rescue better. Lt. Bassford has been working with A/C Atwater to update the gym at Station #2; new flooring was installed, the walls and ceiling are being painted, and new mirrors will be installed. Lt. Ward has been developing a list of essential gym equipment for Station #2. We will be meeting soon with purchasing to begin the procurement process. We have been discussing the issue of overtime and the cases where employees have been held for mandatory overtime. First, we have to keep the units staffed in the manner required to field an effective fire or EMS force and thus mandatory overtime is a necessary evil. That said, we are committed to minimizing the impact to the greatest degree possible.

*Continued on page 3*

## Assistant Chief's Update

**By BRODIE ATWATER**

Assistant Chief

During the past several years Fire Rescue has worked towards improving our working relationship with the Public Works Department. Both Fire Rescue and Public Works have become more proactive in reporting and carrying out needed maintenance and repairs. Recently, Public Works has implemented regularly scheduled monthly and quarterly station inspections, which address both routine maintenance and repairs and more involved projects. This scheduled maintenance has led to improved station conditions and reduced repair times for items that commonly need attention.

In addition to regular upkeep of Fire Rescue facilities, Public Works has scheduled several projects which have recently been completed or will be completed in the coming fiscal year. These projects include the following:

### South Fire - FY14

Address water damage repairs as needed.

Remove and replace gym flooring  
Check on ACIP replacement of bay doors [from horizontal to vertical]

### **FY13 Summer Projects**

Remove and replace exhaust fans in engine bays  
Remove and replace exterior lighting  
Install concrete pads at east egresses  
Replace roof  
Replace washer and dryer – completed 5/13  
Remove and replace mechanic and dorm a/c  
Install numbers on dorm rooms  
New drop in engine bay

### Central Fire – FY14

New roof  
Interior painting  
Investigate new bay doors with ACIP [horizontal to vertical]  
Seal coat parking lot  
New lighting in parking lot  
Exterior building and window washing

### **FY13 Summer Projects**

Repair or replace concrete apron  
Replace a/c's scheduled for replacement  
Replace washer and dryer- completed 5/13  
Remove and replace water cooler  
Repair/stain over head door at engine bay [Risk]

### **North Fire – FY14**

Exterior paint  
Interior paint  
Remove and replace wood on hose drying rack

### **FY13 Summer Projects**

Replace washer and dryer – dryer replaced 5/13  
Replace ice machine head – completed 5/13  
Remove and replace water cooler on first floor  
Remove and replace gym floor. – completed 5/13

### Life Guard Stations – FY14

None scheduled [major renovations or new facility in 2013]

### **FY13 Summer Projects**

Install water cooler at Mid Town  
Add receptacles at Mid Town  
Install new ceiling fan at Phipps 🏠



## Ocean Rescue

**By CRAIG POLLOCK**

Lifeguard Supervisor

Over the month of April Mid-Town Municipal Beach lifeguards only had to close the beach one time as a result of sharks in the area, as it appears the spring shark migration has moved out of the Palm Beach area. As the sharks cleared out, the return of East and Southeast winds brought in numerous days of Rip Currents, in which lifeguards

had to hoist up Yellow Flags that indicates medium risk swimming conditions for beach goers. Lifeguards had to fly Yellow Flags 20 times over the month of April and the combination Yellow and Purple flags (Purple flags indicate Man-O-War or Jellyfish in the area) over 8 times. 🚩



## Pressing Issues

### From page 1

The selection process is not changeable at this time, although we would like to adjust it in the future.

What we can do is to allow people who are willing to work, the greatest opportunities to work before we move to mandatory overtime, we can provide those members up for mandatory overtime the most notice possible, and we can work with anyone who is held for mandatory overtime by allowing them to find one or more people who may be willing to work a portion of the shift thus allowing the mandatory person the ability to go home. Another issue we have addressed is the availability of school time. For now, we are approving up to one day of school leave for any courses that are part of the required courses for promotion to Driver Engineer or to Lieutenant. This must be requested and then approved through the Training Division.

If you have ideas on how we can improve the organization, we welcome your input. We can't promise we can change everything, but we do promise we will listen and that we will do our best to work together to make it better. 🔥

## Battalion Chief's Message

By **KEITH GOLDEN**

Battalion Chief B Shift

One of the most important tools we have in any significant emergency is a Portable Radio and the proper use of this tool is vital. Portable radios are important in many aspects of our job and are used to;

- Receive and interpret additional information from dispatcher.
- Size up potential Fire or Emergency situation's while en-route
- Evaluate the accuracy of alarm information
- Direct and Perform Rescue Operations
- Initiate MAYDAYS ETC....

Knowing about the Radio system and the Telecommunicators that ensure their operational effectiveness pays big dividends. We must remember the Communications Unit is working with 2 Telecommunicators and although they strive to be very quick to answer the radio, sometimes the caller on the phone is screaming in their ear which limit how much they can hear.

1. If your radio transmission is not answered within 3 seconds, please try to raise dispatch again on the radio. Just like everyone they are faced with

several distractions while doing their best to multi task.

2. Utilize your normal speaking voice as this allows the transmissions to come across the best; no need to shout or raise your voice when talking directly into the radio microphone.

3. Turning away from wind and having the other radios around you turned down will help with feedback and a clearer transmission.

4. Get in the habit of positioning the microphone at least one to two inches away from your mouth, or, if wearing a mask, the voice port or voice amplifier.

5. If your PASS device or low-air alarm is sounding, move the microphone to the opposite side. If possible use your free hand and shield the microphone from loud noises

The Communications Supervisor Christine Cunningham still accepts "Problem Occurrence Reports" on the radio system and continues to look for resolutions to any problems.

The shoulder mics "Otto" that are used by Palm Beach Fire Rescue were created specifically for Palm Beach Fire Rescue and we are the only ones using them. The buttons are bigger for use

with your gloves (transmit and emergency) and the mic is strategically placed for better transmitting next to the apparatus.

Flip your radio over and look at the bottom. See a green dot? That green dot means that your radio was built to be intrinsically safe.

Another component to the radio system is the V-TAC. One V-TAC is installed on each engine and on the BC vehicle. The V-TAC is meant to enhance the signal to your radio. It's essentially a portable repeater. When you switch to "B" on your radio, you are not switching channels; you are simply looking for the best signal. Think of your radio as a cell phone and that when you are next to a live V-TAC, it just makes the sound clearer and fewer dropped calls. Now, if you do not connect to the V-TAC or lose connection to the V-TAC, the best thing to do is to switch back to "A". That will automatically search for the nearest tower and connect you. Regardless of if you are on "A" or "B", should you have an emergency button activation, Communications and your peers will be alerted that you have an emergency. Remember you have a 5 second open mic,

**Continued on page 8**

## Training and Safety Division

By **JIMMY DUANE**

Division Chief

As most of you have recently learned the words Rapid Intervention Team is far from a rapid process. In fact, getting to the downed Firefighter may only take a few minutes; however, getting them out is a much different story.

Each station had the opportunity to take part in some amazing training in the last couple of weeks. Both Lieutenant's Cuomo and Sekula spent several days orchestrating the SCBA confidence and Rapid Intervention Team training in old City Hall in West Palm Beach. Their program was taught from a very basic perspective of the minimum Firefighters must do to properly perform as a (RIT) Rapid Intervention Team. RIT, the function that almost every crew hates to be assigned on the Fire ground due to its low frequency of actually having to perform the task, however, most important when needed and most difficult to perform.

The RIT's most important position is the Officer. Leadership prior to and during an actual Fire ground emergency is crucial to the RIT's overall success. The Officer must be proactive regarding RIT operations at the start of the shift by taking a brief moment to review their equipment and discuss assignments with their crew. When preparing the Fire ground and performing tasks, the Officer must ensure that the crew is ready to deploy immediately, and that RIT members are performing all of the needed tasks necessary. Knowing and anticipating current and future Fire ground conditions are essential to RIT operations.

The crews received much praise for

their efforts as well as many compliments given to the instructors for such a great job with teaching the members. The following list is some lessons learned that crews could use while they continue to train on and become more proficient with such an important function.

Strong leadership from the Company Officer. The Company Officer must give clear and concise orders. The Officer must assign his/her crew with their responsibilities before entering the IDLH. The Officer must be assertive and not be hesitant to make decisions.

Use the rope bags. Crews that used the rope bags significantly lowered the time it took to rescue the victim. The importance of having a means of egress, the speed at which you can exit upon finding a victim if the rope was used.

Good rope management skills. When using the rope bag good rope management skills are necessary as to not tangle the rope around furniture or anything else on the floor.

Good Communication. Crews that communicated well did noticeably better.

Use of the PAK Tracker. Being familiar with the use of the PAK Tracker as its one of our tools.

Know your tools. Good working hands on knowledge of your tools and what they are used for.

Packaging the patient and removal. Practicing packaging a downed victim in a smoky environment, the difficulty in dragging a patient and the need to work as a team in doing so.

There is more than 1 way to supply air to a victim. Crews went through 4

different ways to supply air to a down firefighter.



Feeling confident in your gear.

Crews were able to build their confidence wearing their gear, on air, in smoked out/blacked out conditions. Crews were able to overcome several obstacles building their confidence and allowing them to stay calm and breathe less air. Knowing what to do if you're the one experiencing an emergency. Crews went through a step-by-step refresher on the Emergency Traffic/Mayday procedure. Crews also went through all the things they should be thinking about or trying to do to help the RIT Company locate and rescue them.

Practice, practice, practice. Train everyday in order to increase the muscle memory! 🔥

## Fire Prevention Division

By **TIMOTHY POMPOS**  
Division Chief

In the month of April, the Fire Prevention and Life Safety Division completed 169 fire prevention inspections with the assistance of Fire Operations shift personnel. The Fire Prevention Division would like to thank all the Company Officers and crews for their hard work and dedication in completing the annual fire company inspections.

Several business owners and property owners have commented on how courteous and professional everyone has been on the inspections. Just a friendly reminder, while completing fire company inspections, please verify that the BTR (Business Tax Receipt) are up to date on the occupant sheet.

The month of May is the start of construction season in the Town. While traveling around town, you may want to take the opportunity to conduct pre-fire plans

of new job sites in your zones.

Company Officers should coordinate with the Battalion Chiefs to assure that all the new Pre-Incident Plans / Quick Reference Sheets that were assigned back in mid-February are completed and filed with the Fire Prevention Division. 🔥

## Are Your Fundamentals Solid?



“This is a simple game.  
ya throw the ball, ya hit the ball,  
ya catch the ball.”  
(from the film Bull Durham)

Every day, every box score is the same: “runs, hits, errors.” It is amazing how many errors professional baseball players make. It is amazing how many of the best gymnasts fail to “stick the landing.” Getting the fundamentals right is one tough assignment.

To be honest, I have always been just a little obsessed with the ideas of

“the basics.” There are a few synonyms: the “fundamentals,” the “core issues”... but you get the idea. You always have to go back to the basics. You know, “this is a simple game: you throw the ball, you hit the ball, you catch the ball.”

And if you want to know what will really do you in, it's those unforced errors. In business, these are the “forgetting what matters” errors.

Or, if you want to describe it another way, try this: “build a solid foundation.” Get the foundation firm, and then everything you build on top of it will stand the business storms. And, by the way, maybe the reason I have always been just a little obsessed with “the basics” is that I have such trouble. I forget the “fundamentals”.

I regularly like to quote Drucker's three question to my audiences. These are great “fundamentals” questions:

1. What is my business?
2. Who is my customer?
3. What does my customer consider value?

Everything flows from such “basic” questions? If I know my business, if I know my product and my service, if I know what my customer needs and why he/she needs it, and what he/she does with what I provide, then I have a shot at staying in business.

- And at the moment, I think this is what the customer is after:
- Good quality (really good quality)
  - Something better than what he/she was using before
  - Faster delivery than ever
  - No headaches or hassles at all

Now, to succeed at this challenge, of course you need to make the right hires. Then, provide the right training and encouragement and challenge. You'll need the right feedback and “supervision” providing the right amount of freedom and empowerment and reward. And then, get rid of your current bottleneck, and the next one, and the one after that... the list does grow long in a hurry.

But it all starts from the right starting point — that solid foundation, the true basics.

So — how about you and your department? Are your fundamentals solid?

**Contributed by: Randy Mayeux**  
Professional Speaker & Writer  
Co

## Too Little, Too Late

By **GARY MORRIS**

Www.firechief.com

One of the saddest days of my fire service career was March 14, 2001, when I was an assistant chief with the Phoenix Fire Department. A dozen maydays had been broadcast, and two rapid intervention teams had entered a burning supermarket to search for firefighters. Two additional alarms had been sounded, and additional crews were being organized into search teams. Several firefighters had been rescued or escorted out of the building; one fire captain was brought out unconscious and barely breathing. But one firefighter remained unaccounted for.

Interior conditions had suddenly worsened from relatively modest smoke conditions to zero visibility as crews were fighting a fire in the rear stockroom. After the rescue of others, the search area was narrowed to the 2,000-square-foot stockroom. Crews worked courageously for 53 minutes to search, locate and remove Firefighter Bret Tarver after he declared a mayday, but they weren't able to make it in time.

Following the tragedy, the Phoenix Fire Department conducted one of the largest open investigations ever conducted by a fire department, followed by a recovery plan to implement changes in training, procedures, technology and equipment. Additionally, a research effort was initiated to better understand the capabilities of rapid intervention teams. This research project involved search-and-rescue exercises in three separate large-square-footage buildings (two buildings of 5,000 square feet, and one of 7,500 square feet). In each exercise, two firefighters were lost in the building but less than 100 feet from an exit.

Four months after the tragedy, I became the fire chief of the Seattle Fire Department. Shortly after the Phoenix research project began, Seattle initiated a similar study of rapid intervention effectiveness. Seattle's exercises involved search and rescue of a first floor and basement of a 5,000-square-foot building. The scenario also had two firefighters lost in the building.

Between the two departments, more than a 100 search-and-rescue exercises were conducted, and data were carefully collected. Though separate research efforts, these studies came to nearly identical conclusions.

The research found that the fire service has grossly underestimated both the number of rescuers and the time required for rapid intervention teams to enter the building, and find and move each firefighter to safety. Four members of a team didn't do it;

neither did six, eight or 10. The average number of firefighters required in the Seattle study to complete a rescue was 11; Phoenix determined an average of 12.

These averages included the use of a primary search team followed by an extraction team. Breathing air from SCBAs was consumed during the search, so once a lost firefighter was located, additional firefighters were needed to replace the initial crew that was running low on air. The physical efforts of moving the firefighter to an exit required additional firefighters. The extraction process was found to involve intense manual labor that rapidly exhausted rescuers and quickly depleted breathing air. In some exercises, a relay system of rotating fresh crews into the rescue effort was necessary.

Finding a lost firefighter may occur in a relatively short period of time, but removing a firefighter from the building is harder and takes longer. Phoenix was able to locate the first downed firefighter an average of 7 minutes, 27 seconds after a mayday was declared. In Seattle the average time was 6 minutes, 30 seconds. During each of the exercises, the rescue effort continued into the extraction stage, and the time became longer, as each of the downed firefighters was moved by whatever manner possible to an exit.

And how long did it take to enter, locate and retrieve both the downed firefighters? Seattle's research indicated an 18 minute average, and Phoenix came in with 21 minutes. (Phoenix used a larger building). Think about it. We barely get 20 minutes of work time out of the typical 30-minute SCBA bottle during routine firefighting.

The physical labor to move a downed firefighter was considerable and resulted in high consumption rates of breathing air. In the Phoenix research, it was determined that SCBA working time on a 3,000psi bottle for rescue crews was between 16.5 and 18.5 minutes. Seattle's data was similar, with an average air consumption rate of 130psi per minute. In other words, some rescuers will likely to be out of air before a rescue can be completed.

It's also possible for rescuers to become victims themselves. The Phoenix research indicated that one in five rescuers got into trouble, mostly low on air, out of air, or lost in the building.

There are a number of other lessons that can be interpreted from this research.

**Continued on Page 11**

## Retiree Locator

By **BRYANT CULPEPPER**

Retiree

My first day on the job was May 20, 1973 and my last day on the job was May, not sure of the day, 1994. I was hired by Chief AJ "Blackie" Kitts as a firefighter and then promoted to driver operator which I retired out as.

One morning in my first 3 months of employment I was in the radio room talking to Assistant Chief Davey Crockett when a call came in "man not breathing on the sidewalk" in the 100 block of Brazilian Avenue. Chief Crockett jumped on the tail board with me and we arrived first on the scene. A 55 year old man was in full cardiac arrest and Chief Crockett and myself started C.P.R. Medic One arrived about 8 minutes later and transported the gentleman not breathing and no pulse to Good Samaritan Hospital. His outcome was unknown until 6 weeks later when one morning I was called down stairs and saw a gentleman standing in the radio room. He called me by my last name and said you probably don't recognize me but you and your Chief gave me C.P.R. and because of your actions I can go home tonight and be with my children. That was a moment I will carry with me for the rest of my life.

My favorite food is everything that doesn't wiggle on the plate.

After 26 years of trying to get elected to public office, I finally succeeded in November of 2010 and became a County Commissioner in Okeechobee County. I am up for re-election in November 2014. I have been able to accomplish some really gratifying projects in my first 2 1/2 years with the



After much planning there are new bathroom facilities at the ball field across from Yearling Middle School. The old ones were very much in need of a "make-over," County Commissioner Bryant Culpepper led the new project, along with members of the Adult Softball League. Left to right are: Janet Estremera, Jeneana Rhuda, Bryant Culpepper, Becky Driscoll and Tomi Zeller.

support of my other board members. When you retire find something that you enjoy no matter what it is and stay active. Public service is just an extension of what you have done over your career as a firefighter and medic.

I currently live in the thriving metropolis of Okeechobee County. My home is located on a small island with the Kissimmee River in my back yard and a 5,000 foot air strip across the street. With what little time I have off, I fly in an ultra-light aircraft with my neighbor, John Buble or fish in the back yard with my grandkids. "Life is Good."

When I moved to Okeechobee I really had no intention of getting involved in politics again, but once you've done it, it is in your blood and it is hard to put it down. They say that good things come to those who wait and that is absolutely true.

If you are ever in Okeechobee give me a call and I will give you the nickel tour. For those of you who are about to retire this is an incredible place to live out your days especially if you are into hunting and fishing. Good luck to all. If

you pass through stop by and see my friends, Paulette and Mark at the Brown Cow right across from Veterans Park in the town square. Her sister just retired from the Town of Palm Beach and the food is incredible. 🍕





## May 19-25

### Sincere Thanks for You're Service

There has been a marked increase in the amount of "thank you letters" and praise in reference to the professional treatment you are providing, 24 hours a day, combined with a more than usual amount of life saves (see page 10 as one example). This is a direct result of your hard work, training, and eagerness to learn and improve upon the lifesaving skills you possess.

I was truly moved by the 44 year old cardiac arrest victim that visited the station recently. I was reminded that life is so delicate, and without warning can come to an end. If it were not for the quick response and the rapid deployment of skills by the crew that day, he would not have been able to thank them for their selfless service. The patient mentioned he sees life in a different way now and that he doesn't sweat the small stuff anymore.

Please take a moment to reflect on the mission you have chosen that makes a difference in each of the patients you are called upon to treat. Your dedication to ensuring the residents and visitors of the Town of Palm Beach can enjoy a high quality of life is certainly noticed. You are substantially making a difference in the outcome of your patients. I sincerely believe that in the event someone needs your service, they will be served by the most capable, knowledgeable, and technologically advanced medical professionals possible. 🙏

Thank you for all you do. Happy national EMS week 2013.

Brian Fuller

Division Chief of EMS, Palm Beach Fire Rescue

### BC Message

*From page 3*

try your best to get out a LUNAR report in those seconds advising your Location, Unit, Name, Amount of Air and Resources you need. Your emergency alert will not be cleared until you are located.

Enhancing communications and Radio discipline on the Fire ground is no simple task. But with patience, training, and the proper use of this important tool coupled with tactics outlined here, you could make the difference between clear audio vs. unintelligible transmissions coming through your radio. This will help ensure that when it comes time to use the radio in an emergent situation, your radio transmissions will be the best in the moments that matter. 🔥

## Executive Fire Officers: Are You Up to the Task of Leading?

By **WILLIAM L. BINGHAM**  
EFO,CFO,CMO

*Retired fire chief for Boynton Beach Fire Rescue Department, is a member consultant with the Galena (Ill.) Fire Department. He is immediate past president of the National Society of Executive Fire Officers.*

[www.iafc.org/OnScene](http://www.iafc.org/OnScene)

The fire service has entered a new dimension that will significantly impact it: While the economy is improving, this improvement is challenging status-quo thinking and rendering some of our archetypical strategies as outdated and no longer relevant.

We're entering an era of hard truths and tough choices that will force us to solve the obvious problems that we, and others, have ignored. As leaders, being a spectator is unacceptable, and as Ronny Coleman, IAFC president 1988-1989, eloquently stated, "Hope is not a management method."

Developing a truly transformational leadership style with an emphasis on a sustainable positive image is critical to our survival.

When faced with fiscal challenges, the private sector has learned to react and change to guarantee its objectives—primarily profit—are met. On the other hand, during past less-consequential recessions, the public sector has simply waited for the economy to recover and then shifted into its previous comfort mode.

This is great work if you can get it, but it is not a sustainable strategy. We need to position ourselves to be proactive and to equip ourselves with reliable, valid information. We'll use this to

counter those who don't understand, or choose to not understand, the role of public service or why we can't simply lay a business strategy over a fire service organization and make it better, given each one's distinctive purpose—specifically profit versus community service.

Staffing formulas are being questioned; stations are being closed. The need for what we know as reasonable response times are being downplayed, a total shift in priority from previous years and triggered by the poor economy and misdirected politics. As we work through this process, it's imperative that we understand we can't make this journey alone. We need to rely on others, internal and external to our organizations, in order to be successful. Parochial management techniques of the past must be refined and modified. The ability to change our thinking and transform our organizations is critical

Several issues must be addressed if the fire service intends to maintain some semblance of order and respect as one of the most wonderful and respected professions in the nation. Key to this is strong, unparalleled leadership and equally strong commitment to excellence. Marty Linsky, coauthor of the great book *Leadership on the Line*, has defined leadership as "disappointing others at a rate they can absorb."

This speaks to the tough choices that are needed and the uncomfortable decisions we have to make.

We must be cautious about getting wrapped up in making good decisions all the time, be willing to take some risk and avoid surrounding ourselves with sycophants who agree with every deci-

sion we make. We need to concentrate on not allowing external factors to override our common sense. We need to ensure we don't get caught up in catching up.

We need to resist unnecessary programs that represent the next management craze. These cultist-style programs only serve to corrupt your thinking with ideas that aren't based in reality and waste a tremendous amount of time that would be better spent dealing with pragmatic and constructive issues that can positively impact your organization

As a result of a changing landscape, we're forced to challenge ourselves and change both our attitudes and our expectations. Are we up to the challenge? Are we truly willing to change our culture?

In doing so, we can create a legacy that honors the tradition that brought us here while at the same time ensuring we leave this place in better condition than when we arrived. The first obstacle with *change* is to recognize that change is needed. Determining the best way to lead and inspire is like looking down a well—you see only your own reflection.

We know where the problems are. We see it. Now buy it; take ownership. Remember that doing something means doing something—just knowing and talking about something *isn't* doing something.

Be willing to change and to maintain our valued traditions that distinguish us from other professions, but be willing to shed those traditions that comprise our position. Doing so will allow you to transform your organization and to leave a legacy we can all be proud of. 🇺🇸

## Photo Gallery / News and Notables



Fire department personnel deliver gifts for National Public Safety Telecommunications Week Left to right: Telecommunicator Mark Nielsen, Lieutenant Brad Caudell, Driver-engineer Brian Lebrun, Fire-fighter Paramedic Christina Wieber, Telecommunicator Marina Desiderio, Telecommunicator Tasha Top-pin-Davis.



A shift crew working a vehicle accident in front of Royal Poinciana Plaza.



**Congratulations to Larry and Liz Katz**

**Francesca (Frankie) Isabel Katz was born on**

**April 24 , 2013**

## Life Save Commendations



On behalf of Palm Beach Fire-Rescue, we express our sincerest appreciation to Lieutenant Jill Bassford, James Grimes, Michael Hays, and Lee Hill for your exceptional performance on a medical call that resulted in a "Life Save."

On April 19, 2013, a 44 year old construction worker working at a site within the Town of Palm Beach called 911 because he was experiencing chest pain and felt as if he were suffering a heart attack. As a part of the crew at Station 2 that day, you responded quickly (55 second turnout time) and immediately initiated patient care. Within the first 4 minutes of your care, the patient stopped talking and collapsed into cardiac arrest. You and your fellow co-workers initiated CPR and quickly defibrillated the patient. The patient's heart was restarted and he was quickly transported to the hospital. En-route to the hospital, a 12 lead was quickly performed and the hospital was alerted that this patient was having an Acute Myocardial Infarction, which allowed the hospital to quickly take this patient to the Cath Lab, where they discovered that he had two significant blockages in his coronary arteries, including one that that 100% blocked. His blockages were opened and blood flow restored to his heart muscle.

Because of the outstanding care and exceptional performance provided by you and the entire crew, this patient's life was saved. We could not ask for any better outcome than this. Moreover, because of the compassion and true concern for the patients you treat, you and the other crew members went above and beyond by personally following up on this patient's recovery and were able to meet with him.

I highly commend you for your exceptional performance and continue the great work that you are doing.



Lieutenant Bassford and the 44 year old Cardiac Arrest victim who's life was saved.

## Too Little, Too Late

### *From page 6*

Clearly, the first lesson is to ensure the firefighter does not get in trouble in the first place.

Doing so keeps firefighters safe and eliminates a high-risk rescue operation. This, of course, requires proper equipment, training, procedures, and fire ground command and accountability operations. But it also requires the personal commitment of firefighters to comply with procedures and directions, be constantly aware of their surroundings and the risk, and keep themselves and others safe. Additionally, the fire department management team must directly — and aggressively — correct violations of safety practices, especially those “hot-dog” firefighters who think they are invincible, as well as any freelancing on the fire ground by members.

Procedures and fire ground operations must require buddy teams for all interior operations. Crews go in together, stay together and must come out together. When one member of the team runs low on air, the entire team exits the building. No single member should be allowed to go in or out alone, no exceptions.

Firefighters must continuously check their SCBA pressure and air supply. In the Phoenix tragedy, firefighters were caught beyond the turn-around point of SCBA air supply after conditions rapidly changed. Firefighters must constantly be aware of their SCBA pressure to ensure they have adequate air to safely exit the building. (It's also been observed that firefighters around the country are generally weak in regularly checking their air pressures).

A firefighter must never run out of air. Any firefighter who runs out of air in a fire has a high probability of dying. The toxicity of a smoke atmosphere in modern-day fires is far more lethal than it's ever been. The 6- to 7-minute time frame to initially find a firefighter learned from this research could easily be a lethal period before rescuers can trans-fill his or her SCBA. Think about it. In that period of time the firefighter could take nearly 100 breaths of a highly toxic atmosphere.

Firefighters must stay on the hose line or a rope safety line. Clearly, once a firefighter gets off the hose line, he or she has lost the “lifeline” and is at great risk. If the firefighter gets lost in a large building, there is a very narrow window of survivability. Remember, the research indicates that it takes an average of 18 to 21 minutes to find and remove a downed firefighter in a large building. Firefighters must be authorized to declare a mayday as soon as they think they are in trouble. Furthermore, they must be

trained in self-survival techniques that will extend survivability and aid rescuers in locating them.

It will take a dozen firefighters on the scene, organized into teams, to rapidly complete a firefighter rescue. All fire departments should have procedures in place to ensure this staffing level is on scene and available during working incidents. If more than one firefighter is lost in the building, additional resources must be immediately available. Rapid intervention teams must be closely supervised and well-organized to be effective and safe.

Rapid intervention search and rescue is also high risk. As noted in the Phoenix research, 20% rescuers got themselves in trouble — and became potential victims. If that happens, they are at high risk of death at that stage of the incident. Who will rescue the rescuers?

Further compounding the risk, experience has shown that firefighter maydays almost always happen as the incident approaches, or is already, a marginal situation. Most of these episodes appear to occur between the 20-minute and 40-minute period of fire ground operations. Fire conditions are rarely improving during this period. Flashover and structural collapse are high probabilities. Such conditions require a very cautious analysis, and a tough risk-benefit decision, by the incident commander. When does the incident commander say “no” to rapid intervention because of risk?

Following this research, both the Phoenix and Seattle fire departments added fire companies to the initial dispatch to activate expanded rapid intervention teams early in the incident. Furthermore, once a working fire is declared, additional fire companies now are dispatched automatically in both cities. Once on scene, these dedicated fire companies are organized in a multi-company “Rescue Sector” in Phoenix or a “Rapid Intervention Group” in Seattle. In both cities, a minimum of two engines and a ladder company is dedicated to rapid intervention, and this resource is supervised by a chief officer. In addition, each city includes a firefighter-staffed ambulance and paramedics as part of the team resources.

**Gary Morris is the fire chief for the Rural-Metro Fire Department, Maricopa and Pinal County Operations, near Phoenix. He previously was the fire chief for the Seattle Fire Department, and he retired as an assistant chief with the Phoenix Fire Department after a 30-year career. Morris is the immediate past chair of the IAFC Safety Committee. He holds a master's degree in organizational management from the University of Phoenix.**

## MARCH DEPARTMENT STATISTICS

Training Hours	
A Shift	379
B Shift	592.5
C Shift	456
Total	1427.5

Fire Prevention Inspections	169
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Ocean Rescue Visitors	20,431
Town Ordinance Enforcements	230
Preventative Actions	218
Man-O-War stings	6
Rescues	1

FIRE and EMS	
FIRE Calls	73
EMS Calls	128
Transports to Hospital	96

## APRIL BIRTHDAYS:

Brodie Atwater	05/28
David Burke	05/26
Craig Pollock	05/28
Joshua Simmonds	05/25
Jeffrey Wunsch	05/04

## APRIL ANNIVERSARY CELEBRATIONS:

Michael Curcio	05/08/89	24 years
John Cuomo	05/20/91	22 years
Daniel Kniseley	05/13/92	21 years
Christina Wieber	05/17/04	9 years
Tad Bentley	05/14/04	9 years
Jerry Castillo	05/17/04	9 years
James Weber	05/09/05	8 years

## COMMENDATIONS:

Lieutenant Jill Bassford	Life save
James Grimes	Life save
Michael Hays	Life save
Lee Hill	Life save

## EMPLOYEE OF THE MONTH 2013:

January	Stephanie Mavigliano	July
February	Jody Sronce	August
March	James Weber	September
April	Roger Bassett	October
May		November
June		December

## Employee of the Month—Roger Bassett



The Palm Beach Fire Rescue Awards Committee has chosen **Lieutenant Roger Bassett** as **Employee of the Month** for **April 2013**.

Lieutenant Bassett has served in the Palm Beach Fire Rescue organization for 24 years. He is currently assigned to the South Station on "A" shift, and serves as the Lieutenant on Engine 3.

Lieutenant Bassett strives to deliver the highest quality of service by continuously improving customer service relations. Lt. Bassett demonstrates the leadership, direction, and follow-up necessary to achieve many tasks and does so with enthusiasm and perseverance. His Battalion Chief states that "*Roger is mature and professional at all times, always willing to do what is right*".

Lt. Bassett recently coordinated his station taking part in community outreach at 2000 South Ocean Blvd. and 3340 South Ocean Blvd. The crews spent many hours at each condominium performing blood pressure and stroke screening, as well as fire alarm education. Both events were very successful and resulted in meeting and helping several residences at each event.

We highly commend Lieutenant Bassett for his hard work given to the Palm Beach Fire Rescue Department and the Town of Palm Beach. Roger continuously demonstrates professionalism and dependability. His consistent job performance makes him a great asset to the Town of Palm Beach and the community, therefore, making Roger Bassett an outstanding recipient for the April 2013 Employee of the Month Award.

