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FROM THE DIRECTOR

As with many other state fire training academies, the Utah Fire & Rescue Academy (UFRA) has been charged with the responsibility of attending to the training and certification needs of the fire departments within our great state.

To accomplish this task, we believe the following imperatives are crucial to a successful state fire-training and certification mission:

**Consistent and Comprehensive Customer Service**

At UFRA, we have a long history of treating every department with the same high level of customer service and respect. It’s a topic of discussion in staff meetings, director’s meetings, and division meetings. We realize that UFRA belongs to its customers—264 fire departments—and it’s our job to do our very best for each one!

Our commitment to you is the same regardless of the location, size, or type of department. The only thing that matters to us is that your organization employs firefighters, and along with the citizens of Utah, the FIREFIGHTERS are our most important consideration in everything we do. That is why we treat you, and every fire department in Utah, the same.

**Transparency**

In order for any state fire academy to be successful, its major stakeholders must know that the academy is being operated according to best business practices, contractual agreements, state laws, and administrative rules.

As with most state entities, UFRA strives to be transparent in every aspect of what we do. Whether it is financial, operational, or administrative, we operate in the open. No smoke and mirrors, no sleight of hand, and always a willingness to provide any requested information.

In terms of transparency, our website tracks and provides a wealth of information for our customers:

- Training courses being delivered
- Training menu options for departments
- Certification tests that are scheduled
- Certification standards
- Budget information
- Other training aids that may assist fire departments

Under the direction of the Fire Prevention Board, The Standards and Training Council performs a comprehensive audit of UFRA every three years. The results of their last audit were presented to the board in July of this year, and it is available for review at the State Fire Marshal’s Office. Additionally, Utah Valley University’s internal auditor conducts an audit of our financial practices every three years. Audit information is always available for review.

**The Needs of the Many**

When developing new curriculum and/or programs at UFRA, we ask ourselves, “How does this benefit the majority of fire departments in Utah?” UFRA is legally obligated to consider all fire departments when allocating funds from the Fire Academy Support Account. The following is taken from Utah State Administrative Code R710-10-3.3: “The Administrator (State Fire Marshal) shall dedicate sufficient time and efforts to ensure that those monies dedicated from the Fire Academy Support Account are expended in the best interest of all personnel receiving fire service education (training).”

**Every Department is Unique**

We know every fire department in Utah has the same core mission: protect life and property. Each community is also different, and with that difference comes different training needs. We realize this and do our best to provide exceptional
customer service. However, we also realize that it is impossible to meet 100% of every department's training needs 100% of the time.

To be successful, we, like most state fire training academies, work hard to meet the majority of each department's training needs. We are committed to you, and when we are unable to meet a need, we try to offer alternative solutions that, in the end, will help the department in question.

Hopefully you agree with these imperatives. As always, I'm interested in your feedback. Please feel free to give me a call and discuss any questions that you may have.

Stay safe,

Hugh

Hugh Connor was hired by the Orem Fire Department in 1979 where he worked for 27 years. He served as a firefighter/paramedic, engineer, lieutenant, captain, and battalion chief. Hugh has worked at the Utah Fire and Rescue Academy since 2005.

Thank You to Gil Rodriguez and State Chiefs

As Chief Rodriguez and his committee have finished up their term of service at the Utah State Fire Chiefs Association, the staff at the Utah Fire and Rescue Academy would like to express our thanks for their support of the academy and service to the firefighters of Utah. We would especially like to thank Gil for the compelling and relevant articles he has contributed to the Straight Tip.

Moab Fire Department and Blanding Fire Department are co-hosting our first annual UFRA Southeast Regional Fire School.

Thursday  6p - 10p
Friday  6p - 10p
Saturday  8a - 6p

All classes will be held in and around Moab.

Classes include:
- Instructor I
  (12 hours Friday and Saturday)
- Command Training Center for Chief Officers
  (12 hours Friday and Saturday)
- Emergency Apparatus Driving Simulator
- Vehicle Extrication
- Live Fire Evolutions
  (emphasis on basement fires)
- Live Fire Evolutions
  (emphasis on ventilation practices.)

Block out these dates on your calendar. You will not want to miss out on this training opportunity!

See www.uvu.edu/ufra for more information.
Each year the state fire marshals from all around the country get together for a few days to go over a wide array of things that are happening in the United States and to see who has done what to try to provide a balance of safety and protection for the citizens in their respective states. Some of the topics that we discuss have a lot of relevance here in Utah. Regional phone calls are held during the year as well as an almost daily Google group discussion forum online, so if you have an issue or would like me to find out more information about a particular topic, just let me know and I’ll research it or ask other states what they are doing or what experience and information they have on that topic.

This year’s conference was held in Tennessee, and one of the main presentations dealt with Tennessee’s efforts to reduce residential fire deaths through the use of GIS information and a focus on installing smoke detectors in and around neighborhoods where fire fatalities occurred. It was a fascinating presentation with color-coded maps of each county, then down to neighborhoods within larger cities. They have reduced their fire fatalities by 25% in the last five years (from 48 every year down to 36). I hope to share some of their slides with you at a future presentation. That got me to thinking and doing a little research into our residential fire fatality situation here in Utah. We have had a few of these tragedies in our state lately, so I dug into various sources to see how we are doing compared to our neighbors and the nation. I’d just like to share a brief snapshot of what I found.

First, you need to know that the country is in a downward trend with regard to civilian fire deaths, but in recent years we still see over 2,800 on average per year. Between 2002 and 2008, the U.S. averaged over 3,200 per year (www.usfa.fema.gov/data/statistics/#tab-2). With that said, a study completed in 2012 from NFPA reported that “Utah’s 2006-2010 average fire death rate (4.1 deaths per million) was second lowest in the nation.” We were second only to Hawaii in that regard (“U.S. Unintentional Fire Death Rates by State,” John R. Hall Jr., NFPA, Oct. 2012).

Second, although more fires occur in kitchens (43%) as compared to bedrooms (7%), most fire fatalities occurred in bedrooms and family rooms (48%) with only 16% occurring in kitchens or cooking areas. When we look just at 2013, we find that a home structure fire was reported every 85 seconds in the U.S. and that there is one civilian fire death every 2 hours and 42 minutes or about seven people per day (“Fire Loss in the United Stated during 2013,” Michael J. Karter Jr., NFPA Fire Analysis and Research).

FEMA reports that fatal fires in residential properties are highest between the hours of 1:00 a.m. and 5:00 a.m. with the deadliest month being in January, though November through March averaged 54.6% of all fatal fires between 2011 and 2013 (TFRS Volume 16, Issue2/Civilian Fire Fatalities in Residential Buildings, July 2015). FEMA further states that at the time of death, 69% of victims were either sleeping or attempting to escape from the fire and that males accounted for 58% of civilian fire fatalities in residential buildings. The TFRS report also identifies that 36.1% of these fatalities occurred in the age range of 50 to 69 years old. Comparing some of these last statistics, I find that I’m in too many of the related categories.
But we are not as consistent as we perhaps should be and are often reactive rather than proactive.

Here in Utah we have a lot of programs. I routinely get updates from the Utah Highway Patrol and the Utah Highway Safety Office encouraging seatbelt use and the “Zero Fatalities” program. As a fire service, we seem to go through ups and downs with regard to fire safety messages and encouraging the public to be aware of fire dangers and hazards. The Forest Service and the Bureau of Land Management often place ads about being “firewise,” the continuous wildland fire potentials, etc. But we are not as consistent as we perhaps should be and are often reactive rather than proactive. I admit that I’m guilty of that as well. We need to be better at getting the message out to the citizens we serve that fire is still a problem in America and in our state. When opportunities arise, I hope we will step up and ensure that the proper fire safety message gets out. We need to continue to push the early warning message by making sure that people understand that only a working smoke detector provides a minimum level of warning, that many detectors have outlived their life span, and that the use of the newer technology—the 10-year sealed battery detector, carbon monoxide (CO) detectors, etc.—can truly make a difference in saving lives. Be safe and preach safety out there whenever you can!

Coy

Utah State Fire Marshal

Coy D. Porter retired from Provo Fire & Rescue after 30 years of service; he then worked for almost four years as the assistant director of training at UFRA. Porter enjoys his association with the firefighters of Utah in his position as State Fire Marshal.
Leave Your Ego . . . Somewhere Else

We all have egos; it is human nature, and there is a fine line between confidence and arrogance. Donald Trump says if you don’t have an ego you’re a “loser.” Let’s put that into perspective. An inflated ego can impede progress in any organization and can stifle communication. We must be cognizant when our ego is getting in the way of development and progress. We need to be aware of how we are being perceived; can we honestly look at ourselves as others see us? Maybe even more than that, do we have the resolve to know that it is not a good thing when others only see the elevated ego in us and nothing else? Have you ever talked with someone and immediately realized that they are only promoting and talking about themselves? Do you listen as they refer to the department as theirs and constantly refer to “me” and “I”? Have you ever watched how someone treats a person that isn’t necessarily influential to their cause—a subordinate, someone from another organization, a waiter or waitress, or the janitor? This situation directly reflects their character. Everyone, no matter who they are or what position they may hold, deserves to be treated with respect and dignity.

Our leaders are not just at the top of the administration. We can find them in every position and rank, from pure rookies to seasoned veterans. You never know where the next great idea will come from. We can never stop learning and we should never stop teaching. We will never know it all, and if you meet someone who does, look elsewhere for advice.

The fire service is a great profession that is constantly moving and changing. We have to try and be a step ahead of the progress or we will be left behind. Never let your ego hinder progress.

We will never know it all, and if you meet someone who does, look elsewhere for advice.

In our line of work, it is about the service and how well we deliver this service and how competent we are in doing it. It is not about ourselves and our own self-promotion; it is about the service we provide, and we should be proud of what we do. No matter who we are, or who we think we are, we are all replaceable and we will all be replaced one day. The calls will still come in, our folks will respond, people will retire, new firefighters will be hired, stations will be built, and life will go on, regardless of ourselves. Remember, never take yourself that seriously and know that arrogance and ego can kill many opportunities.

Gil Rodriguez has worked for Murray City Fire Department for 30 years. Rodriguez is originally from Los Angeles, California. He attended college at Southern Utah University, and upon graduation he moved back to Los Angeles, where he taught for three years. He moved to the Salt Lake area in 1981, where he taught for three years at South High School before getting hired by Murray City Fire Department in 1984.
As a battalion chief, you are a leader in organization. Leading, by definition, is a verb, not an adjective. It’s not enough to carry the title; it’s important to your organization and the fire service that you lead by projecting your ideas and energy. Taking every opportunity to mentor up-and-coming firefighters and captains remains a great way of leaving a positive mark on your career.

Most job descriptions don’t list mentoring as an essential job function. Mentoring can be time consuming and energy draining but not making coaching and mentoring a regular part of your day ensures organizational stagnation.

Show you care about your organization by remembering and using the simple acronym KARE.

Knowledge: You know better than anybody what your strongest skills and abilities are, both learned and innate. For example, if incident command is your forte, spend some time running your captains through tactical scenarios. Do tailboard critiques on every incident to further train in incident command and management. Make every effort to share your strengths with your captains and your effort will be rewarded by a better crew and a better legacy.

Attitude: A popular adage goes something like “hire the smile and train the skill.” Nothing is more important than the daily attitude of a captain. If the captain is inflexible, has a hard time accepting change, and is more a “cup is half empty” person, the resulting atmosphere can be devastating to a crew and others. Those that work for such a captain may either adopt the dominating pessimistic attitude or won’t enjoy being around such a person. Neither scenario is good, with morale being adversely affected. It’s been said that we either are moving forward or backwards, and there is no such thing as neutral. Use part of your time mentoring your captains to focus on their part in moving your organization forward through positivity and willingness to help.

Routines: An example of a daily routine a captain could expect of his crew is the following: show up to work 15 minutes early, do equipment checks, do physical training together, do knowledge skills and abilities (KSA) training or multi-company training as scheduled, and perform inspections or community involvement activities after lunch. Beyond responding to calls, time after 4 or 5 p.m. is the crew’s time to continue other personal pursuits, whether it’s cooking a fancy meal or studying for a degree. If this sounds all too simple, good—routines should be simple!

Example: Organizations are either moving closer to accountability or closer to complacency. It’s really not as simple a concept to grasp as it sounds. It usually requires some experience in the fire service to see just how active leading moves us closer to accountability and further away from complacency. The single best way to help your department progress is through your personal example.

A captain’s ability to accept and learn from your mentoring efforts is, of course, directly proportional to the person’s ability and desire to learn. Dyed in the wool pessimists are out there, but even they will eventually learn something from your personal example both on and off the job.

Although mentoring may not be a part of your job description, make it part of your everyday duties. Drive your organization toward accountability. As one of the leaders of your organization, make sure you are doing just that—leading through knowledge, attitude, routines, and example.

Paul Hewitt began his career as an Orem City reserve firefighter in 1987. After 20 years with the Salt Lake City Fire Department he served as a fire chief in Arizona before his 2011 appointment to fire chief of the Park City Fire District.

UFRA QUALITY ASSURANCE HIGHLIGHTS 2014–2015

by Program Manager of Quality Assurance/Risk Management, Dennis Goudy

July 2014–June 2015 proved to be another very successful year. All UFRA direct delivery courses received an overall approval score of 97%. The number of students that received training increased, primarily due to the increase of several core course deliveries and the addition of the emergency apparatus driving simulator (EADS) training course. With the pilot delivery of the EADS course running from January 2015 through June 2015, approximately 675 students have attended this new offering. The success of the course is well documented with an average approval score of 97% for both curriculum and instructor performance. Comments provided by the students state that this is one of the best courses that UFRA has ever offered.
Letter from Former Editor-in-Chief

Dear Friends,

As I write this, I’m cleaning out my office that’s packed with 30 years of accumulation, including fire service and State Fire Training history going back more than 50 years. I received a touching email this morning from one of my students from the late 1980’s, Dean York, who thanked me for helping him achieve his dream job as a firefighter. I’ve had a flood of memories about Dean, his classmates, my fellow instructors, and the thousands of Utah firefighters I’ve met and tried to serve over the decades. You people are so important to me that it’s hard to say goodbye, so I won’t. I’ll see you later.

It’s been a month of “lasts.” Last staff meeting, last editing of the Straight Tip, last time I’ll do this or that. When you read this I’ll have left UFRA, but I won’t be done with all things I’d hoped to accomplish in my long career. Since I won’t be a UFRA staff member any longer, I feel free to give you all some parting advice so that you can take full advantage of what this organization has to offer: support the Utah Fire and Rescue Academy. If you could see, like I have seen, the fire training resources in other states, or more accurately seen what they don’t have, you’d be amazed by UFRA.

I am so proud of what we’ve built together. The system that we have here is the envy of all of our surrounding states. The funding system we put in place back in 1993 takes a percentage of insurance premium taxes and puts that into a restricted fund that can only be used to support UFRA and the State Fire Marshal’s Office. Colorado, Arizona, Idaho, Nevada, and Wyoming have no such system, and they don’t have mobile props, free training and certification, a world class fire school, or virtually any of the benefits you enjoy because of UFRA. UFRA can’t be all things to all people. It has to try and serve as many with as much as possible, but some things just are not possible or fiscally responsible.

I have one request as I leave: please don’t screw it up! Be sure to hold UFRA accountable for as high a level of service as the state can afford and tell the UFRA staff what you want from them. I hope you took advantage of the recent survey sent out to 5,000 of you. As of today, August 12, we’ve had only 350 responses. If you got the email and didn’t respond, it’s like not voting in our democracy. If you choose not to participate, don’t complain about not getting what you want.

UFRA cares about you; please continue to care about UFRA.

Adiós,

Steve Lutz
Duchesne FD Takes Delivery of New Pierce Responder

Duchesne Fire Department (DFD) recently took delivery of a new Pierce Responder 1250 gpm Pumper on a four door Freightliner 4x4 chassis. Engine F-108 seats a crew of five firefighters, carries 1,050 gallons of water, and has pump and roll capabilities.

The Duchesne Fire Department is located on the western edge of the Uintah Basin in northeastern Utah. It was established in 1927 to serve Duchesne City and a designated geographical area of Duchesne County. DFD provides structural fire suppression, wildland response, hazardous material response, vehicle extrication, rescue, and assistance to EMS in their approximately 950-square-mile response area.

The Uintah Basin, known for its rich oil deposits, has been listed as one of the fastest-growing areas in both residential and industrial development. With residential housing increasing and hundreds of oil wells being added each year, the fire department is working and training continuously to meet the growing demand of residential response and oil well location/equipment-related fires and emergencies.

Engine F-108 will take a lead role in providing fire protection in the wildland-urban interface, oilfield fire suppression, and structure fire incidents in Duchesne Fire Department’s first due response area.
The following individuals were promoted at Unified Fire Authority and are listed with their new ranks:

- Captain Jen Bevan
- Captain Kurt Berge
- Engineer T.J. Henderson
- Engineer Andy Astin
- Engineer Barrett LaJeunesse
- Paramedic Brett Johnson
- Paramedic Doug Greer
- Paramedic Brant Lucas
- Paramedic Marc McDonald
- Engineer Michael Sutton

Ryan Ray was promoted to the rank of captain. He joined the South Jordan Fire Department in January 2006. He has currently been assigned as the department training captain.

Clay Miller has been promoted to the rank of battalion chief. Clay started his career as a part-time firefighter in August 1996 and went full time with the SJFD in August of 1998. He has served the department as a firefighter, captain, and advanced EMT.

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If you would like to submit any promotions/rank advancements to Climbing the Ladder, please email ufrastraighttip@uvu.edu.
In March of 2013, a colleague of mine, Edward Wright with Targhee Fire LLC, contacted me about a training opportunity in Lagos, Nigeria. The training project involved a major upgrade to fire services in Lagos, taking them from a British to a U.S. standard. "The current department," Ed said, "is nothing more than a disorganized bucket brigade." He described the personnel as dedicated but lacking proper skills and equipment. For a city with a population of 21 million, an upgrade was long overdue.

Upon arrival at the Murtala Muhammed Airport in Lagos, Ed said to me, "We're not in Kansas anymore." His statement proved accurate as we navigated an airport so disorganized it made me grateful for the U.S. Transportation Security Administration. We walked through multiple lines, each monitored by different government agencies that checked credentials electronically when the power was on, by hand when it was off. While we were in the airport, the power shut down 14 times.

The first day in Nigeria educated us culturally, cementing the fact that this project was not going to be easy. Imagine New York City 100 years ago. That is how Lagos functions today. For example, fueling an engine is simple: it involves a five-gallon pail and a funnel (more than five gallons is considered excessive). Sometimes the fuel comes from tankers stationed alongside the road; at other times the source is questionable.

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The firefighters related experiences of contending with "hoodlums" who beat them for not working as fast or effective as the crowd thought they should. If the firefighters took time to don an SCBA, the crowd beat them.

One morning, I talked with a small group of students about showing up to class on time, emphasizing the importance of punctuality. One of the students told me he had to leave home at 4:00 a.m. with a flashlight in order to get to class by 9:00 a.m. This type of commute was common among several students. During the training, I also witnessed several firefighters working barefoot because their feet blistered from wearing boots without socks. I relinquished my own socks during my trip in January and brought extras upon returning in March.

Before our January arrival, 32 Darly Compressed Air Foam System (CAFS) pumpers were shipped to the city by boat. Due to the lack of infrastructure and no water supply, the CAFS pumpers were a logical choice of apparatus for the city. As we assembled the apparatus, our students informed us that it was not possible to have items accessible on the outside of the engines. "The hoodlums will steal it," they told us. Two cross lays were the only appliances allowed on the outside. Supply hose and the rest of the tools and equipment were locked in compartments.

When a large fire broke out in the heart of Lagos, we were graciously allowed to go to the scene and observe the firefighting. We received warnings about the dangers to white people and the possibility that we might be targets for hostility in the massive crowds. Extra personnel were assigned to us for security purposes. We took a staff vehicle and one of the new Darly CAFS pumpers. The fire was about seven miles away, and while driving to the location, we received our first introduction to Lagos traffic congestion. It took us well over an hour to get to the scene using lights and sirens. At times, firefighters walked in front of the equipment to move vendors, shoppers, and cars out of the way. Arriving at the scene, we watched the fire consume a five-story masonry structure that took three days to extinguish.

When training started, we put 30 students through a 76-hour classroom and practical session. Our first lesson started with basic teamwork—a foreign concept—and we used press-ups (push-ups) to serve as a class motivator. SCBA and ladder usage were nonexistent. Educating the students on keeping the equipment clean seemed pointless at times, as water is a scarce commodity. These men had nearly zero prior training and by the end of classes were able to use state-of-the-art, modern fire apparatus. Communicating took a lot of patience on both sides. The students found our accents difficult to understand, and although
they spoke English, our speech had to be literal and precise because they did not understand American slang or sarcasm. The students that spoke more of an American-English dialect helped us with translations.

Upon arriving in Nigeria, a personal driver, Johnson, was assigned to us. He moved us through traffic like a race at Talladega. Because of the language barriers, he seldom spoke. One day, while stuck in traffic, we observed a truck being unloaded in the middle of the street. With no one in the truck, it lost its brakes and rolled downhill for 500 yards, crashing into a car at the bottom. Johnson suddenly became vocal. I didn’t understand his words, but his passion clearly spoke of the potential danger, and he got us out of there quickly. Tragically, the runaway truck killed a woman and her two children. The driver, who fled on foot, received a sentence carried out through street justice.

Sadly, after our return home, we received word that one of our students, Mr. Olumide Gbenga Ogunnibi, from the January training session, was killed while attempting a deep well rescue. Reports state that his rope snapped, causing him to fall, and he died from his injuries.

The need for further training in Nigeria grows along with the population, and we wish that the civil servants in Lagos can create a safer home for the inhabitants of their great city. My experience in Nigeria was one I will never forget, and it was an honor to work with these brave men. Hopefully, we were able to leave them improved.

Scott Bringhurst grew up in Sandy, Utah, and began his career as a firefighter with the Sandy City Fire Department, where he became one of the city’s first paramedics. He also worked for Eagle Mountain Fire.

In addition to firefighting, Scott taught fire science for eight years at Canyons Technical Education Center. He is now retired and living in St. George, Utah.

Pauline Bringhurst is a freelance journalist and English major at Dixie State University. She and Scott have been married for 25 years.
South Summit Fire District Takes Delivery of New Brush Truck

The South Summit Fire Protection District (SSFPD) has recently taken delivery of a Midwest Fire Type 5 Wildland Brush Truck. This was made possible after SSFPD was awarded an FY2013 Assistance to Firefighters Grant (AFG) in September of 2014. The brush truck’s main purpose is to provide a quick response with more manpower to a wildland fire, thereby extinguishing it more quickly while minimizing the amount of property destroyed. Whether there is a fire in the urban-interface or one up Mirror Lake Highway, this new vehicle is the ideal resource to handle any of these situations. It will also be used on mutual/automatic aid calls.

The apparatus is positioned on a Ford F-550 Crew Cab Diesel 4x4 Chassis with 36” super single tires and nerf bar steps. It consists of a 400-gallon polypropylene tank with a CET Honda 305 GPM pump with two 1” pre-connected hose lays and two 3”x10’ PVC flexible hard suction hose. It also includes a 1 ½” front spray bar, a removable 9,500-lb winch, eight large storage compartments with diamond plate doors, a Hannay electric hose reel, two LED telescoping lights, and Whelen super-LED emergency lighting with Arrow Stik capabilities.

SSFPD selected Midwest Fire over three other fire apparatus manufacturers because of the outstanding products they build, their ability to provide a quick delivery, their competitive price, and their reputation for serving the customer after the sale. They have been in the business of building fire apparatus in Luverne, Minnesota, since 1987. If anyone is interested in seeing the brush truck or has any questions regarding this apparatus, please contact Scott Nagle at (435) 655-5071 or email him at ssfpd.nagle@gmail.com.
Regardless of the size of the city or town, one of the most common commercial buildings is a strip mall. Much of this is because multiple tenants can share in the development and operating cost. Strip malls vary in size and can pose significant tactical challenges. Fires in these structures are a low-frequency, high-risk event. When discussing strip mall and other fire tactics in the Command Training Center, much of our classroom discussion revolves around firefighter safety and the risk management mantra that is preached:

• We may risk our lives a lot, within a structured plan, to attempt to save a life.
• We may risk our lives a little, within a structured plan, to save property that can be saved.
• We will not risk our lives at all for lives and property that are already lost.

In this article we will discuss this mantra in terms of strip malls. The tactics we will briefly discuss will be based on available resources. Rural and smaller towns with a minimal fire response and long waits for mutual aid may need to look at unconventional tactics.

Construction: Strip malls will most often be Type III or Type V construction. Understanding the inherent dangers in terms of structure collapse and fire spread are vital. Preplanning is essential to gain knowledge of common attics, void spaces, and roof structure. One of the biggest concerns during fire attack is the potential for fire spread into the facade, creating a collapse hazard if an Alpha side entry was made.

Triage: Just as in medical triage, we try to do the most good for the ones we can save in a fire situation. In responding to strip

continued on next page
mall fires, the initial incident commander (IC) will be faced with deciding what can and can’t be saved. With significantly advanced fire in a strip mall occupancy, the IC must focus on placing lines in the exposures based on the decision of what can be saved and who they have coming to help them do it. With “Murphy” responding to all structure fires, we can’t plan on the fire being in an end unit! Evaluate the life safety and potential dollar loss when determining which exposures to make entry.

Forcible Entry: Gaining access can be a challenge in after-hours fires. Typically strip malls will have metal frame doors with large amounts of glass. If an Alpha attack is desired, taking out the glass is better than forcing (and destroying) the more expensive metal frame. Entry through the lock (K tool) is another option, allowing minimal damage. The downside to this option can be lack of experience and the fact that it is a “perishable” skill. A lock box (Knox Box) will come in handy if you need to gain access to multiple businesses that are exposures and to limit potential damage. If access through the Charlie side is desired, remember this door may be more fortified and will typically require a power saw to cut through a dead bolt lock or to cut through the hinges. Businesses will often use a drop in bar on Charlie side doors as well for further fortification.

Fire Attack Tactics: Fireground conditions will dictate your initial attack, whether there is an aggressive entry into the fire involved occupancy or lines are placed in an exposure. Well-advanced fire conditions will more than likely mean a defensive posture on the involved unit, with aggressive offensive interior operations in the adjoining exposures. In this situation, the IC will have to decide whether or not to position lines in the immediate adjoining exposure or, quite possibly, two away. We need to remember this is a commercial structure fire and not approach these with a residential fire mentality. This means using big lines, such as a 2 ½” attack line (enough GPM to overcome the BTUs), aided by pressurizing the occupancy with fans and having the proper sized pike poles to pull ceiling rapidly to check for extension. Although a 2 ½” hoseline may be a large line to pull, remember the vast majority of these fires will call for lines being pulled directly into the occupancy, without the twist and turns of hallways. As crews are placed in an exposure, it is important to not “give up real estate” that has protection in place. In other
On fires with large facades with collapse potential, a Charlie to Alpha fire attack might be more appropriate for firefighter safety.

words, once I have a crew in an exposure, I will keep them there with a 2 ½” line in a pressurized environment.

One fire attack option to consider is a Charlie to Alpha entry. This is desirable if the front facade is involved or will potentially be involved. If accessibility to the Charlie side is difficult, some creative apparatus placement and additional hoseline extension may be required, but safety for firefighter entry is paramount.

Another effective approach to a well-involved strip mall fire is for the first arriving engine to utilize a deck gun. Though somewhat unconventional, I have seen this work effectively. Many years ago I witnessed Mesa (AZ) Engine 2 pull up to a well-involved occupancy (flames rolling out the door) in a strip mall on Main Street. Immediately after the brake was set and pump engaged, a firefighter placed a well-aimed deck gun through the Alpha door while another firefighter “hand jacked” a supply line. After about 45 seconds of a 1500 GPM smooth bore, it was virtually game over for the fire attack. As the balance of the first alarm arrived, units were relegated to checking exposures and mop up. This may not always be the proper approach, but it is certainly a tool in the toolbox for resource-strapped responses.

The Importance of Preplanning: I can’t stress enough the importance of getting into strip malls in your jurisdiction to pre-plan. The construction type, access issues, utility locations, roof layout, occupancy, hydrant locations, and built-in fire protection should be well known by personnel. Remember the five P’s: Prior Planning Prevents Poor Performance!

Kevin Ward is a 37-year fire service veteran, having been the fire chief for Layton City since 2004. Prior to this appointment, Chief Ward progressed through the ranks from firefighter/paramedic to battalion chief with the Chandler Fire Department in Arizona. He holds several NWCG qualifications, such as ICT3 and Structure Protection Specialist, and is an instructor for the Utah Fire & Rescue Academy. Chief Ward has been an instructor for UFRA’s Command Training Center since its inception.
Climbing the Ladder

Utah Commission on Fire Officer Designations

The Utah Commission on Fire Officer Designation is proud to announce the following have received the Supervising Fire Officer Designation:

- Cory Oaks—Provo Fire Department
- Eddie Hales—Lehi Fire Department
- Shad Hatfield—Lehi Fire Department
- Justin Whattcott—Lehi Fire Department
- Chase Gutsman—Pleasant Grove Fire Department
- Randy Willden—North Tooele Fire District
- Golden Barrett—Hill Air Force Base Fire Department

These individuals have demonstrated a high degree of professionalism through achievements in training, certification, education, and experience that sets them apart from those who have not earned this level of recognition. More information on the Utah Fire Officer Designation Program can be found at [http://www.uvu.edu/ufra/resource_center/fodp.html](http://www.uvu.edu/ufra/resource_center/fodp.html).

Orem FD New Hires

Firefighter/Paramedics Brandon McGregor and Shiloh Sandoval are the newest members of the Orem Fire Department. They were selected from a competitive pool of candidates. They have successfully completed their initial operations training and have reported to full-time duty.

Firefighter/Paramedic Jesse Steiner successfully completed his final probationary evaluation in August. Firefighter Steiner worked tirelessly during the past 12 months to develop the knowledge and skills required of a basic firefighter/paramedic. We are extremely proud to have him as a valued member of the Orem Fire Department. Congratulations, Jesse!

If you would like to submit any promotions/rank advancements to Climbing the Ladder, please email ufrastraighttip@uvu.edu.

Cedar City FD

Congratulations to the following individuals who were promoted by Cedar City Fire Department:

James Wood moved to full-time firefighter status. He began his career with Cedar City Fire Department as a paid volunteer in 2008.

Mike Shurtz promoted from fire engineer to fire marshal. He has worked for Cedar City Fire Department since 2005.

Travis Fails promoted from full-time firefighter to engineer. Travis has been with Cedar City Fire Department since 2003.

Layton City FD

Roxanne Bauman, a 13-year veteran of the Layton City Fire Department, was promoted to the position of engineer/paramedic. She is currently assigned to Station 53 on A platoon.

Engineer Bauman is also a Type 1 canine search specialist and is an affiliate member of Utah Task Force 1, along with her canine Cole. She began her career in the fire service with North Logan Fire Department in 1996. Congratulations, Roxanne!
PHOENIX SOCIETY FOR BURN SURVIVORS LAUNCHES A NATIONAL PHOENIX SOAR CAMPAIGN FOR FIREFIGHTERS

Grand Rapids, MI - The healing journey of a burn-injured firefighter can have its unique challenges—and the healing paths of the firefighter survivors and their families can be vastly different. A firefighter survivor often hopes to return to the profession where the burn injury occurred, while family members may struggle with the fear of loss. The physical recovery is challenging, but the psychological recovery can be overwhelming.

Phoenix SOAR® (Survivors Offering Assistance in Recovery®) is a hospital-based, one-on-one peer support program, developed by the Phoenix Society for Burn Survivors in conjunction with a national committee of experts, that connects people with burn injuries to survivors and family members who have “been there.”

Luis Nevarez (Tulare, CA), firefighter, who was injured in 2002, credits having a peer supporter there for him to support his emotional recovery as he physically healed from his injury. He attended his first Phoenix World Burn Congress in 2010 and was later motivated to become trained as a Phoenix SOAR peer supporter in 2012.

“Firefighters are trained to fight fires and handle challenges. But, as Phoenix SOAR peer supporters, we want to make other burn-injured firefighters aware of the challenging phases of recovery—emotional and psychological. When a survivor is able to reach out to someone who really understands what they are going through, and understands the culture of the fire service—it helps. It helps being around other firefighters who have faced similar trauma or challenges… I want someone to look at me and say ‘Because of you, I didn’t give up!’”

–Luis Nevarez, division chief, City of Tulare Fire Department; burn survivor; Phoenix SOAR-trained peer supporter

As part of the project, the Phoenix Society formed a steering committee to guide the development of a national outreach and education campaign designed to broadly publicize peer support and other resources available for those in the fire service and their families who have been affected by a burn injury. In addition to the Phoenix Society’s project partners—IAFF Charitable Foundation, NFF, and the University of Kentucky—members working in healthcare organizations, Phoenix SOAR programs and fire departments, as well as burn-injured firefighters and their spouses, participated in the meeting to offer their diverse perspectives to help build a successful national campaign and help expand awareness of these peer support services within the fire service and healthcare communities.

Thanks to their efforts, the national campaign has been launched with a new promotional video, personal videos by burn-injured firefighters, outreach materials, and social media announcements. Find more about Phoenix SOAR for the fire service at www.phoenix-society.org/firefighters/.

Burn survivors and their families do not have to go it alone as they recover from burn trauma. Connect with Phoenix Society and find additional education, resources, and support for burn survivors, their families, healthcare professionals, and fire service at www.phoenix-society.org/our-programs/.

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Phoenix Society for Burn Survivors—People who suffer burn injuries often have a challenging time getting back to living. Phoenix Society for Burn Survivors helps them do exactly that. Since 1977, the Phoenix Society has worked with survivors, families, healthcare professionals, the fire industry and donors to support burn recovery, improve the quality of burn care, and prevent burn injuries. We are the only national non-profit organization helping survivors meet their challenges with the community support and the tools they need to thrive again. Phoenix Society, based in Grand Rapids, Michigan, takes its name from the legendary bird that is consumed by flame but rises again, more vibrant than before. To learn more, visit www.phoenix-society.org.

Connect with us at Twitter: @psburnsurvivors; Blog: www.phoenix-society.org/blog/; Facebook: www.facebook.com/PhoenixSocietyforBurnSurvivors

Funding for this project provided through DHS/FEMA’s Grant Program Directorate for Assistance to Firefighters Grant Program - Fire Prevention and Safety Grants.
In the April 2014 issue of the Straight Tip, I wrote about the types of questions you could potentially be asked during an interview and how to format your answers so they are brief, concise, and relevant to the interview panel. In this article, I would like to add to that knowledge base by talking about the importance of non-verbal communication during the interview.

**Body Language Shows Genuine Response**

Most experts will tell you that at least 70% of any conversation is non-verbal. The term “non-verbal” is just another way of saying body language. As a species, we have been communicating non-verbally for much longer than we have been communicating verbally. We innately know much more than we are aware of as far as body language is concerned.

Joe Navarro, former FBI interrogator, is considered an expert on the subject of body language. He now works as a business consultant to several Fortune 500 companies and specializes in contract negotiations. In his book *What Every Body is Saying*, he explains that the limbic or “mammalian” part of the brain is responsible for our non-verbal communication. It reacts to the world around us reflexively and instantaneously, in real time, and without thought. These behaviors can be observed and decoded as they manifest physically in our feet, torso, arms, hands, and faces. Since these reactions occur without thought, unlike words, they are genuine (Navarro, 2008). Navarro goes on to say that, contrary to popular belief, there are no single actions that will convey whether someone is lying or not, but the limbic brain does convey conflict between what is being said and what a person’s true feelings are. An interview panel will innately determine if there is conflict, even if they are not aware of it. Therefore, your words must be congruent with your true feelings.

**Using Body Language Strategically**

How is knowing body language cues relevant to an interview? Knowing what is being conveyed to you non-verbally is equally as important as knowing what you are conveying to a panel. Being aware of the subtleties of non-verbal communication is the key to managing the interview. It is your responsibility to manage your interview. I am not saying that you should take the head of the table and start issuing orders. I am saying that you need to look at the interview as if it were any kind of game where you need to manage the clock and implement a winning strategy to come out as the winner. Part of that strategy is to make sure that you are able to convey who you are and what sets you apart from the rest of the candidates.

When it comes to body language, you need to read the panel and make sure they are engaged and listening to your responses. As you refine this very important skill, you will find yourself more successful in all types of interactions and in recognizing what is really being said. Whether it is in a business setting, at a social engagement, or at home with your children, you will be a better communicator because you will recognize what is really being said.

**Your Responsibility**

At your next interview, your main objective should be to make sure YOU are conveying or projecting the correct body language. There is a very important misconception that many people don’t understand comes into play here:

Employers are not looking for the most qualified candidate. They are looking for the best fit in their respective organizations!

Here’s how it works. Once you and the other candidates have been asked to participate in the interview process, the field is level. You are all qualified or you wouldn’t have been asked to participate. It does not matter who has the most time, degrees, experience, etc. The person who can prove they are the best fit for the position will get the job offer or promotion. In other words, the person who gave the best interview will prevail. So, it is safe to say, “Your resume will get you an interview, but the interview will get the job!”

What are employers looking for? They want someone who is confident, calm, passionate, technically competent, accountable, and enthusiastic. If you don’t naturally possess these traits and you try to be that person on the day of the interview, you will come off as cocky or arrogant or both.

You may be asking yourself, “Then what am I supposed to do if I don’t naturally possess those traits? Just give up?”

The answer is NO, don’t ever give up! This is where interview training comes in. This training should teach you how to become the person that people want working for and with them. It should also teach you strategies to use in order to show you are the best. 
fit for any organization. Finally, the training should show you how to retrain your brain to actually enjoy the interview and not fear it.

Most important, you need to realize that becoming better at the interview process is not something you do a week or two before the interview takes place. It takes practice and TIME! No one can give you "a couple of pointers" a few days before the interview that will set you a part from the other candidates. Changing a behavior takes a lot of work, and that is essentially what you are doing. I tell people that six months is the minimum time frame you should devote to this very important skill. The worst strategy is to try and do this while you are studying and preparing for a promotional exam or an entry level written test.

Contact: Kimberly Quiros, 202-887-5700 kimberly@nvfc.org

GREENBELT, Md. – The National Volunteer Fire Council (NVFC) today launched the department portal component of its new Make Me a Firefighter volunteer recruitment campaign. Departments can now sign up at http://portal.nvfc.org to join the campaign and showcase their volunteer opportunities.

Volunteer firefighters make up 69 percent of the nation’s fire service, yet the number of volunteers has declined by about 12 percent since 1984. At the same time, call volume has nearly tripled. In addition, the average age of the volunteer fire service is increasing as departments are finding it difficult to reach millennials—those within the 18-34 age range.

To help departments counter these trends and increase the number of volunteers, the NVFC was awarded a SAFER grant from FEMA to conduct a nationwide recruitment campaign. The first component of the Make Me a Firefighter campaign consists of a department portal where volunteer and combination fire departments can register for the campaign and post their volunteer opportunities. Starting August 1, the NVFC will launch a public web site allowing potential volunteers to search for opportunities and connect with their local department.

This summer and fall, the NVFC will also be releasing resources through the campaign to help local fire departments recruit members. This includes recruitment ads and materials that departments can customize and localize using an online materials generator; tools to help departments reach target audiences such as millennials, women, and minorities; and training to assist departments in conducting a successful recruitment program.

NVFC research has shown that there is strong interest in volunteering among millennials and minority audiences, and helping departments reach these largely untapped markets is a main goal of the campaign. Register for the campaign now at http://portal.nvfc.org so you will have access to these tools as they are released.

"Recruitment is a challenge for many volunteer and combination departments across the country," said NVFC Chairman Kevin D. Quinn. "Yet our research shows that 44 percent of millennials are interested in volunteering with their local department. Many simply don’t know the need for volunteers exists. The Make Me a Firefighter campaign will help build awareness among the public as well as provide departments with the tools and resources they need to recruit to this and other target audiences."

Learn more about the Make Me a Firefighter campaign and the department portal by watching this video, and share it with others facing recruitment challenges: https://youtu.be/vhf6iEyNkw

Register with the recruitment campaign and post your opportunities now at http://portal.nvfc.org.

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About the National Volunteer Fire Council (NVFC)
The NVFC is the leading nonprofit membership association representing the interests of the volunteer fire, EMS, and rescue services. The NVFC serves as the voice of the volunteer in the national arena and provides invaluable resources, programs, training, and advocacy for first responders across the nation. Learn more at www.nvfc.org.
North View Fire Department was founded in 1965 by Terrell Call. This year we are celebrating our 50th anniversary as a department. In 1965 the North Ogden City Council and the Pleasant View City Council were tasked with starting a fire department. At that time there was a station in North Ogden, but the apparatus and the personnel belonged to the Weber County Fire Department. Terry Call, a member of the Pleasant View Town Council, was assigned as chair of the committee to organize a fire department. A fire department was subsequently organized. In 1984 Harrisville joined the department. Initially the department only had firefighters, but in 1991 an ambulance service was initiated. Terry Call was the first fire chief and served from 1965 until 1993. In November 1993, after a brief interim stint by Lloyd Scothern, Lynn Froerer took over as chief. Lynn was the fire chief from 1993 until 2013. In 2008, Lynn helped organize the North View Fire District, which covers the cities of Harrisville, North Ogden, and Pleasant View. As of 2013, David K. Wade has been the fire chief, and we are experiencing great growth and change. We have made a transition from a small volunteer organization to a midsized combination department, having six personnel on duty 24/7.

North View Fire District is situated underneath big Ben Lo-mond and the Wasatch Mountains on two of our four sides. Our service area has wildland interface surrounding us on the north and east sides, a portion of I-15 corridor to our west, a portion of US HWY 89 and the North Ogden Divide, which is a steep, mountainous canyon road that connects North Ogden to Liberty, Utah. We are on the far north side of Weber County. The combined population of the three cities we serve is approximately 35,000. Some of the services we offer are fire suppression, ALS ambulance, and wildland suppression. We are also very proud of our fire prevention program. We teach fire prevention to over 3,500 elementary students through characterization or “clowning.” The program was started over 20 years ago when Smokehouse and Fireball began taking safety messages to the kids. The tradition has continued with various characters such as Hot Flash, Hydro and Hoster, Deckgun and Highrise, and many others who have helped with sound, building of sets, and set up at shows. We feel this program is a very effective way to teach children the importance of fire safety. The program has experienced a documented save and many other saves that were undocumented. We also proudly play a key role on the Weber County Hazmat Task Force.

Currently we have one fire station located in North Ogden but have secured land and are planning to add a second station in Pleasant View within the next few years. Through the years our call volume has continued to rise, and last year we ran 2,299 calls. With such a fast-growing and diverse service area, we pride ourselves on being ready for a variety of call types 24/7.

Early morning structure fire in the basement of a home in March 2013. The fire was contained to the basement.
Apparatus Breakdown:
- 2002 Pierce Quantum 105’ Ladder Truck
- 1995 Pierce Saber Pumper
- 2013 Chevrolet Wheeled Coach Ambulance
- 2010 Ford Wheeled Coach Ambulance
- 2012 Dodge Ram 5500 Brush Truck
- 2006 Ford F450 Brush Truck
- 1993 Chevrolet K3500 (Reserve) Brush Truck
- 2002 Chevrolet Suburban Squad
- 2014 Cargo Mate Hazmat Trailer
- 2015 Toyota Tundra Chief 22
- 2014 Toyota Tundra Chief 21
- 2013 Toyota Tacoma Fire Marshal 21

Employee Totals:
- 1 Full-time chief
- 1 Full-time deputy chief
- 1 Part-time deputy chief
- 1 Full-time fire marshal
- 1 Full-time administrative assistant
- 3 Full-time captains
- 6 Full-time engineers
- 3 Full-time firefighters
- 1 Part-time captain
- 17 Part-time firefighters

ISO Rating:
- 5, 9

Tractor fire in Harrisville in June 2015. Access had to be gained with brush trucks because of the remoteness of the tractor in the field.

Demonstration at our 2013 Fire Prevention Open House of what happens when you put water on a grease fire.

Chief David K. Wade taking residents for a ride in E-21 during our Fire Prevention Open House in October 2013.
UFRA WINTER FIRE SCHOOL 2016
Here at the Utah Fire and Rescue Academy, we have been planning Winter Fire School 2016 (WFS) for several months. We are excited to bring in some new faces and to see the return of others. We aim to consider the requests and comments we receive from you and do our best to accommodate those requests and comments in every winter fire school. This is why we have grown into one of the best schools in the nation.

The following out-of-state instructors are returning this year:

- **Chief Deputy Mike Metro** recently retired as the chief deputy of the department providing executive-level management over Los Angeles County Fire Department’s field operations, which includes 170 fire stations serving 58 cities and the unincorporated areas of Los Angeles County as well as the air operations mission of the organization.

- **Richard Gasaway** worked as a first responder in three public safety organizations, including serving 22 years as a fire chief. After completing his distinguished 30-year career, Dr. Gasaway founded Situational Awareness Matters!, a consulting and teaching organization dedicated to improving how individuals, teams, and organizations develop situational awareness as a foundation for improving workplace and personal safety.

- **Chief John Mittendorf** and **Chief Paul Stein** share their combined 70 years’ experience in dealing with structure fires through the use of lecture and simulations in their presentation. Topics to be discussed are strategy and tactics, command presence, establishing fireground priorities, engine and truck company perspective, National Institute of Standards and Technology studies, establishing fireground time, and other important fire mitigation topics.

- **Steve Prizborowski** has over 22 years of fire service experience, currently serving as the deputy chief of Administrative Services for the Santa Clara County (Los Gatos, CA) Fire Department, where he has worked since 1995. Steve is also an instructor for the Chabot College (Hayward, CA) Fire Technology Program, where he has been instructing fire technology and EMS classes since 1993.

We have also added some new instructors who will be adding their valuable experience and expertise to WFS 2016.

- **Steve Crandall**, Firefighter Safety and Survival: Steve currently serves as a captain on the SLCFD Heavy Rescue Team at Station Five. He is a certified FEMA/USAR Collapse Rescue Instructor. During his fire service career, he has served as a firefighter, paramedic, tactical/SWAT medic, and recruit school trainer/instructor and also serves on the Rescue Working Group Advisory Committee.

- **Bo Tibbits**, Surface Ice Rescue Awareness: Bo’s career includes a bachelor of business administration degree from Colorado Mesa University. He also holds an Emergency Response Diving International (ERDI) Instructor Trainer certification for swift water, surface ice rescue, and subsurface operations.

- **John McCombs**, Fire Response Tactical Casualty Care: John McCombs has been a paramedic since 1993 and a police officer since 1994. He started his career with the Davis County Sheriff’s Office, before moving to the Orem Department of Public Safety. While Orem, he has worked as a firefighter/paramedic, patrol officer, detective, and patrol sergeant. John has worked with SWAT teams since 1996 as a tactical paramedic, sniper, and team leader. John has also worked for Intermountain Life Flight as a flight paramedic since 2001.

We are confident that Winter Fire School 2016 will provide valuable training for all firefighters at every level, and we hope to see you there.

Online registration for Winter Fire School will be available at [www.uvu.edu/ufra](http://www.uvu.edu/ufra) on Monday, November 2nd at 8:00 a.m.
The Stigma of Being a Follower

I'm intrigued by the statement “Followership is leadership” because I think that there is a stigma associated with the term “follower.”

“Followership” is sometimes viewed as negative and demeaning—like passive, weak, and conforming. Our culture has devalued followers and glorified leaders, hence the phrase “Always a leader, never a follower!” For some reason we accept that leadership cannot exist without followers, yet followers are very often left out of the leadership equation.

Followers Enable Leadership

Do we really understand the role of followers and the importance this role plays in the success or failure of a team or organization? If not, maybe we should place greater emphasis on the art of followership in our L-180 and L-280 courses. (I know L-380 has some discussion about followership. But is that enough?)

Followership is rarely discussed when organizations seek to better themselves. Instead, the focus at that point turns to developing leadership skills. Those organizations pay attention to what makes a leader successful because they think that as the leader succeeds so does the organization. However, this view ignores the fact that leaders need followers to accomplish their goals. The leader can set high standards and provide motivation, energy, drive, and direction. However, it is the followers that carry out that intent. Without a strong commitment from followers, leaders cannot succeed. Followers are what make or break leaders.

Being Courageous Followers

The statement “It’s easy to lead in good times” is true. Everyone can lead when things are going well. True leadership comes when things are not going well. This is also the time when followers need to step up.

One of the most important ways followers can step up is to tell the truth. As the quantity of available information has increased exponentially, it has become imperative that followers provide truthful information to their leaders. Good followers not only tell the truth but also speak up even when it is hard and even to the point of disagreeing with their leaders. Leaders need followers who will speak up and share their points of view rather than withhold information.

Follower-Leaders

The follower-leader relationship does not operate in a vacuum. Leaders sometimes function as followers, and followers sometimes function as leaders. The interrelated and fluid relationship between these roles makes it even more imperative that followership continue to be taught and learned.

In my work, I bring agency line officers and incident management teams together; I find it interesting that the leadership of both depend on how both act as followers. The line officer is looking to lean on the incident management team for their experience and the incident commander is looking for the line officer to provide intent. Who is leading and who is following? Both need to be courageous as followers and leaders. Without the eyes, ears, minds, and hearts of followers, neither will function effectively.

Good Followership

How does one become a good follower? Good followers should be able to reflect, adapt, and take responsibility for their own actions. Once followers have understood a leader’s decision and have their questions answered satisfactorily, they should back that decision. Active followership means the follower has accepted the leader’s authority, which gives legitimacy to the direction and vision of the leader. Although “being the last shovel on the crew” may not seem as prestigious as being the leader, sometimes that position can be critical. What if the fire jumps the line behind that last person? That position is suddenly more integral to the crew than any other.

Motivating Followers

Many leaders have realized that developing followers and developing their own followership skills is critical for creating high performance organizations. But how can those leaders motivate followers to step up? Motivation is generated internally, and a leader merely taps into the internal power of the follower.

Followers become motivated to contribute to the success of an organization when a leader communicates trust and respect for the values of the followers. A key to motivating followers is to convey how important the function of the followers is in a broad sense.

Summary

Although organizations continue to devote time and money to the development of leadership, followership is what enables...
leadership to succeed. We need to be spending more time and effort on how followership impacts leadership.

As a follower, I most often use the advice from a bison: stand your ground, have a tough hide, keep moving on, have a strong spirit, then let the chips fall where they may!

Rowdy Muir started his career in 1985 with the Forest Service. He started in the timber program and worked his way through range, fisheries, recreation, and fire programs. He has been a fire management officer for both the Bureau of Land Management and Forest Service. He recently ended a six-year stint as a national type I incident commander. Muir has been the incident commander on many large fires and all-risk assignments all over the US, including the largest fire in Utah history (Milford Flat).

Although organizations continue to devote time and money to the development of leadership, followership is what enables leadership to succeed.

On July 16, 2015, two veteran captains who began their careers with the Salt Lake City Fire Department at the same time both celebrated their retirement. Captains Rodrigo Eyzaguirre and Danny Sorensen were both hired by SLC Fire on Jan. 2, 1985. Captain Eyzaguirre was promoted to captain on Aug. 11, 1996, while Captain Sorensen was promoted on Dec. 10, 2000. Captain Eyzaguirre finished his career as an ARFF captain at Station 11 on A Platoon and Captain Sorensen has most recently been in charge of the crew of Medic Engine 2 B Platoon. We wish them well as they move on to other adventures.

Captain Ernie Curwin has a long and distinguished career in the fire service, starting with Dugway Proving Ground as an apprentice, eventually promoting to a captain with the Utah Air National Guard, and also working as a volunteer at Lehi Fire. Ernie retired honorably from the Air Force with 20 years of service, during which he was activated for both Iraq wars. Following his retirement, Ernie continued his full-time fire service career, becoming a captain for Lehi Fire Department in 2006. Ernie is a dedicated and committed member of the Lehi Fire family. He has always loved firefighting and having the opportunity to serve his community, verifying his career in Lehi as a volunteer firefighter for 14 years and shift captain for nine years. Ernie has a myriad of hobbies, including making Capt. Ernie’s home brew, training Louie (black lab) for hunting, and drinking his favorite iced skinny latte at Starbucks. He loves hanging out with his wife and daughter, listening to music, and enjoying a nice cigar. Next month will be his last month of service, as he will retire from the Lehi Fire Department. Members of Lehi Fire Department would like to congratulate and thank Captain Curwen for his dedicated years of service, not only to our city but also to our country. We wish you a very happy and well-deserved retirement!
I want to talk about an important concept that should be occurring within every fire department across the country—succession planning.

Succession planning is a way companies can develop employees so that when key leadership positions become available, they can be filled by experienced and capable employees ("Succession Planning," Wikipedia).

While some fire departments have formal succession plans, successful succession planning requires all ranks, especially company and chief officers, to prepare personnel to do those jobs. For those of you that are control freaks or who have major egos, this may be a troubling article to read, digest, and comprehend, not to mention agree with. But some of the best company officers and chief officers I have had have made it a priority to ensure I was prepared to do their job. While it is true they knew I wanted to get promoted to their position, they were also comfortable taking the time to train and educate me. The majority of captains were very good at teaching me over the years, and I was eager to soak it all in. I wanted to be the best captain I could be when I was promoted.

Below are some suggestions for fire officers to prepare their personnel to step up:

**Company Officers:**
- Train your personnel to complete paperwork or computer reports.
- Allow your personnel a say in the daily agenda if you are on a shift schedule.
- Delegate duties, such as coordinating training, hydrant maintenance, or company inspections, so that they have a chance to manage, schedule, and document those tasks.
- Train your personnel how to talk and what to say on the radio.
- Have your personnel ride your officer's seat and talk on the radio, having them discuss size-up and provide a conditions report.
- Have your personnel go through guided, simulated personnel counseling role plays to teach how the progressive discipline system works.
- Have your personnel perform hot seat exercises being the first arriving officer at a simulated emergency situation.

**Chief Officers:**
Chief officers can do a majority of the above-mentioned items in teaching their company officers. Additionally, take the time to share real-life situations with your company officers, leaving out the names. When I was a captain preparing to become a battalion chief, my battalion chief used to come by the station and say something like, “Steve, I just had such and such personnel issue occur. How would you handle it?” I would provide my basic plan of action, thinking like a captain. He would then add a number of things based on his experience. Basically I would think of steps 1, 2, and maybe 3. He would come up with steps 4 and 5 to make me think on a “bigger picture” scale. That type of training and mentoring helped me tremendously when I became a battalion chief.

When I was the deputy chief of training, our assistant chief used to routinely pull me and the deputy chief of operations and into his office for a “mentoring opportunity.” He would regularly
share with us bits and pieces of his job, knowing there was a good chance one of us would eventually replace him. Little things like that really helped me become a better deputy chief and helped me learn more about what he did so if and when I’m even fortunate enough to serve in his position, I can have a smoother transition.

In Summary:
When I was a captain, I tried to ensure my personnel knew what my roles and responsibilities were. I wanted them to know as many aspects of my job as I could share with them. I wasn’t looking for sympathy or to dump things on their plate to make my job easy. To the contrary; I was trying to actually help prepare them to do my job should they ever be in the position to do so.

Now, you may be thinking, "Why should I prepare someone to do my job when they tell me they have no desire to promote?" First of all, people can and do change their minds. Additionally, even those who have no desire to ever promote and want to “just be a firefighter or engineer” better be the best darn firefighter or engineer they can be, which means knowing their current job as well as the next job up the chain of command. In many departments if the supervisor is on vacation or calls in sick, it is not uncommon to have someone from a lower rank act in the open position for the day.

Great fire service leaders willingly share their knowledge, skills, abilities, and experiences on a daily basis. Do what you can to prepare your personnel to do your job someday, and everyone in the department and the community will benefit!

Steve Prziborowski has over 20 years of fire service experience, currently serving as a deputy chief for the Santa Clara County (Los Gatos, CA) Fire Department, where he has served since 1995. Since 1993, he has taught fire technology classes at the Chabot College Fire Technology Program (Hayward, CA). Steve is a former president of the Northern California Training Officers Association, was the 2008 Ed Bent, California Fire Instructor of the Year, and is a state-certified chief officer and master instructor. He has earned a master's degree in emergency services administration and has completed the Executive Fire Officer Program at the National Fire Academy.

Steve is contributing editor to Firehouse.com and FireNuggets.com, is a regular speaker at fire departments and fire service events across the country, and has authored over 100 articles in leading fire service publications.

Steve is the author of three books: How to Excel at Fire Department Promotional Exams, Reach for the Firefighter Badge: How to Master the Fire Department Testing Process, and The Future Firefighter's Preparation Guide: Being the Best Firefighter Candidate You Can Be!
Involving Families Is a Valuable Recruiting Tool for Fire Departments

Fire departments across the country are struggling to recruit and retain volunteer firefighters. Small departments in rural areas are especially dependent on volunteer firefighters to serve and protect their communities. As a firefighter with Shinnston Volunteer Fire Department in Shinnston, West Virginia, I have seen our department’s emphasis on a family-oriented approach in order to recruit volunteers. This approach has resulted in far less personnel turnover than the average volunteer department as well as a strong camaraderie within “The Ten House” (Shinnston Volunteer Fire Department, Shinnston, WV, Company 10).

This legacy of service extends through multiple generations, with parents passing their knowledge, dedication, and passion for the fire service to their children.

How Does “The Ten House” Make It Work?
In 2014, Shinnston Volunteer Fire Department responded to 642 alarms. These alarms ranged from structure fires and medical calls to vehicle accidents with injuries and entrapments. The department, which serves about 10,000 residents for initial response and mutual aid, is fortunate to have more than 40 volunteer members, many of whom are legacy firefighters. It is only possible to have this many volunteers because the department has the support of families and community members.

The Shinnston Fire Department actively involves the families of its volunteer firefighters so individuals can more easily balance personal lives with serving their community. There is a certain social aspect of a small rural fire department that includes cook outs, holiday celebrations, birthdays, weddings, and even football games.

The Ten House also holds events for “Friends

It is not uncommon to find several volunteer firefighters, their spouses, and children playing in the bay on any given evening in Shinnston, WV. As most firefighters know, bonds are formed during down time in the station just as much as on the fire ground itself.
of Ten” as a way to show appreciation for the support of family, friends, and community members. It is not uncommon to find several volunteer firefighters, their spouses, and children playing in the bay on any given evening in Shinnston. As most firefighters know, bonds are formed during down time in the station just as much as on the fire ground itself.

Assistant Fire Chief Derek McIntyre's wife, Megan McIntyre, discussed how important it is to include everyone in the auxiliary components of fire service: "If you are a dedicated member to your volunteer fire department but you don’t include your spouse or significant other in it, then your service may not last because something will have to give if your relationship is going to work,” she said.

The McIntyres are huge advocates for the continued legacy in the fire service and heavily involve their children in the activities within the department. Their son Colton (age 5) is pictured here with another legacy member, firefighter Mark Jeffries, whose father was also a member of the department.

In order for rural communities to maintain a robust volunteer fire department, it is critical that the department actively involves families of its volunteers and other community

members so the value of service continues to be passed from one generation to the next.

Dr. Shana Nicholson has more than 20 years of emergency medical and fire science service experience. She is currently an active member of Shinnston Volunteer Fire Department. Her professional background also includes government, social services, and nonprofit administration. She is currently a faculty member in emergency and disaster management at American Military University. She received a bachelor’s in criminal justice from Fairmont State University, a master’s of science in human services with a specialization in criminal justice from Capella University, and a PhD in human services with a counseling specialization also from Capella University.

Paramedic Graduation
Summer 2015 – Class 31

On Friday, July 31st, the UVU paramedic program honored 19 graduating students. In addition to the students, a number of preceptors from fire departments and hospitals were recognized for the kind and patient mentoring they provide to the students who train at their stations and departments. Preceptors are invaluable to the paramedic program, as they allow students their first real-life, hands-on training experiences under the watchful eyes of experienced professionals. Many of these students are currently employed or have been recently hired by EMS agencies across the state and beyond. Congratulations, UVU Paramedic Class 31!

Back row, left to right
Brian Nordyke, Tyson Elwood, James Schwartz, Janceton Lunceford, TJ Rowley, Mason Wallace, Jason Mackay, Dylan Noble, Alexandrea Perry, John Pollock, Travis Smith

Front row, left to right
Martin de la Cruz, Zach Dean, Jameson Fisher, Jared Henscheid, Benjamin Guerra, Brian Gashler, Justin Hamilton, David Kidman
EXPERIENCE:
THE UVU DIFFERENCE

40
Live fires during RCA training

70%
Employment placement in emergency services within 3 years

Fire Evolutions Laboratory
4,680 ft²
State-of-the-art strength training and fitness facility
1,600 ft²
Engines and 1 quint in UVU RCA fleet

438
Combined years of instructor experience

16
Years of recruit classes at UVU

26
Full-time career firefighter instructors

CERTIFICATION & PROGRAM DETAILS
Four certifications: Firefighter I, Firefighter II, Hazmat Awareness, and Operations
One-year academic certificate in firefighting from UVU at the end of the semester
2 different types of internships available for RCA graduates
12 positions for student leadership — class officer and company officers

1,612 certifications issued to UVU RCA graduates since 2008

FACILITIES/EQUIPMENT
Four-story training tower
Car fire, vertical vent, large area search, fire behavior cube, and other props
10,000 ft² apparatus bay
5.25 acres of drill ground area
155 sets of firefighter turnout gear in PPE inventory
12 new sets of firefighter turnout gear every year
60 MSA® SCBA in inventory

LEARNING BY DOING
Recruits are trained to drive apparatus and operate the pump at fires
They arrive “on duty,” check apparatus/equipment, report, dress, and form-up
The UVU RCA replicates the fire station life, and recruits learn the fire culture
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FIND OUT MORE AT
801-863-7749
uvu.edu/esa/academics/rca.html
OBITUARIES:

Robert Lee Brown
1924–2015
Robert Lee Brown passed away on June 9, 2015, at the age of 91. In July 2015, he and the love of his life, Joyce Despain, would have celebrated 72 years of marriage. Robert joined the Navy in 1943, where he flew in the bottom of a plane, known as a Torpedo Bomber by Martin (TBM). During a night training their plane crashed into the ocean and sank within 30 seconds. Robert was a survivor. It took three days of rowing before they spotted land. Robert loved the Navy and served during WWII in the South Pacific. He later served as a firefighter for the Salt Lake County Fire Department, retiring as a captain after nearly 30 years. He was as strong as an ox and could be seen on the roof even into his 80’s. He's the only guy we know of who was struck by lightning twice and survived. He was an avid sports fan who loved baseball and rarely missed a BYU basketball or football game.

Gean Sheldon Lindsay
1929–2015
Gean Sheldon Lindsay returned home to his Heavenly Father on July 12, 2015, at The Legacy House of Spanish Fork, Utah, at the age of 86. He was born Feb. 4, 1929, in Salina, Utah. He married his sweetheart, Janet Louise Shelley, on November 16, 1956, in the Manti LDS Temple. Together they raised six children and enjoyed spending every minute together doing family activities. Gean served in the Air Force as a carpenter before serving an LDS mission to Hawaii, where he touched many lives. He was a firefighter for the City of Provo for 26 years. Gean loved serving others and helped countless neighbors and friends with various projects.

Gregory Bronder
1975–2015
Greg Bronder passed away as a result of a fall while hiking Mount Nebo. Greg was an avid outdoorsman and loved hiking and mountain climbing. He was truly a mountaineer; there wasn’t a name of a peak that he did not know. He was one county high point shy of climbing every county high point in the state of Utah. Greg met and married the love of his life, Kayla Colovich, on February 5, 2000. Greg and Kayla were blessed with two wonderful children, Griffen (eight) and Sophia (five). He adored spending time with his wife and children. They were his pride and joy. Greg was a playful, goofy, teasing, yet serious and tender-hearted man. He loved and served his community as a Tooele City volunteer firefighter.

Steven McBride
1956–2015
Assistant Chief Steve McBride passed away on August 18, 2015, after an aggressive battle with a rare form of leukemia. On this earth he leaves his wonderful wife of 37 years, Joanne Toller McBride, his five children and their spouses, and four princess granddaughters. Steve loved scouting and was awarded the Silver Beaver for his many years of service. Steve loved building and roofing houses. He worked construction his entire life, but the recent years were his favorite as he worked side by side with his sons. Steve spent 34 years serving as a firefighter, serving the communities of Cache County. He was a proud member of the Utah State Fireman’s Association serving as a trustee, president, and most recently as secretary. Steve served diligently as a certification tester for UFRA for 20 years. Steve was a marvelous man and will be greatly missed.

Jay Westergard
1932–2015
It was only fitting that Jay Westergard would ride to his final rest in the back of Garland City’s 1919 Ford Model T Fire Engine. Jay and his father, both long-time firefighters, owned the old truck after it was retired from the department, and later Jay supervised its loving restoration. A Korean war veteran, Jay began his volunteer service as a firefighter in 1959 and continued until his death. Despite his long fight with cancer, Jay was a tireless and effective voice for fire service causes at the legislature through the Joint Council of Fire Service Organizations, championing the recently passed Presumptive Cancer bill, the law creating firefighter license plates, and many more. Two of Jay’s sons also became firefighters, and one of them also died of cancer that Jay suspected came as result of firefighting exposure to carcinogens. Jay’s surviving firefighter son, Blair, continues to serve. Jay always fought for the whole fire service, not just for volunteer issues. As testimony to that, firefighters from all over the state attended his funeral at the Garland LDS Tabernacle, including 13 past presidents of the Utah Firemen’s Association.
The demand for energy-efficient, low-emissions vehicles is increasing daily. This demand increases your chance as an emergency responder of encountering a hybrid or an electric vehicle during an emergency incident. In order to safely and competently manage an incident involving electric vehicles, emergency personnel must understand how to deal with these vehicles during an incident. Proper training on and knowledge of the various electrical systems designed into these vehicles will increase your safety, the safety of other emergency personnel, and the safety of the persons involved in the incident.

First of all, it is important to understand the different classifications of hybrid and electric vehicles and the difference in the operational systems and components of each.

**Hybrid**: These vehicles have an internal combustion engine and an electric motor. The high-voltage battery is charged while the vehicle is being driven and does not require an external power source to charge the battery.

**Plug-in Hybrid**: These vehicles must be plugged in to an external power source to charge the battery when the vehicle is not in use. Plug-in hybrid vehicles generally have a larger battery.

**Electric**: These vehicles require an external power source to charge the battery, and they operate completely on electrical motors without the assistance of an internal combustion engine. Electric vehicles have been around since the early 1900’s.
Most hybrid and electric vehicles are based on existing manufacturer models and look like conventional vehicles. Rescue personnel must look for logos, emblems, stickers, body features, and dash lights/indicators that identify the vehicle as a hybrid or an electric vehicle.

Hybrid and electric vehicles can move unexpectedly. A unique feature found with hybrid vehicles is that the gasoline engine will shut off when the vehicle stops (such as being involved in an accident). If the accelerator pedal is depressed, the silent electric motor instantly starts and powers the drive wheels. This silent engine is very dangerous for on-scene rescue teams. It is important that emergency personnel are aware that with a hybrid or an electric vehicle, a silent car is no guarantee the car is safe. Emergency personnel should approach the vehicle from the sides and never in the potential path of travel. Chocking the wheels, applying the parking brake, removing the key, disconnecting the 12-volt battery, and placing the transmission in either the neutral or the park position are critical for safety when working in and around a hybrid or an electric vehicle.

Even though there is high-voltage wiring and components in electric vehicles, no special equipment is necessary to fight a fire in a hybrid or an electric vehicle. The electric circuits in the vehicles are designed to be safe when exposed to water; therefore, it is safe to utilize standard firefighting operations including the use of water to extinguish a fire. The high-voltage system is isolated from the chassis by design. In the event that the vehicle becomes submerged, neither the water nor the vehicle become energized, so electrocution is unlikely.

The high-voltage batteries used in electric vehicles are basically considered dry cell. The battery contains a small amount of electrolyte in a gel form. Some electric vehicle batteries are liquid cooled and may leak conventional coolant if damaged. One style of battery pack is comprised of individual battery modules that contain 228 1.2-V cells. Each cell is encased in a plastic chamber with all the plastic modules mounted inside a large metal container. This battery pack weighs approximately 110 pounds. Another battery packs design consists of 120 individual Ni-MH cells, the same size and shape as standard D cell flashlight batteries. These cells are grouped together in sealed packages of six cells each, positioned end to end. Each cell has a thick metal casing that forms its outer surface.

The Society for Automotive Engineers (SAE) has developed a classification system for the voltage levels found onboard a vehicle. In the SAE system, up to 30 volts DC is considered low...
voltage, 30 to 60 volts DC is medium voltage and anything above 60 volts DC is considered high voltage. Most vehicle manufacturers use either a blue or yellow cable to denote intermediate voltage systems, and orange cable has been standardized as high voltage by the SAE.

While caution is necessary around the high-voltage cables, this should not hamper any extrication procedures. High-voltage cables are not generally placed in areas commonly used as cut points by rescue personnel. However, some high-voltage cables have been run through the rocker channel and fire wall where extrication relief cuts can be made. When making cuts or spreading areas of an electric vehicle, it is highly recommended that the area be exposed and inspected for high-voltage cables prior to beginning any extrication operation.

While most standard extrication techniques can be performed safely during an incident involving a hybrid vehicle, there are several differences between emergency responses to an incident involving an electric or a hybrid vehicle and that of a traditional gasoline-powered vehicle.

Extrication procedures may vary from manufacturer to manufacturer and from model to model. Continuous training and the implementation of department standard operating procedures regarding incidents involving hybrid vehicles will reduce risks and increase emergency responder safety.

Stay Safe… Chief Young

Russell Young is a battalion chief and assistant training officer for the Orem Fire Department, where he is responsible for extrication and ambulance driving operations. He is the chief of the Duchesne Fire Department and has been a paramedic for over 19 years. Young has a B.S. in emergency services management, is currently completing his MBA, has over 23 years of experience in fire and emergency medical service, and is an instructor and certification tester for UFRA.
About five years ago, Captain Charlie DeJournett of the Unified Fire Authority and the lead instructor for the fall 2015 semester of Recruit Candidate Academy (RCA) students at Utah Valley University (UVU) came to me with an idea. He wondered if there was some way to score a recruit based on various parameters of performance. The score would equate to how well the recruit fared compared to his or her academy classmates. In response to that idea, a basic formula and evaluation criteria were developed to quickly show a recruit’s performance. This score, which came to be known as the recruits’ Performance Rating Index (PRI), has been in place ever since and is providing potential employers with valuable empirical information regarding candidates.

The PRI concept assists prospective employers by giving them an idea of the candidate’s overall performance during their time spent in the RCA program. It is designed to show how the candidate performed using a score out of 100 and how they compared to others in the same class. For example, Recruit Smith had a PRI of 94 while the class average was 88. That score shows that Recruit Smith was above average in his class. The employer can now also drill down in the PRI and get specific scores to see how the candidate performed against the criteria and other recruits.

The PRI helps give employees the most accurate assessment possible because it recalls critical information about the performance of particular students without relying on instructors’ memory. With 100 or so recruits going through the program each year, trying to remember each student and their performance months—or years—after the semester has ended is a daunting task. Every student signs a release authorizing UVU to discuss performance scores with potential employers with valuable empirical information regarding candidates.

The PRI score is developed by evaluating five areas:
1. Written Exams
2. Skills Evaluations
3. Physical Fitness
4. Discipline (demerits)
5. Intangibles (I will explain this in the next paragraph)

To compute the PRI, the raw percentages of each category are then converted into a numerical score that is totaled to equal a final PRI score. The intangibles category is a subjective look at the recruit from the lead instructor’s perspective. We think those intangibles can hold a lot of weight when it comes down to an employer making a 20+ year commitment to an individual. The more information, the better. Here are the intangibles explained:

**Heart**: Displays courage under stress; motivates others; has a positive effect on others; exhibits influence, is a positive example; never quits.

**Personal Interaction**: Shows good communication skills; is assertive when appropriate; considers the team rather than the individual; has no personality conflicts; respects peers; receives respect from peers.

**Adaptability**: Has an ability to problem solve; makes good decisions when faced with unexpected situations; acts appropriately to adversity.

**Initiative**: Acts responsibly without direction; does not seek direction frequently; understands what needs to be done and does it; acts in consistency with training and procedures.

**Situational Awareness**: Is aware of conditions, environment, and surroundings; recognizes danger where appropriate; processes information that may be detrimental to the team and makes appropriate decisions to act based on that information.

So how do employers access the PRI score? By calling the UVU RCA administrative assistant, Donna Cottrell, at 801-863-7749 or emailing her at rca@uvu.edu. She will connect you with the lead instructor for that semester if required or simply provide you with the PRI score from the recruit’s personnel folder. Of course only authorized individuals representing the employer can access a recruit’s file. We strongly urge departments and organizations to start using this valuable tool. The recruits have worked hard for that score and we want you to see it.

*Andy Byrnes* retired after 21 years of service as a special operations battalion chief from the Orem Fire Department. He was also in law enforcement for 18 years and a certified paramedic for 16 years. He is currently an assistant professor and the coordinator for the RCA program at UVU. He is an experienced emergency services instructor, working for local, state, and national Fire/EMS and law enforcement organizations. He has reviewed and contributed to several textbooks related to hazardous materials/WMD response and he is a frequent course reviewer and subject matter expert in the areas of hazmat and firefighting leadership and management. Byrnes is a graduate of the National Fire Academy’s Executive Fire Officer Program. He holds an associate degree in fire science, a bachelor’s degree in public emergency services management, and a master’s degree in instructional technology from Utah State University.
Ryan Kimball, a firefighter and paramedic with the Lehi City Fire Department and Utah County’s Intermountain Life Flight, received the Paramedic of the Year Award on July 15 after a particularly outstanding rescue while working with Life Flight in January 2015.

The Life Flight team at Utah Valley Regional Medical Center (UVRMC) received a call about a man who had been hiking with his son in American Fork Canyon and had developed chest pain. The Life Flight team on duty, including Ryan, Richard Dobson, pilot, and Tammy Anstee, RN, were dispatched to the scene in a medical helicopter.

The hiker, Rick Ellison, was located thanks to the keen eyes of Rich Dobson, who was able to land the helicopter on the steep terrain about 50 feet away. Ryan took his trauma bag, the propaq, and the O2 tank and hiked to the man and his son.

Rich and Tammy left with the helicopter to shuttle up more rescuers and prepare for possible extrication, and Ryan assessed the man’s situation and hooked him up to the multifunction patches. Since he had to hike to reach the man and was unable to take much of the usual equipment, he had to think critically about the best way to treat him until the McKay Hoist Helicopter could arrive. Almost immediately after Ryan got there, the man seized then arrested. Ryan and the man’s son began CPR compressions and used the defibrillator. Though there were moments when the man turned purple and lost consciousness, he eventually began to respond and breathe with a nonrebreather mask.

In the meantime, the Life Flight team brought in two paramedics from Lone Peak Fire Department, Dusty Mitchell and Casey Baird, to help Ryan with an IV and other medical monitoring. The Life Flight team also shuttled in four search and rescue (SAR) team members, who prepared to take the patient down the mountain with a stokes and ropes. They were rigging when the hoist team arrived.

The hoist team—John Campbell, pilot; Cory Christensen, RN; and Rick Black, paramedic—safely got the patient off the mountain. He was then flown to UVRMC, where the medical teams discovered he had a complete occlusion of his right coronary artery. They were able to successfully open and place a stent. As you can see in the photo, he’s doing great and happy to be alive.

As a critical member of this rescue, Ryan Kimball was awarded the American Fork Chamber of Commerce’s Life Saving Award on March 10 and then the Paramedic of the Year Award on July 15.

Many other first responders in addition to Ryan did their part in saving this man’s life as well: Richard Dobson and Tammy Anstee as part of the Utah County’s Intermountain Life Flight team; the helicopter team, John Campbell, Cory Christensen, and Rick Black, who hoisted the man off the mountain; and the medical team at UVRMC. In addition, personnel from Lone Peak Fire Department played a role on scene with the patient and as a part of the landing zone crew after he was hoisted off the mountain. The personnel from Lone Peak Fire Department included Battalion Chief Joe McRae; paramedics Dusty Mitchell, Casey Baird, Nick Brady, and Jameson Bangerter; EMT-I Brian Hodson; and Intern Clayton Riding. Four SAR team members also assisted in the rescue.

Each rescuer did their duty and should be proud of their work in serving the community and saving the life of this man and others throughout their careers. Congratulations especially to Ryan in receiving the Paramedic of the Year Award.

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THE ON-DUTY AND OFF-DUTY SENSE OF DUTY

Could anything be cooler than being a first responder? The work of first responders is appreciated by the masses, despised by a few, and coveted by the ineligible. Whose head doesn't turn when a shiny response vehicle, with that blaring siren and those flashing lights, passes by? Many first responders would wear capes if their department's dress code would allow it. Some first responders already do wear capes in their minds, and if you were to listen closely you could almost hear the hero music in their heads.

But the rewards of being a first responder don't come without a cost. First responders often allow the job to become such a large part of their identity that they are unable to leave it at the station when the shift is over. For emergency services personnel, the blurring of lines between the on-duty and off-duty sense of duty can lead to depression, fatigue, alienation of family and friends, and burnout.

The First Responder's Buzz
In the beginnings of one's emergency response career, there is an undeniable adrenaline rush every time the pager goes off. Perhaps it is the anticipation of finally being able to implement a newly acquired skill set or the thrill of an unknown challenge or the pride of working in a restricted access area. Whatever causes the adrenaline rush, some new recruits feed on the buzz of the response like a drug, and it can become addictive.

Many emergency responders become so passionate and identify so completely with the roles and demands of the profession that on-duty perks are not enough; those responders start to do little things that make the job a part of their off-duty identity. They wear t-shirts that denote their discipline so that they feel like they are always in uniform. They buy specialized license plates on their personal vehicles and adorn the back windows with decals or bumper stickers. Some even install an emergency response light and wig-wags on their vehicle at their own expense. They get tattoos that depict their discipline's symbols, and they hang out at the bars, clubs, and dives that openly celebrate their department's victories and memorialize the fallen.

In the beginning it is about the brotherhood and sisterhood of the profession and the pride in the service they provide. The kick is akin to being a part of the hometown winning team, and the season never ends.

If left unchecked, the pride and passion can turn to self-importance and obsession. The obsession can show in behaviors like keeping a go-kit by the front door, boots at the ready and a fully stocked medical jump kit in the car even when the family is on vacation; monitoring the radio when off-duty and self-dispatching to calls when on-duty crews are fully staffed; tending to become distracted by the very sound of sirens or the sight of another response agency's emergency lights to the point that the off-duty responder wants to follow them to their scene. These are the unmistakable signs of a responder that can't, or won't, leave work at the station. It becomes about craving the rush as much as it is about doing the work.

This overflow of work into a responder's personal life can lead to a heavy imbalance between who the responder is at work and continually being the responder at home. A responder cannot remain in a constant state of “color red” heightened awareness and remain healthy.

The Way to Combat Imbalance
To combat the feeling of wanting to always be on-duty, responders can search for venues and activities outside of work that provide a sense of gratification and pleasure. Finding stress relievers such as hobbies, meditation, and exercise unrelated to their professional response career can help to avoid an on-duty versus off-duty collision at home.

The process of forming a definite border between work life and home life is not a new concept, yet this is a phase that most responders will typically navigate. The early creation of this boundary will help first responders to discover a more satisfying relationship between the demands of their job and the needs of their loved ones. Neglecting either responsibility will cause an inevitable imbalance in their personal life that may not be exposed for months or years and may express itself as an injured relationship or as stress-related health issues.

The imbalance issues that I have addressed come from personal experience. I have had to make many changes in my career to create some distance between the “at work” me and the “at home with my loved ones” me. Here are a few tips from my experience that have helped me to create a work-life balance:
For emergency services personnel, the blurring of lines between the on-duty and off-duty sense of duty can lead to depression, fatigue, alienation of family and friends, and burnout.

- Enjoy being incognito while off-duty. Though you can carry credentials in a wallet so that identification can be produced if needed in an actual emergency, there will be plenty of on-duty opportunity to serve.

- Engage in a fulfilling hobby. Sports and exercise can be healthy stress relievers. Woodworking, learning a musical instrument, and volunteering with children’s teams and programs can all be very rewarding. You may also choose a hobby that complements on-duty job skills.

- Apply simple changes to your wardrobe. To create a boundary between work and home, try to wear clothing that does not always draw attention to your on-duty job, and leave the 5.11® tactical gear at the station. Wearing clothing with firefighter logos and department names now and then is not a problem; just don’t make it the focus of your wardrobe.

- Remove most of the decals off of your personal vehicle. One is enough to make a statement.

Define the line between when the uniform must be worn or be hung in the closet awaiting its next donning. In the emergency services profession, there are enough opportunities to bring the “A” game while on-duty that responders, for their own wellbeing and professional longevity, must view their down time as sacred and critical to their ability to perform optimally.

E. Tal Ehlers, MEP, is the Uintah County, Utah, emergency manager. He is firefighter/AEMT, hazmat operations, law enforcement officer (LEO), and wildland fire certified.

**Climbing the Ladder**

The following individuals received awards at the 2015 Awards Ceremony at UFA and are listed as shown in the picture below (left to right).

- Captain Wade Watkins—Award of Courage
- Paramedic Chris Atkin—Meritirious Award
- Paramedic Kurt Stephenson—Meritirious Award
- Paramedic Tyler Lintz—Distinguished Service
- Haz-Mat Tech Sean Garrett—Firefighter of the Year
- Captain Bret Morley—Officer of the Year
- Captain Fernando Rivero—Distinguished Service
- Captain Matt Rhoades—Award of Courage
- Paramedic Dan Anderson—Distinguished Service
- Micayla Dinkel—Civilian of the Year
- Paramedic Dan Biorge (not pictured)—Meritirious Award
- Justin Watters (not pictured)—Civilian Heroism

Congratulations to each of these individuals on their dedicated service.
EARN YOUR EMERGENCY SERVICES

Now is the time to begin working on your emergency services degree or finish the degree you have been working on.

Why Should I Earn a College Degree?
- Personal improvement
- Preparation for promotion
- Expand career opportunities

What Degrees are Offered?
Certificates
- Firefighter Recruit Candidate
- Paramedic
- Aviation Fire Officer

Associate of Science Emergency Services
- Fire Officer
- Emergency Care
- Wildland Fire Management
- Aviation Fire Officer

Associate of Applied Science Emergency Services
- Fire Officer
- Emergency Care
- Wildland Fire Management
- Aviation Fire Officer

Bachelor of Science Emergency Services Administration
- Emergency Care
- Emergency Management (offered 100% online)

How Do I Enroll?
- Apply for admissions by going to: http://www.uvu.edu/admissions/
- If you have attended another college or university, request an official transcript be sent to:
  UVU Admissions Office
  800 West University Parkway MS 106
  Orem, Utah 84058-5999

What Will It Cost?
- For official UVU tuition/fee amounts go to: http://www.uvu.edu/tuition/tuitionFees13-1428-28.pdf
- Some courses have “course fees” in addition to tuition.

For more information regarding admissions and registration, call 801-863-7798 or 888-548-7816 to schedule a phone or office appointment with an Emergency Services Administration Academic Advisor.

SPRING 2016 SEMESTER

ESAF ONLINE CLASSES
- ESAF 2100 Airport Firefighter
- ESAF 2110 Aircraft Mass Casualty
- ESAF 2120 Aircraft Mishaps
- ESAF 2130 Aviation Terrorism Response
- ESAF 2140 Airport Ops Emergency Responder

ESFF FACE-TO-FACE CLASSES
- ESFF 1000 Introduction to Emergency Services
- ESFF 1360 RCA Internship
- ESFF 250A Firefighter RCA I
- ESFF 250B Firefighter RCA II
- ESFF 281R Emergency Services Internship

ESFF ONLINE CLASSES
- ESFF 1000 Introduction to ES and Physical Ability Testing
- ESFF 2100 The Desire to Serve
- ESFF 1120 Principles of Fire and ES Safety and Survival

ESFO ONLINE CLASSES
- ESFO 1100 Fire Behavior and Combustion
- ESFO 1110 Fire Prevention
- ESFO 2050 Fire Protection Detect Systems
- ESFO 2080 Build Construct Fire Services

ESEC FACE-TO-FACE CLASSES
- ESEC 1140 Emergency Medical Tech Basic
- ESEC 3060 Emergency Medical Tech Advanced
- ESEC 3110 Paramedic I
- ESEC 3120 Paramedic I Lab
- ESEC 3130 Paramedic II
- ESEC 3140 Paramedic III
- ESEC 4150 Critical Care Emergency Medical Transport

RECRUIT CANDIDATE ACADEMY (RCA)

By application only. For more information visit http://www.uvu.edu/esa/academics/rca.html or make an appointment with an academic advisor by calling the Student Center at 801-863-7798.

On-the-job internships are available for all RCA graduates.

Application deadlines: June 1st for Fall Semester and October 1st for Spring Semester.
SPRING 2016 SEMESTER
ESMG ONLINE CLASSES

ESMG 310G Introduction to Homeland Security
ESMG 3150 Public Program Administration
ESMG 3200 Health Safety Program Management
ESMG 3250 Managing Emergency Medical Services
ESMG 3300 Master Planning for Public ES
ESMG 3350 Analytical Research Approaches to Public ES
ESMG 3600 Psychology of Emergency Services
ESMG 4150 Humanitarian Services and Disaster Relief
ESMG 4200 Disaster Response and the Public
ESMG 4400 Legal Considerations for the ES
ESMG 445G Human Factors Emergency Management
ESMG 4500 Customer Service and Marketing for ES
ESMG 4550 Principals Disaster and Emergency Mgmt
ESMG 4600 Public Administration Emergency Mgmt
ESMG 4650 Emergency Services Capstone
ESMG 481R Emergency Services Internship
ESMG 489R Special Topics in Emergency Services
ESMG 491R Topics in Cardiology and Medical Trends
ESMG 492R Topics in Trauma and Pharmacology
ESMG 493R Topics in Medical Litigation

ESWF FACE-TO-FACE CLASSES

ESWF 1310- S131 Firefighter Type 1
ESWF 1330- S133 Look Up Down Around
ESWF-1400 -Wildland Firefighting Fundamentals
ESWF 2150- S215 Fire Ops in the Wildland Urban Interface
ESWF 2340 S234 Ignition Operations
ESWF 3000 S300 IC Extended Attack
ESWF 3300 S330 Task Force Leader
ESWF 3360 S336 Tactical Decision Marketing
ESWF 3390 S339 Division or Group Spv
ESWF 4390 S390 Intro to WL Calcs

PARAMEDIC

By application only. For more information visit http://www.uvu.edu/esa/academics/paramedic_emt.html or call 801-863-7700 or 888-548-7816.

Please check http://www.uvu.edu/esa for current and updated course listings.

Enroll early! Please note that courses are subject to cancellation due to low enrollment.

NEW RCA WEBSITE

If you haven’t visited the new Recruit Candidate Academy (RCA) website since it has been redesigned, check it out at http://www.uvu.edu/esa/rca/.

On the website you can find the link to the Firefighter Rookie Challenge, the link for prospective students, the link about the RCA and other emergency services programs, and more. We also have a new email: RCA@UVU.edu.

You can watch our recruiting video on the home page or see class videos and highlights of our Fire Games under the Prospective Students tab.

We hope the new site meets the needs of those who are interested in the RCA program. If you have any comments or suggestions for the site, please email us at RCA@UVU.edu.
On August 31, 2015, Springville Fire Department hosted the first annual Hobble Creek Invitational at the beautiful Hobble Creek Golf Course. The tournament, intended to be a competition between fire departments, was a four-man scramble with teams from all over Salt Lake and Utah counties. In addition to the many prizes at the tournament, the winning team took home an enormous traveling trophy that will carry the name of the winning department from year to year. This year, the Provo Fire Department took home the trophy with a low score of 55. Springville Fire took 2nd place and Provo Fire Team 2 took 3rd. With great weather, food, prizes, and participation, the day was a resounding success!

Springville Fire Department looks forward to next year’s tournament and welcomes all fire departments across the state of Utah to participate. If you are interested in reserving a spot for your department, or in sponsoring a hole, please contact Springville Fire Department at 801-491-5600.
Know the Warning Signs:

- Ideation of Suicide
- Substance Abuse
- Purposelessness
- Anxiety
- Trapped
- Hopelessness
- Withdrawal
- Anger
- Recklessness
- Mood Swings

Ask them openly and directly about the issues

Listen to them and support them

Connect them to a professional

Don’t leave the person alone

Firefighter Crisis Support Line

801-587-1800

24 hours a day, 7 days a week, 365 days a year
Immediate Assistance at No Charge

Brought to you by the Professional Firefighters of Utah in conjunction with The University of Utah’s Neuro-Psychiatric Unit.
Thank You!

For supporting the 3rd Annual Utah Firefighters Chili Cook-Off!

Visit our website for winners & pictures! utahfirefighterchilicookoff.com