Who’s on the Bus?

Recently as part of the City’s Management Team, we were asked to read a book by Jim Collins entitled “How the Mighty Fall and Why Some Companies Never Give In”. Mr. Collins is a student of companies – great ones, good ones, weak ones and failed ones. He had authored an earlier book that was a national best seller called “Good to Great”. My thought since this was his earlier book was to read this one first. In this book, Mr. Collins wrote “Who’s on the bus?” When you look at our fire department and wonder how an individual got to be a firefighter, you can understand why it is so important to make sure that the right people get on the bus and the wrong people get off.

Success depends ultimately on the caliber of the personnel that we attract, recruit, train, promote and retain. Recruiting does not happen by accident. GFD has a well established game plan that has been developed and the processes in place to select, interview, orientate and conduct the recruit academy. In fact, I would venture in most fire service agencies in this country, this is the one true position (recruit firefighter) that a strong emphasis is placed for future success. About 22 weeks of intensive didactic and practical experiences for each recruit is meshed into over 240 hours. Many volunteer departments experience turnover in high numbers and consequently develop a “revolving door process”. While we do have turnover, we also have

(Continued on page 2)
established consistency among our ranks. We should also note that we have obtained a high caliber of individuals from the recruiting process in the past few years.

We should continually look to upgrade whether it be with new recruits, engineers, rescue technicians and officers. Recruiting is an attitude where we need to recruit great people, nurture them, guide them and then allow them to perform to their own capabilities. Any fire chief wants to staff their department with competent people. And whether it is recruits or other positions within the department, we must all realize that recruiting is not a part-time function, but rather a challenge 365 days a year.

The Training Division over the past several years have developed and grown the academy program. Minimum standards of performance have been clearly stated and understood with each recruit. That has filtered through other factions of the department including Driver/Operator, Rescue Technician and Company Officer training. The best way to avoid future problems with any position is to make it very clear what the expectations are with regard to training attendance, certification and qualification, and response. Failure to clearly agree on the expectations and the firefighter’s ability or willingness to comply with the expectations will result in an unsatisfactory experience for all concerned. Thus we have performance standards within our Bylaws.

It is important that we examine the time commitment to recruit, train and develop quality members and make sure that we are not wasting current member’s time in the training arena. Basic skills can always be polished regardless of the rank we hold. With some recent Bylaw changes and changes in our definitions, we will continue to improve our business processes and make it easier for the individual and their officers to track their required performance within the department.

We maintain a huge investment in our membership from our most senior personnel to the newest recruit in the academy. When we lose a member, a significant amount of time, energy, and sweat has been expended with little return on investment. While we do not do formal evaluations on volunteer personnel, they are being evaluated on their performance on a daily basis by their peers and/or their officers. Our firefighters want to be successful. They do not want to fail and let their peers or leadership down. Without standards of performance, the individual firefighter is left to wonder what the level of performance should be.

We are continually evaluating our recruiting, training and promotional methods. The Training Division as well as many of our members is continually looking at ways to improve the delivery of in-house training. One success in 2010 was the internal promotion of two existing volunteer members to full-time staff positions.

It is up to each and every member of the department to assure that they meet the expectations and successfully completes the training required in the time frame allotted but being considerate of the time commitment. Our officers and staff involved in the recruiting and training of members set the climate of the department. Recruitment remains a top priority and is a year round objective. It is all about asking, “Who’s on the bus?”
For their firefighting skills used for a structure fire on Cheyenne Street on December 16, 2010.

For their rescue skills used for a one vehicle roll over crash at 5th and Ford Streets on December 29, 2010.
Firefighter Fitness - Who Cares?

As members of the training division, we care. Your partner going into a burning building cares. Your officers care. Your family cares. Do you care?

Recently, 68% of the department participated in the City of Golden Wellness Program. Everyone had to watch two DVD’s which I know most were not too excited about. But in actuality, I believe as firefighters, we care tremendously about fitness and wellness. If we aren’t fit, if we are sick or injured, we can’t do what we love doing most in the world – firefighting.

Next question: What kills the most firefighters? Fires? Accidents? Injuries? No to all the above. Death by cardiac arrest has been the leading cause of death among firefighters every year since records began in 1977. In 2009 there were 82 firefighter line-of-duty deaths. 54% were attributed to overexertion and stress with 47% directly related to sudden cardiac death.

But, most of us are healthy, strong, and (mostly) young, so it won’t happen here, right?

**November 26, 2010** Firefighter Kenneth Marshall, a 15 year veteran, died of cardiac arrest while driving an engine to a call. Age: 33

**December 17, 2010** Firefighter Chad Null suffered a heart attack in the fire station after returning from an EMS call. Age: 33

**January 27, 2011** Recruit David Eason went into cardiac arrest while performing a hose trace evolution. Age: 38

**NUMBERS FOR JANUARY 2011**

<table>
<thead>
<tr>
<th>Total Calls - 95</th>
<th>Hazardous Condition - 5</th>
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<tr>
<td>District # 1 - 44</td>
<td>Clear Creek Canyon - 6</td>
<td>Average Response Time - 06:16</td>
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<tr>
<td>District # 2 - 43</td>
<td>Miller Coors Property - 0</td>
<td>Average Firefighters/Call - 7.06</td>
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<td>Fire Response - 2</td>
<td>Out of City/Other - 2</td>
<td>Average Total Time/Call - 28:25</td>
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<tr>
<td>Rescue/EMS - 43</td>
<td>Mutual Aid Received - 1</td>
<td>Est. Fire/Damage Loss - $0</td>
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</table>
A recent study sponsored by FEMA showed that firefighters have a 300% increased risk for cardiac disease compared with other segments of the nation’s population and that less than 10% eat a healthful diet, exercise regularly, and have optimal body weights. Bottom line, firefighters who are unfit are less able to withstand the physical, psychological, and environmental stresses of the job.

How long to you want to be a firefighter? How good a firefighter do you want to be, for yourself, for your brother and sister firefighters, for the Golden community, for your family? It’s up to you. But it’s also up to us as a team to be accountable to the job we do.

**November 19, 2010** Volunteer Captain Worne T. Hall died of cardiac arrest after responding to a rollover accident. Captain Hall gave 33 years of service and died of cardiac arrest while still responding at the age of 86. Not prematurely at 33 or 38 years old. We can all have such a career if we keep ourselves fit enough to do so.

On February 8th we launched a new program at Golden Fire, “GFD Skills Based PT”. Tuesday afternoons, 5 pm – 6 pm I’ll have several stations set up in the bay. These stations will be specific to firefighter skills, cardiovascular exercise, and strength training. We’ll do a short warm-up; everyone will go through the stations at their own pace and strength level, and then cool down with time left to get ready for training night. I plan to hold these workouts every Tuesday except Business Meeting night. We’ll start in the bay for now and can move outdoors as the weather improves. After a few weeks I welcome others to step in and set up their own routine so we can share and learn from each other. There will be certain rules we will all abide by:

1. **The training must be safe**
2. **It will be specific to firefighter skills**
3. **It will be set up so all skill and strength levels can participate**
4. **It will focus on teamwork and helping each other improve both our skills and our fitness**

I encourage everyone to participate. You can come to all or only some of the workout and do it at whatever level you want. By doing this and encouraging everyone to participate we can only get better individually and as a department.
Hi! My name is Mark Testroet and I am your interim Chaplain. It is a privilege to fill in for my friend Chaplain Kirby and an honor to serve all of you as your chaplain.

Just a little note to introduce myself. I currently pastor Valley View Church of God in Sheridan and have been there for 6 years. I am also a retired veteran of the United States Air Force where I served for 20 years as an ammo troop. I am currently completing a degree in Counseling and Mental Health from Metro State and will graduate in May. I can’t wait for school to be done.

From my time in the Air Force I have a great appreciation for the chaplain corps and the services a chaplain can provide. I have personally had many occasions to seek assistance from a chaplain and as a supervisor I found chaplains to be a great resource for my people. I would like to be that resource to you. If you need someone to sit down and talk to or if you know someone who needs someone to talk to, please don’t hesitate to call me. Contact Information: Cell# 303-217-3310 or email: pastormark@valleyview-cog.org

I saw this quote the other day and thought I would share it with you. “We are what we repeatedly do. Excellence, therefore, is not an act but a habit.” – Aristotle. As volunteer firefighters you have volunteered to be a professional in a very complex and challenging field. As a volunteer in the Golden Fire Department, you have volunteered for an organization that is known for its excellence. The reason it is known for excellence is because of men and women just like YOU. Thank you for making excellence a habit and thank you for all your brave service. I look forward to serving along side you and my prayers are for your safety and well being as you continue to serve each other and the members of this community.

Research shows that eating a snack or meal with a combination of protein and carbohydrates within thirty minutes of exercise nearly doubles the insulin response, which results in more stored muscle glycogen, quicker muscle recovery, and better endurance.
ON THE SCENE WITH GOLDEN FIRE DEPARTMENT

Ice Rescue Training
### RESPONSE TRENDS 2009 TO 2010

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<th>Category</th>
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<td>111</td>
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<td><strong>Good Intent Call</strong></td>
<td>203</td>
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<td><strong>Falls Alarms</strong></td>
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<td>207</td>
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<tr>
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<td>$727,600</td>
<td>+$314,285</td>
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Prevention Updates

Over the past several years it has been difficult and expensive to keep up with the apparent theft of the brass caps on the standpipe hose valves at the two downtown parking structures. As such, GURA ordered, and as January of 28th, Knox locking hose valve caps have been locked onto all twenty three hose valves between the two garages. I am in the process of ordering a second Knox locking cap key for each engine, Tower 1 and Squirt 1 so that an attack crew can go to a hose valve and access it with a Knox locking cap key while the engineer can access the FDC with a locking cap key at the same time. I will give them to Captain 5 when they arrive so the best location for the second key can be determined. In the mean time be aware that you only have one to share if only one rig is on scene at one of the garages.

For the next 2-3 months, there will be a fenced closure of 17th Street from Maple Street to Illinois Street necessitated by the Brown Hall construction of the sidewalk area adjacent to 17th Street. The chain link fencing will actually be gated with breakaway padlocks or of course the bolt cutter for emergency access as needed. It does not block the CSM Student Rec. Center FDC or the existing Brown Hall FDC; however, it will prevent the CSM student foot traffic from being on an ongoing safety issue through the construction site.

There will be a couple of major remodel projects starting soon at the Jefferson County Government Center at 100 Jefferson County Parkway as well as King Sooper. What makes these a little different is that both will stay in business during re-model and therefore fire systems will remain in service with periodic impairments. This always creates the chance for increased alarm activity but we will try to minimize.

Another larger remodel project will be the expansion of Red Rocks Church main sanctuary in Building L at Heritage Square. They want to expand to double their occupant load of 999 to about 2000 persons. This is in the permit approval process and has not yet started. I would also like to remind everyone that Red Rocks Church also occupies three units in Building R, one unit in Building C and one in Building U for their youth programs from Infant to 5th graders. The numbers of youth in each building may be up to 65, 90 and 25 in each building respectively. Additionally, they occupy unit B1 for smaller meetings and Building T units 1,2,3 and 4 for other programs that have an occupant load of 100 total. As one can see, Red Rocks Church has a significant presence in Heritage Square on any given Sunday. I would suggest crews familiarize with the area as they are able, perhaps during a Sunday morning work detail.

Finally, I will update folks on some upcoming opportunities for approved work detail at the February business meeting with a follow-up email in When to Work as the dates approach.
All firefighters have participated in some type of Mayday or "Saving Our Own" Rapid Intervention Team (RIT) training; however the odds are most firefighters have not been given specific rules on when to call a Mayday. From the first moment on an academy training grounds, firefighters are taught to be the rescuer, not the victim. Because of this, firefighters are uncertain on when a situation requires a Mayday.

What does this mean for firefighters? First, it means that we've put the cart before the horse. It doesn't matter how well trained or well equipped the RIT is. The RIT team won't be activated unless a firefighter calls the Mayday. Academy training emphasizes saving your comrades, not when you should call for help. Multiple firefighter fatality case studies have shown that had the firefighter called a Mayday or called sooner, they may have survived to go home.

Firefighters don’t like to admit that they might need to be rescued. The delay in calling a Mayday may be caused by many factors, such as:

1. Fear, pride, or denial;
2. Loss of time or situational awareness;
3. Lack of procedural knowledge.

ESTABLISH MAYDAY DECISION-MAKING PARAMETERS

Mayday Decision-Making Parameters (rules that specify when a Mayday should be called) need to be established to ensure that firefighters will recognize a Mayday situation. Training programs have been created that make these parameters and are based on logic similar to those used to establish training programs that teach military fighter pilots when they should eject from their planes in an emergency.

Fighter pilots are given clear, specific ejection parameters (rules governing when to eject). They are trained
and re-trained on when to make the decision to eject and drilled on actually pulling the ejection cord several times a year. The training of firefighters' calling a Mayday and pilots' ejecting from their planes are very similar.

Since defining a mayday situation depends on each firefighter’s experience and perception of the given circumstances, every department must develop a decision making process and ensure it's executed. Firefighters cannot rely on experience to teach this competency,—the first time may be the last time. If there is a very important skill that is very rarely used and you have to do it right the first time, you must drill, drill, drill—repetition is the motor of learning.

The following are some of the main Mayday Decision-Making Parameters to guide firefighters in deciding when to call a Mayday in a single-family dwelling fire. They are:

1. If you become tangled, pinned, or stuck and do not extricate yourself in 60 seconds;
2. If you fall through something (i.e. roof, floor, attic);
3. If you’re caught in a flashover;
4. If you become disoriented, lost, or trapped;
5. If you’re low on air and you cannot make it to an exit.

**BASICS FOR CALLING A MAYDAY**

No firefighter knows when or if they’re going to encounter a Mayday situation, but every firefighter should know the procedure and how to execute it. Firefighters should know the following:

*E.S.C.A.P.E.* – Emergency reverse, Secondary egress, Contact command, Activate pass, Perform breach, Easy breathing.

*Emergency reverse* – If you were doing a right-handed search, turn around and exit with the left-handed search.

*Secondary egress* – Use any windows or doors you may have already crossed to make your exit.
**Contact command** – Alert command by repeating Mayday three times (“Mayday, Mayday, Mayday”). Give LUNAR (Location, Unit number, Name, Assignment [what you were doing], Resources needed [what you need]). Wait for confirmation from command and RIT is deployed. Help RIT come to you by using a light, noise, or tools.

**Activate pass** – Turn your pass device on to alert those around you and assist in finding your location.

**Perform breach** – If possible, quickly get to a safer place than where you currently are.

**Easy breathing** – Focus on your breathing and conserve air. It will take time for help to get to you.

If we want the RIT to work, we need to put the Mayday calling tool into every firefighter's toolbox. Then, we need to drill on it often. We cannot rely on fire ground experience to teach us when to call a Mayday; therefore, we must simulate this lifesaving skill often. Just as you put on your seatbelt to have it protect you in case of an accident, you should be prepared to call a Mayday for the RIT to come to get you or a fellow firefighter in an unpredictable situation. Are you ready?

### Birthdays & Anniversaries

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<tr>
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<th>5 Year</th>
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<tr>
<td>19 Years</td>
<td>Adam Simpkins</td>
<td>02/03/04</td>
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<tr>
<td>Joe Nelson</td>
<td>02/04/92</td>
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<td></td>
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<td>Rocco Snart</td>
<td>02/04/92</td>
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<td>Wes Polk</td>
<td>02/04/92</td>
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<td>13 Years</td>
<td>Phillip Cordova</td>
<td>02/07/06</td>
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<td>Kevin Milan</td>
<td>02/05/08</td>
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<td>12 Years</td>
<td>CJ Adkins</td>
<td>02/06/07</td>
<td>Tyler Hecox 02/06/07</td>
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<td>Valerie Hastings</td>
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<td>John Johnson 02/06/07</td>
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<td>Jason Fritch 02/03</td>
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<td>John Bales</td>
<td>02/01/00</td>
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<td>Kevin Kirby 02/07</td>
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<td>Ben Moline 02/04</td>
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<tr>
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<td>02/06/01</td>
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<td>Anna Trzeciak 02/10</td>
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2010 Golden Fire Department Awards Banquet January 22, 2011

Retirement Awards

Kevin Ferry
Engineer
19 years

Kent McCreary
Engineer
19 years

JJ Risch
Lieutenant
10 years

Years of Service Awards

Doug Holschbach
15 Years

Aaron Giesick
10 Years

Tina Gustafson
10 Years

Gerard Lutz
10 Years

Jeremy Nichols
10 Years

Bruce Peters
10 Years

JJ Risch
10 Years

Eric Gettenberg
5 Years

Adam Maiers
5 Years

Ryan Smith
5 Years

Trevor Williamson
5 Years
Federal Disaster Service Award for Their Response to the Four Mile Canyon Fire

Bob Burrell
Daniel Glynn
Eric Gettenberg
Tyler Hecox
Kevin Kirby
Rocco Snart

Unit Citation for Their Response to the Dome Fire in Boulder County

Derek Frechau
Eric Gettenberg
Jeanette Kehoe
Sean Van Houten

Appreciation Award

Fire Chief’s Award of Distinction

Shauna Paulson of the Information Technology Group and Brooke Merkel, Golden Fire/Police Dispatcher.
# February 2011

<table>
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<tr>
<th>Sun</th>
<th>Mon</th>
<th>Tue</th>
<th>Wed</th>
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<td></td>
<td></td>
<td>1 Business Meeting 19:00 Station 1</td>
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<td>5 Driver Operator Aerial 08:00-14:00</td>
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<td>6 Work Detail Battalion 2</td>
<td>7</td>
<td>8 Rules of Engagement 18:30 Station 1</td>
<td>9</td>
<td>10 Lieutenant Training 18:30 Station 1</td>
<td>11</td>
<td>12 Driver Operator Aerial 08:00-14:00</td>
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<td>17 Lieutenant Training 18:30 Station 1</td>
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<td>22 Lightweight Construction 18:30 Station 1</td>
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<td>28 Lieutenant Training 18:30 Station 1</td>
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ON THE SCENE WITH GOLDEN FIRE DEPARTMENT

Awards Banquet

Golden Fire Department
911 Tenth Street
Golden, Colorado 80401