



# THE RURAL HITCH

FOURTH QUARTER 2017

A publication of Lakes Region Mutual Fire Aid Association

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## From the Chief

Chief Coordinator Jon Goldman, RPL

As the fourth quarter of 2017 finishes up, and we look back upon it, it was a very busy quarter here at Lakes Region Mutual Fire Aid. The quarter began with Chief Goldman, Lt. Paul Steele, and Dispatcher Erin Hannafin attending the APCO-Atlantic Chapter Training Conference in Rockport Maine (Association of Public Safety Communications Officials). At this conference Lt. Steele, and Dispatcher Hannafin were surprised to learn they were being honored amongst their peers, and presented with the 2017 APCO Atlantic Chapter – “Team Of The Year Award.” Lt. Steele, and Dispatcher Hannafin are assigned to the same shift. They were nominated for this award, and selected amongst nominees from the entire Atlantic Chapter for their commitment and dedication to the organization as well as their ability to function as a team.



Figure 1: Chief Goldman, Dispatcher Hannafin and Lt. Steele (Pictured Left to Right) display their awards from the 2017 APCO-Atlantic Chapter Training Conference in Rockport, ME.

At the same conference, LRMFA Chief Coordinator Jon Goldman was awarded APCO “Senior Membership.” Senior Membership is awarded to APCO members who have contributed significantly to the field of Emergency Communications, and APCO as an organization. There is stringent criteria, and a vetting process to assure that only those members who qualify for Senior Member status are awarded this status. Chief Goldman is one of only five NH APCO members who has been designated as a Senior Member. There are only forty Senior Members in the APCO Atlantic Chapter, which boasts a membership of 4,499 members. Less than one percent of Chapter members are designated as Senior Members, and even less are eventually confirmed as “Life Members.”

Dispatcher Lois Ciley attended the Primex Supervisors Academy this quarter. The Primex Supervisors academy is a great opportunity for your supervisors, or those who are on track to become a supervisor to meet with their peers and learn more about management, generational differences, and other pertinent supervisory topics. The Supervisors Academy is highly recommended for any employees you may want to

As we moved into November and December we continued to work towards maintaining our radio infrastructure and working towards a fix to

From the Chief – Continued on Page 4

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# Deputy Chief Coordinator John Beland Departs LRMFA

John Beland grew up in Salem, NH and began his fire service career as a live in student assigned to the Gilford Fire Department. John went on to become a firefighter, Lieutenant, Deputy Chief, and eventually the Fire Chief in Gilford where he resides with his wife, Sandy, and his daughter, Brook, who has just started her career in nursing.

In 2010, Lakes Region Mutual Fire Aid made the Deputy Chief Coordinator position a part time position, with an emphasis on running the Training and Education Division. John was looking for new challenges, and retired from Gilford Fire, and accepted the position as Deputy Chief Coordinator. The new challenges allowed John to continue working in the fire service, and responding to calls, in a different capacity than as a fire chief.

John took the Training and Education Division at LRMFA and ran with it. He worked hard to bring Firefighter training to the Lakes Region. He coordinated with Fire Standards and Training to bring FF1, FF2, and many other needed courses to the area. When John met with the LRMFA Executive Committee for the last time, his impact to the Training and Education Division was obvious, as unilaterally each member of the Executive Committee expressed their desire to see the division continue with the forward momentum John had brought.

John admittedly had never been a Dispatcher, and although he had an enormous appreciation for what Dispatchers do every day, he had never seen it day in and day out.

John was asked to consider a new position with the Partnership for Public Health, as their Preparedness Coordinator. After careful consideration, and much consternation, John, agreed to accept that position. As part of his new duties, he oversees the CERT Team, so we may still see him at fire scenes, again in a different role.

About 40 people came out in a snow storm on January 5<sup>th</sup> to wish John well, and good luck during his farewell luncheon. He was presented with some plaques, some fire department t-shirts, and of course his LRMFA C2 helmet shield on a plaque that read in part, "In Commemoration of his thirty years of service to Lakes Region Mutual Fire Aid." John Beland has been a fixture in the Lakes Region Mutual Fire Aid Association for thirty years in many different roles, with many different responsibilities.

Good Luck, John. 🍀



Figure 2: Beland, pictured here, leaving LRFMA

**THE RURAL HITCH**

is published quarterly by Lakes Region Mutual Fire Aid Association

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*Chief*

Lois Cilley  
*Editor*

**Email all submissions to:**  
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## From the Chief

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improve communications to the southern part of the system. Our vendor had discovered several antennas that were broken during the course of the summer, and replaced them. We were specifically looking towards the southern portion of the system, and received quotes to place a simulcast site in Strafford. The Board of Directors authorized the Chief to research this further and emphasized their desire to improve this portion of the system. It was discovered that two antennas on the Blue Job Mountain site were damaged, as well as the feedline. They were also improperly installed years ago. We are moving forward with a project to replace those antennas, feedline, and grounding systems. Chief Goldman and Lt. Steele are working diligently with several radio vendors to redesign and obtain cost estimates to rebuild, and replace the entire simulcast system. These antenna replacements are being conducted with that in mind, so we will not need to back and redo them. Chief Goldman expects to come to the Board of



Figure 3: Blue Job Mountain Antennas

Directors with some system options, and funding ideas over the next 12-14 months.

The third quarter of 2017 also brought with it the budget process for 2018. The Board of Directors approved a 2018 annual budget of \$1,275,286 which is only \$13,466 higher than 2017. For 2018 we were fortunate to see a 6.22% reduction in our health insurance line. We are appreciative to the board for analyzing the budget, asking questions and fostering some great discussion.

All in all, the third quarter of 2017 was extremely busy with calls, budgeting, and general operations. We continue to provide, and improve upon the level of service, and the

value-added services we provide to our member communities. Stay warm, and stay safe this winter. 🍷

# HAPPENINGS AT THE FRANKLIN FIRE DEPT

## RECENT PROMOTIONS

Chief LaChapelle and the Franklin Fire Department are pleased to announce the recent promotions of Deputy Fire Chief Michael Foss and Captain Gregory Stetson.

### Michael Foss promoted to Deputy Chief

Deputy Foss assumed the Executive Officer role on December 4, 2017. Michael started here in Franklin on June 4, 2012. He started his fire service career as a student with the Laconia Fire Department while he was attending Lakes Region Community College. After finishing his Fire Science degree program he worked for the Plymouth Fire Department for a short time before going back to Laconia. While in Laconia, Michael obtained his national certification as a registered Paramedic. Michael's professionalism and skilled ability allowed him to advance at an accelerated pace. He will be finishing his Master's Degree program in early Spring 2018. Michael's roles as Deputy Chief will include; oversight of Fire Department Operations, Safety, EMS QA/QI and more importantly, ensuring that our department mission is carried out to our fullest ability.



Deputy Chief Foss lives in Franklin with his wife and (4) children.

### Gregory Stetson promoted to Shift Captain

Captain Stetson assumed the role as "A-Shift Captain" on December 4, 2017. Greg started his fire service career as a volunteer firefighter in Andover. He started his full-time fire service career in Hopkinton and later moving on to the Tilton FD. Greg is a graduate of Proctor Academy and has a degree in Criminal Justice and Fire Science. His passion for the fire service and commitment to the Franklin Fire Department never goes un-noticed. Captain Stetson's primary responsibility is to manage and safely mitigate emergency incidents. Captain Stetson lives in Andover with his wife and daughter.



## INAUGURAL PINNING CEREMONY

Congratulations to Deputy Chief Foss, Captain Stetson and Firefighters Danforth, Roberts, Zins and O'Brien. The Franklin Fire Department conducted an official pinning ceremony (swearing in ceremony) on December 20, 2017. 🍷

# LRMFA Staff Participates in:



No-Shave November is a month-long fund-raising journey during which participants don't shave in order to evoke conversation and raise cancer awareness. Eight Lakes Regional Mutual Fire Aid employees pledged \$50 each to participate in No-Shave November. The funds were donated to the NH Firefighter Cancer Support Network.

Participating this year was Chief Goldman, Deputy Beland, Lt. Rob Frame, Lt. Paul Steele, Lt. Kevin Nugent, Dispatcher Jeff Sheltry, Dispatcher Erin Hannafin and Dispatcher Esther DiCarlo. 🇺🇸



Thank you to Bree, Matt and Tyler from **Polished and Proper** at 610 Main Street in Laconia for shaving the crew on November 30.





Figure 5: Dispatchers O'Neill, Hannafin and Cilley (pictured left to right) answered phones for the Greater Lakes Region Children's Auction on December 5, 2017.



Figure 4: Lt. Parker and Lt. Steele working with staff from Securus on the beginning stages of XCAD implementation.

# Health & Wellness

LRMFA to promote health and wellness through new programs.

A new LRMFA Health and Wellness program is coming in 2018. Dispatcher Esther DiCarlo, recently completed FF1, while already having experience as a fitness instructor and is a certified Fitness Trainer. During her interview last year, Dispatcher DiCarlo expressed interest in developing a health and wellness program.

She attended the Primex Wellness Coordinators Academy earlier this month, and became the LRMFA Wellness Coordinator through Primex. Not only will she work on Health and Wellness for LRMFA employees – she has bigger plans – and LRMFA is planning to bring some health and wellness training to our member communities.

Dispatcher DiCarlo will develop several programs for her to present to our member communities on topics such as FF Safety, and health and wellness, easy exercises you can do in your station fitness rooms, at the gym, and even with your home fitness equipment. She will offer some healthy eating and dieting tips, and general health and wellness. We are looking at her being able to offer biometric screenings; there will be “Biggest Loser” competitions and challenges throughout the system for those departments that want to participate.

[See Page 12 for the first article.](#)

For more information, or to let Dispatcher DiCarlo know you may be interested feel free to contact her at [edicarlo@lrmfa.org](mailto:edicarlo@lrmfa.org).

# Sanbornton Fire & Rescue Announces Promotions

Sanbornton Fire & Rescue is proud to announce the promotions of Lieutenant Ray Smith to the rank of Captain (pictured left), Firefighter/AEMT Anna McLoon (pictured center) to the rank of Lieutenant, and Firefighter/EMT Ben Downes (pictured right) to the rank of Lieutenant. Congratulations and thank you for your continued dedication to the Town of Sanbornton.



# DISPATCHERS ROLE IN SITUATIONAL AWARENESS

By Rich Gasaway, SAMatters.com

One of the situational awareness best practices discussed during the Fifty Ways to Kill a First Responder program is the role played by the dispatcher during an emergency incident. As I have discussed this many times with first responders throughout the United States I have come to the conclusion that in some jurisdictions the dispatcher role is either ignored or downplayed. This is very unfortunate because a dispatcher's contribution to incident situational awareness can be significant. Let's explore how.

## Call Information

The dispatcher is the first person to gather clues and cues about an emergency. An experienced, well-trained dispatcher is able to gather a lot of high quality, vitally important information that can help first responders form an early understanding of what they will be facing upon arrival at the emergency scene. In some dispatch centers the questions asked of callers are scripted or there may be prompts to help dispatchers gather the essential facts.

Callers are often distraught when calling 9-1-1 and the dispatchers have the difficult task of both calming the caller and extracting quality information from them. If you have spent any time as a dispatcher or in a dispatch center during the processing of a critical emergency call you understand this can be a very challenging task. In haste, the callers often abbreviate what they are saying. Some may become agitated and scream at the dispatchers, complicating the ability to understand.

Depending on the type of emergency, location and time of day, a dispatch center can get dozens of calls about an emergency. The massive influx of 9-1-1 calls can be overwhelming depending on the number of dispatchers on duty.

*I once recall a dispatcher sharing a story where he was the only one on duty and the 9-1-1 phones starting lighting up for a residential dwelling fire. He was on-duty alone and was doing his best to dispatch the appropriate police, fire and EMS agencies. As he did, the 9-1-1 calls kept coming in. Finally, as the callers would say "There a house on fire..." The dispatcher interrupted and told the caller the fire department was on its way, hung up, and took the next call. The only problem is, there were two house fires and the dispatcher missed receiving the report of the second house fire because he was cutting the callers off short of allowing them to give the address for the fire. Fortunately, the second house fire was discovered by a police officer while responding to the first house fire. Otherwise, the outcome might have been catastrophic.*

## Call Takers

Some dispatch centers are staffed with personnel who serve as call takers. Their sole job is the answer the phones, gather the essential information, then pass the information on to the dispatcher who will, in turn, send to appropriate agencies. Sometimes the call information is routed to multiple dispatchers,

each dispatching one service provider (e.g., police – fire – EMS).

The call taker model, while efficient, can have some inherent challenges. There is always the possibility of multiple call takers receiving multiple 9-1-1 calls about the same incident. If the call takers know that one of their associates is taking an incoming call about an emergency, they may simply confirm the address with the caller and tell them responders are on the way. The problem with this is the quantity and quality of information gathered by each caller can be very different. The first call taker might be able to gather very little information from a distressed caller. A subsequent caller (to another call taker) might offer much more information of higher quality but that caller was cut off.

## Dispatch Training and Priorities

Some emergency response agencies may operate their own dispatcher center and not share dispatching services with other agencies. Many dispatch centers, however, serve many agencies. Many of those are under the control of police or sheriff departments. Fundamentally, it shouldn't matter whose control dispatch falls under so long as the quality of service for all agencies served is high. Unfortunately, this is not always the case.

In some jurisdictions the priority for dispatcher training and job performance is slanted in the direction of the agency that controls the dispatch center. To some degree this is understandable. The dispatcher is going to give deference to the agency that signs their paycheck. A problem can arise when a dispatch center becomes unresponsive to the needs of other agencies they dispatch for. Dispatching for fire and dispatching for police, for example, are different.

## Incident Scene Communications Support

In a properly staffed, highly functioning communication center a dispatcher would be assigned to handle the radio communications for a critical incident and that would be their sole responsibility. Where this happens – and it does happen for those who have not benefited from this design – the dispatcher serves as a scribe and a second set of ears for the incident commander. This can be a huge asset to a commander. For starters, the dispatcher is in a lower stress environment because they are physically located in a controlled environment that is not dynamically changing (like an emergency scene is).

Dispatchers often wear radio headsets that allow them to filter out extraneous noise so they can concentrate on the radio traffic they are monitoring. A dispatcher can have ready access to resource information like weather and traffic condition reports. If they have access to the Internet they can quickly find answers to questions for the commander.

*On several occasions I've had incident commanders share with me stories where they were operating at*

# UPCOMING TRAINING

## RESPONDING TO CALLS TO INDIVIDUALS WITH AUTISM

[Link to "Responding to Calls to Individuals with Autism" Flyer - Click Here](#)

WHEN: **February 21, 2018** – 1900-2100  
WHERE: Lakes Region Mutual Fire Aid  
62 Communications Drive, Laconia

Presented by:

**Chief Tim Stevens, Hill Police Department**

RSVP to LRMFA Training Coordinator Erin Hannafin  
via email at [ehannafin@lrmfa.org](mailto:ehannafin@lrmfa.org)

Individuals with Developmental Disabilities are 7 times more likely to have encounters with Law Enforcement. Failing to identify individuals with Autism has led to catastrophic results and deaths costing agencies millions. Proper training and identification are essential. This presentation gives 1st Responders tools to identify, respond appropriately, and possibly save the lives of innocent individuals with Autism who may not comply with simple instructions. This is a must have training for all 1st Responders.

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## BELMONT FIRE DEPARTMENT HOSTS AEMT CLASS

[Link to AEMT Class Flyer - Click Here](#)

STARTS: February 24, 2018  
WHERE: Belmont Fire Department  
14 Gilmanton Road, Belmont

February 24, 2018 – May 31, 2018

Thursdays 1700-2200 and Saturdays (6) 0800-1600

Cost is \$1,200.00 and includes Books, Materials, and  
NH Scope of Practice Modules.

Contact:

**Gilmanton Community Health Services**

Raelyn Cottrell

PO Box 547, Gilmanton, NH 03237

(603) 393-2372

[angels1@metrocast.net](mailto:angels1@metrocast.net)



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## EMERGENCY VEHICLE AND AERIAL LADDER OPERATIONS

[Link to Emergency Vehicle & Aerial Ladder Operations Flyer - Click Here](#)

WHEN: **March 19, 2018** – 0830 - 1630  
WHERE: Tilton School  
30 School Street, Tilton

Hosted by:

**Tilton-Northfield Professional Firefighters Local 4659**

Presented by:

**Ret. Lt. Michael Wilbur, FDNY**

This presentation will provide a pictorial review of emergency vehicle accidents and their causative factors. Subjects covered include DUI, railroad safety, response policies, intersection safety, rural apparatus driving, leadership and maintenance.

Training will also include proper placement and operation of aerial devices.

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## ICS 300 INTERMEDIATE

[Link to Online Registration - Click Here](#)

WHEN: **March 20-22, 2018** – 0830 - 1700  
WHERE: Lakes Region Mutual Fire Aid  
62 Communications Drive, Laconia

Hosted by:

**Lakes Regional Mutual Fire Aid**



**FEMA**

This course provides training for personnel who require advanced application of the Incident Command System (ICS). This course expands upon information covered in the ICS 100 and ICS 200 courses.

**Prerequisites: IS0100.b, IS0200.b, IS0700.a & IS0800.b**



# Fireground Decision Making

By Kenneth L. Erickson, Fire Chief, City of Laconia Fire Department

**A question that I hear fairly often is - when do you ask for more help, or, why do you call for more help? It's not an easy answer and it is dependent upon many factors.** For most fire departments, we do not send enough resources, on the initial response to even handle a working house fire in a single-family home. So, you should set up automatic responses to high risk alarms such as building fires. However, there are certain situations that demand additional alarms whenever encountered:

1. a severe life hazard or actual rescue in progress,
2. fire threatening other buildings,
3. fire that is well-advanced,
4. a fire in a large area or multi-floor structure,
5. a cellar fire,
6. fires in buildings with sprinklers that are out of service,
7. a fire with water supply problems, and
8. a fire where you have many assignments to give and too few firefighters to give them to (most fires).

I think each department needs to decide what size building is a large building. Laconia considers any fire above the third floor as a problem. Also, any building over 5,000 square feet in area becomes a problem. If it exceeds 10,000 feet it's a real big problem.

You need to also consider the point of no return. When do you stop calling for help? A large barn that is well-involved and has no exposures is in reality a controlled burn. All the mutual aid in our system will not change the outcome. Don't put a lot of trucks on the road, or place people at risk, responding to losers. Sometimes we just have to admit the fire is a loss and there is nothing we can do.

If you are worried about pulling a First Alarm because it brings so many pieces of equipment, then change the run card. Get 2 or 3 trucks on a First Alarm, and a cover truck. Then load up the Second Alarm. Laconia gets Gilford and Belmont, or Meredith on the report of a building fire. A First Alarm gets cover trucks and calls in off-duty members. We handle 90 percent of our building fires with this alarm. A Second Alarm gets five more trucks to the fire and cover trucks; it's a bad fire, but we also hold most bad fires to no more than a Second Alarm.

## Red Flag Warnings

Many of you are probably familiar with Red Flag warnings for forest fire danger. Here are some for building fires. Many of these Red Flags are good indicators to call for additional alarms, or to change from offensive to defensive strategy.

1. Crews cannot find the fire, or the fire building has a confusing layout, or is a large building. If you can't find the fire, or are delayed in getting water on the fire, then conditions will continue to deteriorate, and the fire will start attacking the structure, which will lead to structural failure. The bigger, or more complex the building the more people you will need.

2. There is only one way in to the fire, or fire area - cellar fires or attic fires are an example. Limited or poor access also means poor ventilation profile and no good way to rescue firefighters if they get in trouble. If you can't vent ahead of the hose stream, then the hose stream will not move forward. If you vent before the hose stream is in position to put water on the fire, the fire will quickly intensify and possibly hurt the firefighters. Limited access fires are tough on firefighters and very dangerous.

3. Crews are working above the fire. If there is no hose stream on

the main fire then crews should not go above the fire. If you have crews above the fire they need protection from a hose stream, which requires more crews. Fires on more than 1 floor, or buildings with multiple floors require more help. Simply put, for each floor level in a house fire you need four to six firefighters per floor. If it's bigger than a house the numbers can easily double, if not triple.

4. Any time you have a fire that is not a house fire. Most of us have very little experience in anything but house fires. Many of us don't even have that experience. Don't fight every fire with the same tactics as a house fire. Non-residential building fires require more resources including people and water. They are also more dangerous simply because of the lack of experience. Firefighters are four times more likely to get hurt or killed in non-residential building fires.

5. Any fire in a vacant or unoccupied building. Is it abandoned, dilapidated, or simply unoccupied. Either way, expect a delayed report and advanced fire conditions. If it is abandoned expect it to fail quickly. Set up for master streams. If it is unoccupied the only life hazard is your firefighters.

6. Any building with multiple level entrances. When you have buildings built into slopes you may have walk out basements. We have buildings in Laconia that are 3 and 4 stories in the rear, yet present as 2 story buildings. Firefighters can easily get disorientated in these buildings. Crews assigned to the rear may not realize the disparity in floors. A Mayday on the first floor could be easily missed from the back of the building. This fire requires increased command and control.

7. If you cannot vent the fire properly (remember poor access). You should not start venting until the hose stream is ready to hit the fire, unless there is a backdraft potential. If you vent too soon the fire will rapidly increase in size and intensity. If you cannot vent because of poor access, no windows, or can't reach the windows, then the hose crew can't move forward quickly. Which leads to the next Red Flag.

8. The hose streams are not knocking down the fire. There can be a lot of reasons why crews are not knocking down the fire. Not venting is one. Lack of help is another. Inadequate flow rate is another. Inexperienced crews, no supervision on hose crew, hoarding conditions. It does not matter. If you are not getting water on the fire, and not cutting of the fire spread, then conditions are getting worse and structural failure is a concern. You need more help, and you need to think about changing tactics, or going defensive.

9. Big open areas or high ceilings - these conditions will hide fire or deceive you about fire conditions. You will probably need large capacity hose streams, at least 2" hose flowing 200 gallons per minute. Firefighters can be walking around a large commercial building and not realize that conditions are deteriorating deep inside and that heat is rapidly building up 20 feet over their heads. One of the contributing factors to the nine fatalities in Super Sofa was the high ceilings.

10. Big buildings also lead to this Red Flag - the reports from the inside do not match what you see from the outside. Trust your view. I've worked many fires where crews inside said they were making progress, yet conditions outside did not match their report. I pulled the crews and went defensive.

11. Things are going wrong. Stop the operation and regroup.

**Fireground Decision Making - Continued on Page 12**

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## SA Matters

*Continued from Page 7*

*emergency scenes and, for whatever reason, did not hear critical radio traffic. The dispatcher was monitoring the radio and immediately informed the commander of the radio traffic and averted a catastrophe.*

### **ETNs and PAR Checks**

Two support tasks a dispatcher can perform that can be very helpful to emergency responders are Elapsed Time Notifications (ETNs) and Personnel Accountability Reports (PARs). These tasks can be performed by the commander or a command team member as well. Sometimes those additional personnel are not readily available on an emergency scene. This is where the dispatcher can really help out.

An ETN is an announcement, over the radio, for all operational personnel to hear (which means it might have to be announced multiple times on multiple channels so everyone does hear it) of the time that has elapsed at an emergency. This is critical to the formation and maintenance of situational awareness for two reasons.

First, responders need to form expectations of outcomes. This is one of the steps in the decision making process. One of those expectations is HOW LONG should it take for personnel to complete tasks. An ETN helps a commander keep track of the passage of time and can benchmark the time passage to the process of assignments.

Second, Level 3 Situational Awareness is formed by making accurate predications of future events (beyond company-level performance of tasks). Think of company-level performance of tasks as scenes in a movie. Think of Level 3 Situational Awareness as figuring out how the entire movie is going to end.

In most dynamically changing environments responders have a finite time to complete tasks or the situation may overrun them (e.g., extinguish the fire and get out before the building collapses). The amount of time responders can operate in rapidly changing environments is, without dispute, limited. Keeping track of time by way of ETNs helps everyone realize how time is passing. This is very important because, under stress, we can suffer from temporal distortion – a fancy way of saying time can get away from us.

The PAR check is a formal process of accounting for all personnel operating at an emergency scene. The process can be conducted by the dispatcher and the content of the report affirmed by the commander as companies report in, or vice versa. Either way, it serves as a check and balance that all companies are accounted for by two independent parties. The PAR should include company names, crew size, location, and a brief report on their progress. This helps affirm the crew is intact, they're where they're supposed to be, doing what they're supposed to be doing, and whether they're being effective in their task. This goes a long way toward building incident-wide situational awareness.

### **Mayday!**

A dispatcher is often in a better environment to hear a distress message and gather critical information from at-risk responders. Depending on the features of the radio system, the dispatcher may be able to identify the exact radio

transmitting the distress message and tell the commander what channel (or talk group) the message was transmitted on. The dispatcher may also be able to transmit alert tones that can be incorporated into the department's operating procedures to put the entire incident scene on notice of the mayday situation.

### **Rich Gasaway's Advice**

Dispatchers can play a critical role in managing emergency incident communications. A well-trained, experienced dispatcher should be viewed as a critical component of the command management team. However, the knowledge, skills and abilities needed for a dispatcher to support an incident operation should not be assumed. Dispatchers need to be trained on how to support incident operations.

In addition to training, dispatchers need to practice their skills. As your emergency response agency develops drills to train responders on how to handle emergencies, include the dispatchers in the drills. If you're conducting a mayday drill, see this as an opportunity to allow the dispatcher to practice their role during a mayday event also. Otherwise, when you really need them, the skills may not be as sharp as you wanted them to be and you might find yourself blaming the dispatchers – which would be unfortunate.

### **Action Items**

1. Work with the supervisors of the dispatch center to ensure an understanding of their policies and procedures and their capabilities to support your operations during a critical event.
2. If the dispatch center budget cannot afford the staffing to dedicate one person to critical emergency calls, recommend solutions that may include sending one of your responders to the dispatch center to serve as a support person or setting up an agreement where they can call someone in on overtime and your agency will pay the expense.
3. Spend time in the dispatch center. The best way to understand the strains and stresses of being a dispatcher is to walk a mile in their shoes. This will go a long way toward building mutual understanding and in building relationships that can pay off during an emergency.
4. Involve dispatchers in training events. This may include inviting dispatchers to observe or participate in training evolutions or ride-alongs to see, first hand, the job responders perform. This too can go a long way toward building relationships that can pay off during an emergency.
5. See the dispatchers as partners in your service delivery. If that partnership is not as strong as you'd like it to be, then get to work on making it strong. The dispatcher's role in your success is too important to ignore. 🛡️

***Richard B. Gasaway, PhD, EFO, CFO is widely considered to be one of the nation's leading authorities on human factors, situational awareness and the decision making process used in high stress, high consequence work environments. This article was used with permission. The original article can be found via this link: <https://www.samatters.com/dispatchers-role-in-situational-awareness/>***

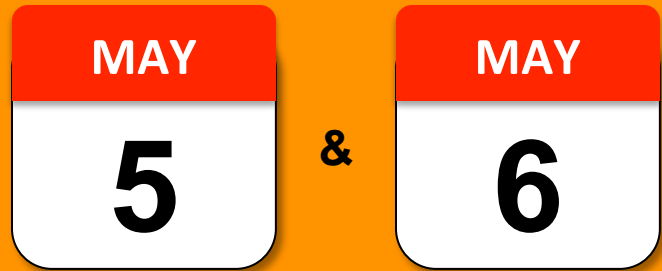
# SAVE THE DATE

## Rural Water Supply Operations

May 5 & 6, 2018

### Host Department Needed

Contact Chief Goldman at [jgoldman@lmfa.org](mailto:jgoldman@lmfa.org)



## Fireground Decision Making

Continued from Page 9

Any time you have an operation where things are screwed up from the get go it is best to hit the restart. Trucks in the wrong place, pump won't engage, loss of water, firefighter gets injured – stop and regroup. Don't let bad operations continue. Do not let firefighters perform unsafe acts.

12. You have fire in attached buildings – think townhouse, condominiums and downtown business blocks. You'll need an attack line, a back-up line, and at least two additional lines - one for each exposure. Always go to the downwind exposure first. The resources for hose lines do not include search crews, vent crews, and support crews. Attached buildings require lots of resources.

13. Delays in getting water on the fire, or a good water supply. You have a fire that will require long hose stretches for attack lines, or long stretches for water supply. Most of us are not set-up well for stretches beyond 200 feet. You need leader lines of 2-1/2" or 3" hose with gated wyes. Can you break a preconnect quickly or do you carry standpipe packs? This all takes time, and practice. If the water supply is beyond one Engine worth of hose then it will take a long time to get hard water. Without hard water, you need to exercise caution on the attack.

14. The fire is during weather extremes – high winds, snow storm, cold or hot, but hot is worse as the impact is greater to the firefighters.

15. You have a delayed response or mutual aid is a long way off. Unless it's a loser you better start calling for more help as soon as you realize that you have a working fire. Multiple calls, column of smoke, police on scene reporting a fire. Not calling for help is border line negligence.

16. You have multiple problems or tasks and no firefighters. If you as the IC are thinking of all these jobs that need to be done and you're alone then you are in trouble. If you have multiple assignments and no crews available then you need to rein in the few people that you have working. Many tasks need to be assigned almost simultaneously to be effective. Force the door, vent the window on the second floor; stretch an attack line; start a back-up line; throw a ground ladder to the second-floor window. Never

mind all the support functions such as getting a water supply, shutting off the gas, and heading to the roof. Firefighting is a team effort and if you don't have a decent size team on scene you are treading dangerous waters. Keep everyone safe and hit the fire from the outside. It's not your fault. Do the best you can with what you have, but do it safely.

17. No command staff to support the operation. You cannot realistically be in Command, and run Water Supply, or supervise the interior. If you have no officers in hazardous areas to supervise then you are getting in trouble really quick. If something goes wrong and you have no command staff available you are going to be overwhelmed really quick. Call for chiefs on the alarm card, or ask for an overhead team. You cannot be expected to run a serious fire by yourself. There is nothing wrong with calling for more officers to help. Direct supervision probably has a greater impact on firefighter safety than any other factor. One of the top leading contributing factors to firefighter death and injuries is lack of supervision. You need experienced people leading the crews that are in harm's way.

18. Fire has possession of more than one floor, or the fire floor is well-involved. Fire on more than one floor is almost impossible to contain, especially with limited resources. The same holds true for fire that has possession of an entire floor. The fire is in control. You are going to need master streams, lots of water, and lots of people to gain control. Go defensive and do your best to keep the fire as small as possible. This could be the floor, the building, or the block.

A final thought: are your orders and subsequent actions of your firefighters really going to make a difference? There is nothing wrong with writing off a losing battle, or suppressing a fire from a safe position. Keep your firefighters as safe as possible. 🙏

***Kenneth Erickson has served as a fire chief for more than 25 years with nearly 17 as the Chief of Laconia Fire Department. Chief Erickson is also a frequent contributor to The Rural Hitch. He can be reached via email at [lfjchief@city.laconia.nh.us](mailto:lfjchief@city.laconia.nh.us).***

## LRMFA Meeting Dates:

### EXECUTIVE COMMITTEE MEETINGS

(1<sup>st</sup> Tuesday of each month at the Communications Center at 1400)

1/2/18	2/6/18	3/6/18	4/3/18
5/1/18	6/5/18	7/3/18	8/7/18
9/4/18	10/2/18	11/6/18	12/4/18

### BOARD OF DIRECTORS MEETINGS

(Quarterly at the Communications Center at 1900)

2/7/18	5/16/18 (Annual Meeting)
9/19/18	10/24/18



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# AS SEEN ACROSS THE REGION



Figure 6: Woodstock White Mountain Fire - October 2017



Figure 7: Water Rescue on Fairgrounds Rd in Plymouth - October 2017



Figure 9: Chimney Fire in Thornton in December 2017



Figure 8: Campton Pond Dam Flooding - October 2017



## Send Us Your Department News

Send your Department News to [ruralhitch@lrmfa.org](mailto:ruralhitch@lrmfa.org).

Include new hires, promotions, new apparatus, department events, open training events, and more.



## Happy New Year YOU

Specific	Measurable	Achievable	Realistic	Timely
<b>S</b>	<b>M</b>	<b>A</b>	<b>R</b>	<b>T</b>
<b>G</b>	<b>O</b>	<b>A</b>	<b>L</b>	<b>S</b>
What do you want to do?	How will you know when you've reached it?	Is it in your power to accomplish it?	Can you realistically achieve it?	When exactly do you want to accomplish it?

It's that time of year again where you get the motivation to achieve new goals! Let 2018 be filled with positive, attainable goals. Have you tried to set goals in the past, but haven't reached them because they seemed to overbearing? It's time you change your way of thinking by using the SMART Goal Setting method.

Now, what does SMART stand for? Specific, Measurable, Attainable, Relevant, and Time-bound.

**Specific:** Your new goal should be clear and easy to understand. A goal such as "I want to be healthier" is too broad. Many goals can fall into this category such as "I want to lose weight" or "I want to quit smoking". In order to make your goal specific, you must break it down. Let's choose "I want to lose weight" and create a SMART goal out of it.

**Measurable:** "I want to lose weight" still isn't enough. You must make sure that your goal can be tracked; this can be done by adding a numerical value to it.

**Attainable:** Before you create a number however, you must know how high or low you want to go. It is good to shoot for the stars, but that might be too extreme. On the contrary, setting a goal too low is not motivating. Research suggests that a 5-10% weight loss is attainable for most overweight people. A measurable, attainable goal is "I will lose 7% of my body weight".

**Relevant:** You must set a goal for yourself, that will work for you. Not set a goal that someone else is pushing you towards- this is not motivating. At this point, examine your goal: is it relevant to where you are in life? If it is, continue on

with the SMART process. If not, create a specific goal that is relevant to where you are in life.

**Time-bound:** Once you have a goal that is specific, measurable, attainable and relevant the last step is to give it an end-point. Giving yourself a deadline motivates you to get started. Healthy weight loss is 1-2 pounds per week, so set your deadline accordingly. For our example, we can use 3 months. "I will lose 7% of my body fat in three months".

And just like that, we have a SMART goal. With a goal like this, it is also wise, or SMART, to create a few more action oriented goals which gives you a game plan. Some examples include:

- I will walk 5 days a week for 30 minutes each time.
- I will drink water instead of soda every day this week.
- I will bring my lunch to work everyday this week instead of eating out.

Although the example above is a fitness goal, the SMART goal method can be applied to any aspect in life whether its career or financial. If you need assistance with creating a SMART goal, please do not hesitate to reach out to me! I am here to help. 🍎

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 ACE Certified Personal Trainer  
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 w: 603-524-2386  
 e: edicarlo@lrmfa.org





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603-323-7117 (phone)

603-323-7447 (fax)

info@lakesfire.com



## LRMFA Chief's Breakfast

February 9, 2018 at 08:30  
At LRMFA, 62 Communications Drive, Laconia

RSVP w/ Chief Goldman at [jgoldman@lrmfa.org](mailto:jgoldman@lrmfa.org)

Featuring:

NH State Fire Marshall  
**J. William Degnan**

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## Fourth Quarter 2017 Statistics...

### Incidents Dispatched:

October 2017 .....	2,883
November 2017 .....	2,081
December 2017 .....	2,229

### Statistics For This Quarter:

Number of incidents .....	7,193
Emergency phones .....	8,222
Administrative phones .....	5,576
Average of 72 incidents per day.	

## 2017 Year Total Statistics...

Number of incidents .....	26,138
Fire Alarm Box Maintenance .....	1,131
Average of 72 incidents per day.	

Dispatched 26,138 incidents during 2017.  
Dispatched 23,039 incidents during 2016.  
Dispatched 23,550 incidents during 2015.  
Dispatched 22,072 incidents during 2014.  
Dispatched 21,570 incidents during 2013.