

Introduction

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Battalion Chief of ARFF Operations
for 4 years

Battalion Field Chief – 24/48

Assigned to Fire 1 in downtown
Jacksonville

JFRD ARFF Stations and Airports

Station 16 at Jacksonville International Airport (JIA)

➤ 2 Crash Trucks

➤ 1 CAV

➤ 1 Engine ALS/ARFF trained members

➤ 1 Rescue Unit/ARFF trained members (Great partnership move with JIA to increase the efficiency of our EMS response and transport to JIA customers and employees).

➤ 1 Brush Truck (suspension lowered to access the parking garage for car fires)

JFRD ARFF Stations and Airports

Station 56 at Cecil Airport

- 2 Crash Trucks
- 1 CAV
- 1 Engine ALS/ARFF trained members
- New Station 73 under construction inside the Cecil Airport complex.

Contractors/Partnerships/Operations at Cecil Airport:

- Boeing
- D.H.S / U.S. Customs
- USCG Hitron
- Army National Guard, 111th Aviation Regiment
- Cecil Spaceport

Other Jacksonville Airports

Florida Air National Guard at JIA, 125th Fighter Wing

- Chief Robert Pike
- Reciprocal MOU for ARFF response at JIA

First Coast Navy Fire and Emergency Services at:

- Naval Air Station Jacksonville
- Naval Air Station Mayport
- Chief Mark Brusoe
- Reciprocal MOU for ARFF and structural fire response

Jacksonville Executive at Craig Airport (JAXEX) - MOU

Herlong Recreational Airport - MOU

Growing Your ARFF Program

The leadership role that chiefs play in growing and improving their ARFF program is extremely complex.

From training to MOU's to what are we allowed to do with foam again?

The job of an ARFF chief requires long term patience and the acceptance that many things and people will change, and to succeed you must also change.

Evolve or fall behind..... Let's talk about your roles

Governing Documents

Part 139: As difficult as it is to study, you have to do exactly that. The indexed airports you serve expect a top notch performance when it comes to compliance with this document.

Other Resources – Sign up to receive:

- Advisory Circulars
- Cert Alerts
- NOTAMS

Airport Emergency Plan

When an aircraft incident occurs your department will be judged by many things.

- Knowing your responsibilities according to the AEP is paramount.
 - Airport EOC is activated – JFRD representative must respond to the airport EOC
- Knowing who is responsible for everything else is better!
- Develop checklists with your crews based on your responsibilities outlined in the AEP.

Military and Contractors

Military and Contractors:

If your ARFF stations protect airports that house companies with military contracts/partnerships/operations:

- Boeing
- Embraer
- USCG Hitron
- Generation Orbit
- Navy T-45 Program

Other documents that apply to ARFF protection may apply:

- National Aerospace Standard 3306
- DCMA 8210.1C Change 1
- DoD Instruction 6055.06.....and more....

A Few Words About MOU's/LOA's

It is imperative that you are involved in the process and know your department's responsibilities outlined in the document.

Some other important facts about MOU's/LOA's for the new ARFF guys and gals:

- Attorneys are involved so everything should happen quick!
- They can be a hot topic and then quickly overshadowed by something of greater importance. Keep working on it.
- If someone on the other side of the MOU has not signed and sent it back, it's your fault. Don't argue, just fix it.
- Be patient and diplomatic, you'll get better results.

Let's Talk Leadership

The old ARFF guys are paying attention to your effort.....so sit them down and ask for their input. They've been storing information for years.

Let them know what an asset their knowledge is to the ARFF program and its improvement.

Make sure the young guys understand the value of the old guys knowledge! No different than any other place in the fire service.

Remember the Team

If your fairly new to the role of the ARFF Chief, spend time getting to know your team members and their strengths

If you're not new, rededicate yourself to the team

- What do they need?
- What needs to be fixed? Even the small stuff...
- What training needs to be done?
- How does the training documentation look?
- Keep them up to date on what's going on administratively
- Stay positive!

Build the Team

When replacing retired members or increasing your ARFF staff there are several variables to building a strong team:

- ARFF experience is crucial as long as it is accompanied by a positive attitude. Experience coupled with a negative attitude is poison and may outweigh the value of the experience.
- Convince members from busy stations to complete the training and give it a try. The perspective from someone that's been running 300 runs a month is invaluable to your ARFF station and its members. Especially an officer!

Strengthening the Team

The training log looks good, response to alerts and other emergencies is solid.....what next?

Encourage your officers to seek training outside of the norm and do everything you can to support their efforts. When they run out of ideas, you need to have ideas ready.

- Cutting up parts of a salvaged aircraft
- What else can we do at our annual burn? Maybe some realistic ops that are part of our preplan?
- What do all of the FBO's carry on their spill carts?
- If they can't handle the spill what do we do?

Keeping the Team Strong

The lack of aircraft related incidents makes it more difficult to keep the team focused and strong.

Structure Fires, Extrications, Cardiac Reds.....easy to stay focused because they happen so often.

Keep the team on track by assessing aircraft incidents that are happening all over the world.

- What would we have done?
- What were the unique hazards?
- What did they do wrong so we don't make the same mistake?

External Relationships

As the ARFF Chief you should be prepared to interact with executives and supervisors from multiple entities.

Diplomacy, respect and an understanding of their responsibilities will help you build positive relationships.

- Airport Operations
- Airport PD
- Airport Emergency Dispatch
- ATCT
- Aviation Safety Officers
- And the list keeps going!

Training Relationships

The JFRD Training Academy is collocated with FSCJ's Fire Academy which also has a 40 hour, NFPA compliant, ARFF program.

- JFRD Division Chief Gail Loput
- FSCJ Director Bob Coyne (Retired Deputy Chief)

Diplomacy, respect and an understanding of their job is critical in this arena as well.

And a smile goes a long way if you're shaking hands with someone whose day has been a turd so far.....

Internal Relationships

How do you convince the Fire Chief that you need a new ARFF position, new equipment or more training dollars?

Diplomacy and respect once again.....

A good Fire Chief is busy, progressive, and proactive. Always looking forward to the departments next step. Unfortunately for you this means he doesn't have time to hear the long version of what you need.

Research the need, put it into a document and wait. It's likely that what you need is not the most important thing on his plate the day you email or drop off the request.

Training Your Replacement

For those of you planning on passing the ARFF Chief torch in the future, this should be a process that starts as soon as possible.

Take your time choosing the person that will have the opportunity to continue to strengthen your program OR run it into the dirt!

Delegate and supervise small projects, take them to meetings, make introductions, involve them in apparatus design and slowly allow them to make plans for what will soon be THEIR ARFF program.

Leadership is in Everything

All of your responsibilities involve some method of applying your leadership skills.

- As you move higher in rank more of your time should be spent doing good for the team and less for yourself
- Your leadership skills will be measured by your interaction with everyone from the firefighter on the engine to the CEO of JIA
- The actions required to be a good leader DEMAND your time, patience, involvement and overall dedication to your people and the task at hand
- If you believe that what we do is important, then get busy LEADING!