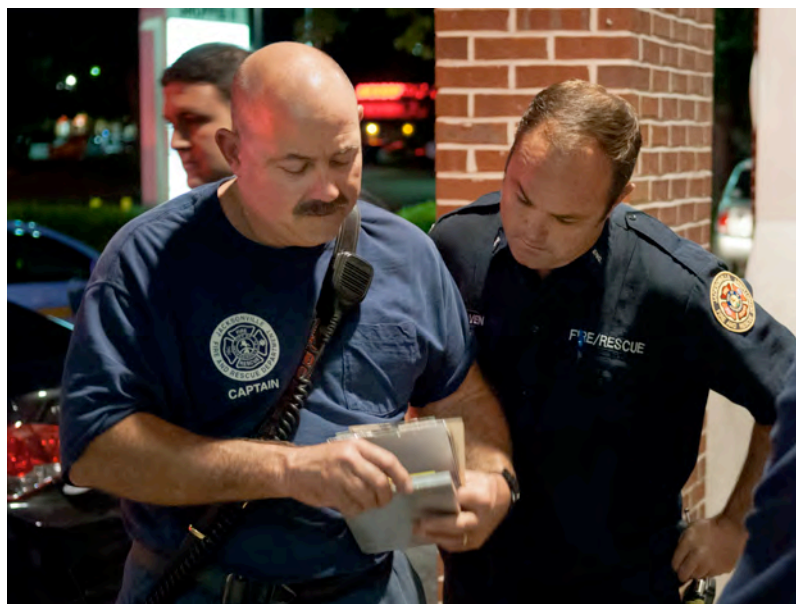


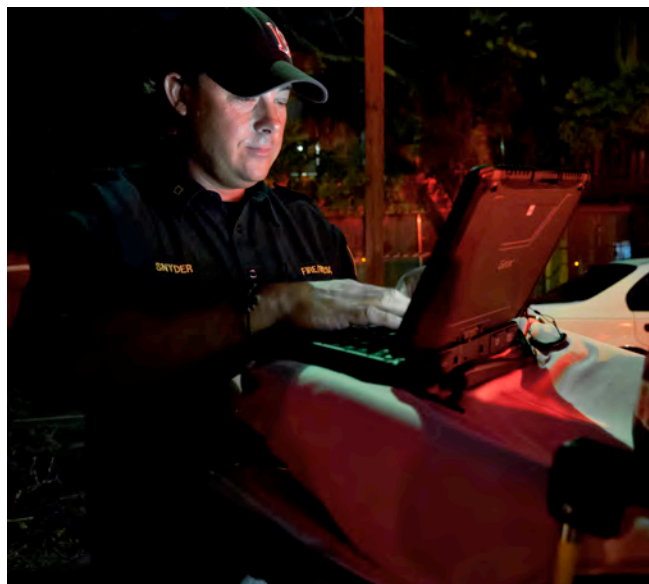
ON SCENE



July 2015



JFRD Ranks 20th Busiest in U.S. Among 250 Career Departments





DEAR FELLOW FIREFIGHTERS

Ever since ON SCENE debuted, many of us have taken strong interest in the back page which features call volumes. This month's cover story highlights some of the people behind all those run numbers and their motivation for riding some of JFRD's busiest units for several years.

You don't have to be on the job very long to know who usually tops the call volume list. But no matter where your apparatus winds up on that list, every unit is vitally important to our mission. The cover story offers plenty of statistics, but it also goes beyond the numbers by sharing the officers' perspectives on the value of their co-workers.

My perspective on your value, and I mean everybody on the job, is something I'd like to share.

After three-and-a-half years, my tenure as Director/Fire Chief is coming to a close. I understand that my direction was not always popular or easy, but you followed it and there are tangible benefits. Because of you, JFRD overcame multimillion-dollar budgetary shortfalls in 2012 and 2013. Initially, these deficits threatened service levels, but with your help, we were successful in offsetting them by raising more revenue and implementing cost efficiencies. Ultimately, we have more frontline units in service today and more fire safety inspectors in the Fire Prevention Division.

Because of you, JFRD's customer service improved, and complaints declined dramatically. Because of you, our liability was reduced, and we avoided potential litigation. Because of you – field personnel, civilians and administrative leaders – JFRD is more effective.

You should be proud, and I thank you.

I also appreciate the personnel who offered constructive criticism and praise during my tenure, and I hope you will continue to share your feedback as well as innovative ideas with JFRD's administration.

Much of the work which our department began during my tenure is ongoing, such as the ISO Improvement Project and the expansion of the Rescue Division. Those endeavors represent tremendous progress and opportunity for us and the people we serve. That is exciting. So is the fact that we are a busy department, and bound to keep growing.

Please keep in mind that each of you is a valuable part of JFRD's progress, and that our success is best achieved when we work together.

On the Cover

Clockwise from top left:
Engine 28's Capt. Roy Douglas
and Lt. Joey Craven; Rescue 4's
Lt. Jesse Modican; Engine 31's
Capt. Tammi Reyes and
Firefighter Carol Conrad; and
Rescue 58's Capt. Jimmy Snyder.

Sincerely,

Marty Senterfitt
Director/Fire Chief

Young Riley is Raring for a Future in Firefighting

If cartoon hero Fireman Sam could jump out of the TV screen and meet a boy named Riley Ruppert-Richendollar, the animated character would be proud.

After years of following Fireman Sam on TV and consequently visiting numerous JFRD stations, 7-year-old Riley, a Jacksonville resident, has made a career decision to enter the fire service as soon as possible. To realize his dream, he'll have to overcome a serious health issue, but more on that in a moment.

JFRD retiree Cliff Danley and Station 54 were Riley's introduction to JFRD about three years ago.

"We spent some time with him, and he just kind of adopted us," Danley said. "He was just so willing to learn and listen. I've never seen anyone with this kind of interest. It was not your typical kid visit."

Since that time, much of JFRD has welcomed Riley when he knocks on the door. He has toured nearly half of Jacksonville's stations and numerous others in adjacent counties and throughout Florida. Danley, who retired in April, keeps in touch with Riley. He even attended his birthday party last month and presented Riley with his captain's helmet as a gift.

Riley's career aspiration is simple.

"I like to help people," he said earlier this month while eating dinner at Fire Station 13 with his parents as well as Rescue 13's Capt. Richard McCoy,



Front and Center, 7-year-old Riley Ruppert-Richendollar enjoys washing dishes after dinner at Fire Station 13. Rescue 13's Capt. Richard McCoy and Engine 13's Firefighter Chris Woolridge are happy to have the help.

Engine 13's Lt. Chris Miller, Engineer Josh Covelli, Engineer Tim Smith and Firefighter Chris Woolridge.

Riley's standard operating procedure is touring fire stations on weekends. If he eats at the station, he'll either wash dishes or sometimes mop floors. He's also witnessed at least one probationary test in a fire station and could correctly answer a few of the questions. On occasion, he's observed recruit class training and even practiced getting dressed in bunker gear while on the clock. As a growing boy, he's on his third set of bunker gear.

At home, Riley has advanced to watching reruns of *Emergency!* and *CHiPs*. Then there's his myriad visits to TheFireStore web site where he self-educates on the latest equipment and develops his wish list.

For Christmas, Riley found an EMS jump bag under his tree. Prior to his seventh birthday in June, he campaigned for a stokes basket. That didn't happen, according to his father, Robert Richendollar, who raises Riley with Scott Ruppert, also Riley's father, and Richendollar's partner of 25 years.

While Riley is confident in his career decision, he is entering a critical point in his life. In November, doctors diagnosed him with a brain tumor that is exerting pressure on the surrounding tissue and causing headaches. If the tumor grows, it could cause seizures, more severe headaches and behavioral issues, Richendollar said. Because the tumor is inoperable, according to doctors, Riley has started a 12-month chemotherapy treatment in hopes it will stop the tumor's growth.

Though the youngster's visits to fire stations were born out of fascination, they've advanced into practical education, meaningful relationships, and a support network for Riley's enthusiasm, as well as his condition and treatment. For example, in early June, numerous JFRD companies showed up at a local hospital where Riley was being treated.

"You guys are good role models for him," Richendollar said. "You have taught him how to be a good person, how to be a caring person. He wants to be a firefighter because he cares about helping people."



Capt. Roy Douglas' Engine Company 28 is 13th busiest in the nation, according to Firehouse Magazine's National Run Survey which reflects the activity of 250 paid departments in the country. Engine 28 reached a record 491 calls last month.

The Business of Busy

Here's Why Personnel at Busy Units Enjoy Their Assignments

Each summer, Firehouse Magazine publishes its National Run Survey and divides the results across several issues. Hundreds of career fire departments participate in the survey by submitting call volumes and numerous other metrics from the previous year.

This year, JFRD holds its position as 20th busiest department nationwide, according to Kevin Roche, a Firehouse Magazine contributing editor who compiles the survey. Soon, Firehouse will publish the busiest engine companies and rescue units across the U.S., a list on which JFRD's Engine 28 has ranked prominently for the last five years. This year, Engine 28 ranks the 13th busiest

engine company among 250 departments nationwide. That's a jump from last year's national ranking of 20th.

Locally, the engine company captained by JFRD's Roy Douglas Jr. is achieving other milestones. In 2014, Engine 28 was dispatched 5,139 times – the highest

annual call volume for a JFRD unit since ON SCENE has published the numbers. In June, Engine 28 set what is believed to be a modern monthly record with 491 runs.

Douglas has spent the majority of his 27-year career at Station 28. In high school, he volunteered there. His father worked at 28, and Douglas grew up near the station. He has also rejected offers to work at slower stations, saying he's "never not liked being busy."

"This is not everybody's cup of tea," Douglas said. "But I've always had good crews and good people. I stay because of the people."

In June 2015
Engine 28
was dispatched on
491 calls.

Engine 30's Capt. Todd Robertson agrees that coworkers make a meaningful difference in coping with high call volumes. That's why he's stayed at 30 for the last decade. Robertson also believes that Station 30's crew – all shifts included – is why he got five inquiring phone calls in rapid succession when an officer's spot recently came open on Engine 30, JFRD's fifth busiest suppression company last year.

"They knew coming in here, they'd get their brakes beaten off," Robertson said. "They could have gone to other places, but they want to be busy. I can relate. I didn't come to the fire department to sit around and watch TV."

Engine 19's Capt. Matt Williams appreciates the reliability of his crew as well as firefighters at other stations.

"When I hear that Capt. Robertson is on the way or when you know Engine 1 is coming across the bridge, then you know you're going to be working with good people."

The rescue and engine officers interviewed for this story have consistently ridden on the department's busiest

"I didn't come to the fire department to sit around and watch TV."

**Capt. Todd Robertson
Engine 30**



units for several years. They either thrive on activity, thrive on each other, enjoy applying and developing their skills, or are willing to accept the momentum of high call volumes. Some have considered or have already gone to slower stations.

Capt. Jimmy Snyder has been at Rescue 58 for about eight months. Before transferring, he rode seven years at Rescue 19, which had 4,090 calls in 2014.

"I didn't mind being busy. You just have to have a positive mindset," Snyder said. "When I was at 19, I had the mindset that everybody would go to the hospital. If they didn't go, then that was a plus."

Firehouse Magazine's Roche, who retired from the Phoenix Fire Department in Arizona, has helped with the survey for 20 years. He has the pulse on a nation of fire and rescue departments that enjoy seeing how their numbers compare.

"The survey is one of the most popular pieces that Firehouse does each year," he said. "Firefighters are generally 'Type-A' personalities. They like to be busy,

and there are some bragging rights involved."

JFRD Capt. Bonnie Blackwell doesn't have to brag. When she made Captain earlier this year, Blackwell was assigned to Rescue 5, the busiest rescue in the department and the second busiest JFRD unit overall in 2014, with 4,654 calls for service.

"I had so many calls my first day, I lost count," said Blackwell, who is no stranger to being busy, having worked at Rescue 19 and Station 1 in combat years ago.

Firehouse's current survey ranks JFRD's Rescue 5 as the 27th busiest rescue in the nation. Blackwell says high call volumes can keep medical skills sharp, but she is concerned about burnout.

"I like being busy," she said. "But there's a fine line between being busy and getting hammered."

For total call volumes in 2014, Rescue 4 was a close second to Rescue 5. But in 2013, Rescue 4 was JFRD's busiest rescue with 4,169 calls. Both units also rank high in the number of patient

In 2014
Station 28
was dispatched on
314
Commercial
Fire Alarm Calls
which is more than
any other district.

In 2014

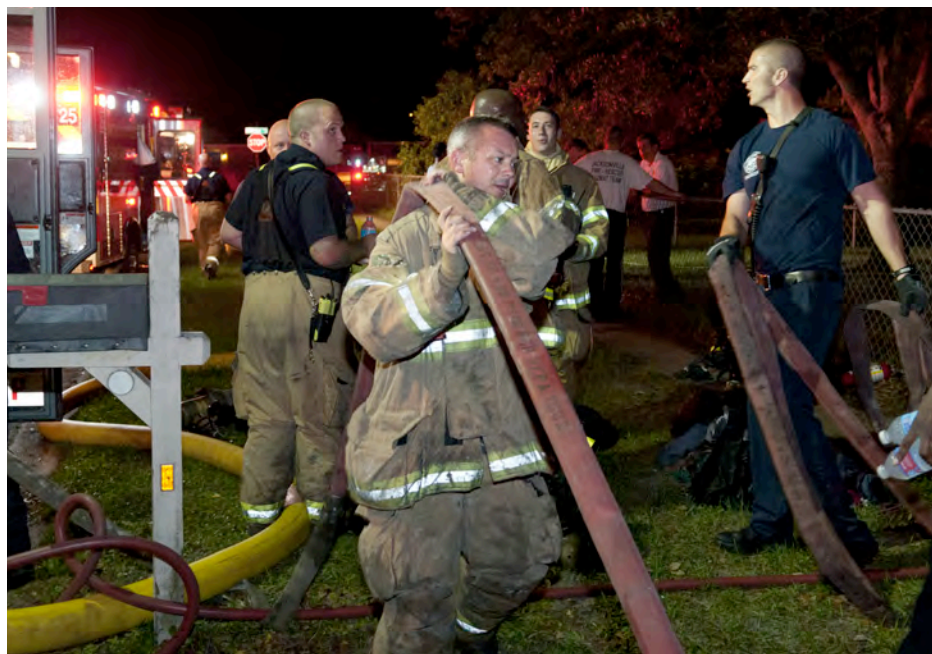
JFRD

responded to

555

Working

Structure Fires.



When Capt. Ashley Burkhalter joined JFRD 15 years ago, he knew he wanted to be on a busy engine to get experience. Burkhalter has worked as an officer at Engine 31 and now he's at 22, JFRD's third busiest engine in 2014.

transports. Lt. Jesse Modican has ridden at Rescue 4 for seven years.

"It keeps me active, and for me, the more you run, the more variety you have. When you only run a few calls, I think your skills diminish," said Modican, who's in his 18th year with JFRD.

In 2014, Rescue 4's monthly transport

totals were consistently in the top four department-wide. For five months in 2014, Rescue 4 led in transport totals. Rescue 22's transport totals followed the identical pattern last year, leading in

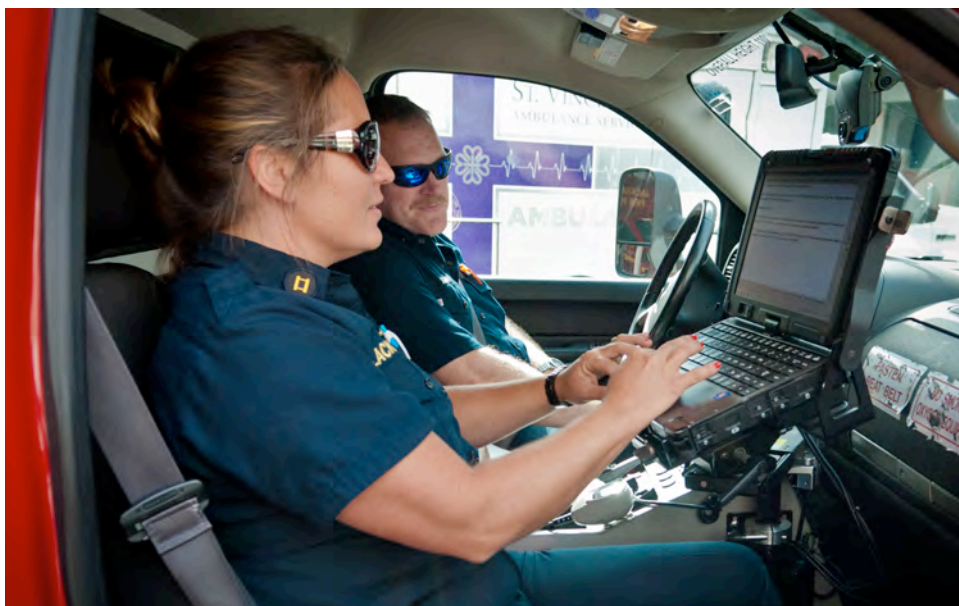
total transports for five months but also remaining in the top four department-wide. These trends in transports for both units have continued in 2015.

Modican's satisfaction in remaining at a busy rescue has nothing to do with large call volumes.

"It's the calls where you know they truly appreciate you. The frail grandmother or the person who really needs you to take them to the hospital," he said. "When you go to those calls, you know you've made a difference."

Rescue Capt. Danny Rushing has worked at 28, 30 and now 31 – big and busy stations. Rushing says the combination of more personnel and more calls builds camaraderie.

"I think we all work together a bit better because we're constantly working with each other," Rushing said from Station 31, just seconds before getting dispatched into 52's territory. "We seem to have more fun, too."



Capt. Bonnie Blackwell and Eng. Wayne Brown, who are assigned to Rescue 5, understand busy. In 2014, Rescue 5 answered 4,654 calls, more than any other JFRD rescue unit. Rescue 5 is also the 27th busiest rescue in the nation according to Firehouse Magazine's National Run Survey which reflects the activity of more than 250 paid departments in the country.

During 2014 Rescue 4 and Rescue 22 averaged the Most Patient Transports: 250 per month.

At Station 28, Rushing said he cleared calls quicker because of his proximity to hospitals in that district, so he had more station time. At 31, he's in the seat a few minutes more, but that's okay by him. What's tough for Rushing is picking up consecutive calls on the road.

"Even if you get back to the station for just a minute to get a glass of water, that's better than if you don't make it back for several hours," Rushing said.



In the late 1990s, Capt. Claude Howle invited then-Engineer Tammi Reyes to drive him at Engine 31. Other than temporary or roving assignments, Capt. Reyes has called Station 31 home ever since. Engine 31 was JFRD's second busiest engine in 2014.

When ON SCENE first reported on JFRD's busiest companies in 2007, Engine 31 was at the top of the list locally and ranked 15th nationally in Firehouse Magazine. By then, Capt. Tammi Reyes had already experienced Station 31 for about a decade. She first transferred in 1997 as an engineer at the request of Station 31 Captain Claude Howle.

"To be invited to his station was an honor," said Reyes. "When I came to 31, everybody wanted to be here. I remember when we broke 400 calls, Claude was so excited."

Engine 31 routinely breaks 400 calls monthly, and if you sit down at Reyes' table for dinner at 31, you'll soon understand that the excitement is alive and well among her and her crew.

Capt. Ashley Burkhalter's experience on Engine 31 was exactly what he wanted when he joined JFRD in 2000.

"I knew I wanted to be on a busy engine company to learn and to get experience," Burkhalter said.

When Burkhalter made Captain last year, he moved to Engine 22, the third busiest company in 2014. After a decade of being busy, he's concluded that a large volume

A rare photo opportunity for busy Engine 19: Capt. Matt Williams (center) has ridden Engine 19 for 11 years. Firefighter Jason Woodruff (left) and Eng. Carly Dennison (right) are relatively new at Engine 19, which had 4,325 calls in 2014 and is JFRD's fourth busiest suppression company.



From 2010-2014 JFRD averaged 14,000 Sick Person calls per year.



“I turned 21 years old in the Training Academy, and I fell in love with the job. I just couldn’t get enough. I’ve always wanted to go on calls.”

**Capt. Bunky Ennis
Ladder 31**

and variety of calls “definitely make you a well-rounded company officer.”

Burkhalter says the only time he considers slowing down is when his knee pops. Otherwise, he’s ready to run and run some more.

“I’ve looked forward to coming to work every day, and I’ve truly been blessed to be surrounded by good people,” he said.

That would include Reyes and Ladder 31’s Capt. Bunky Ennis, says Burkhalter.

“I’m a better fireman because of Bunky,” said Burkhalter, who worked with Ennis for about four years at 31. “You respect his opinion and learn from him.”

Ennis, who will retire with 35 years in late September, says a firefighter like Burkhalter makes a busy station a great station.

“I think the world of him, his demeanor and the way he handles himself. He’s a thinker. He doesn’t make an off-the-cuff decision. That’s a good quality in a firefighter. He’s got a good personality, gets

along with everybody and has the department’s best interests in mind,” Ennis said.

Ennis has wanted to be busy since he joined JFRD.

“I turned 21 years old in the Training Academy, and I fell in love with the job. I just couldn’t get enough,” he said.

He rode Engine 10 in the 1980s, when that company first broke 200 calls in a month. He slept in the dayroom at 10 because he expected multiple calls after midnight. He rode Ladder 10 before there was a Ladder 31. And he worked at engines 50 and 28 before Stations 58 and 59 existed.

“They were rocking and rolling,” Ennis said of his assignments. “They’ve got that name right at 28: the ‘Southside Roadrunners.’”

Admittedly, Ennis doesn’t want to retire, and he certainly doesn’t want to slow down as his career winds down.

“I do like busy. It keeps the day going by, and you do what you’re trained to do,”

he said. “I’ve always wanted to go on calls. I’ve been able to do that all of my career. The assignments I’ve taken on, I’ve taken because I wanted them. I’ll feel very fortunate when I retire.”

In the first four months of 2015, hour by hour,

JFRD
was busiest from

1 p.m.
to
2 p.m.

Why We Do What We Do

The officers interviewed for this issue's cover story shared their reasons for staying at some of JFRD's most active companies. ON SCENE also spoke with Dr. Erin Richman, a developmental psychologist with Florida State College at Jacksonville, about the mindset of first responders and why they keep returning shift after shift.



Dr. Erin Richman is a developmental psychologist with FSCJ.

First, Richman characterized first responders as people “who have a sense of civic duty, wanting to contribute to the common good, to keep social order, and wanting to serve in a productive role.” Then she described the dynamics of personal motivation and career fulfillment.

In the world of developmental psychology, motivation is characterized as intrinsic and extrinsic. Workers who are intrinsically motivated routinely fulfill their duties because they enjoy

the job, Richman said. Extrinsically motivated workers, however, typically seek recognition, higher status and are often focused on earning rewards, which includes salary. Both types of workers can excel in the fire and rescue service, but the intrinsically motivated employees might be better suited for the job longterm.

“Some people work hard just because they love what they are doing, no matter the money or recognition. Burnout occurs slower with the intrinsically motivated workers,” Richman said.

One reason behind that longevity is that intrinsically motivated workers are more likely to persevere against adversity.

“First responders face some of the most difficult challenges in our society. They’re seeing despair and death. Those are real challenges to witness,” Richman said. “Status and pay matter, but to get through the daily trials, especially the demanding type of work, you have to have that core level commitment and passion for the nature of your work.”

Data Analyzer

ON SCENE relied heavily upon Lt. Harry Kemp for the majority of statistics presented in this story. Kemp, who spent numerous years at busy engine companies, joined JFRD's administration in 2012 to analyze the myriad trends in our daily business for strategic planning purposes. He earned his MBA in Finance and Accounting from Jacksonville University and is pursuing a Doctorate in Business Administration from Walden University in Minneapolis, Minnesota.



Promotions



District Chief Mike Braddock



District Chief John Clements



District Chief Terry Eaton



District Chief Terrance Jones



District Chief Bryan MacDonald



District Chief Charles Moreland



District Chief James J. Rogers



Captain Bonnie Blackwell

Promotions



Captain Art Cardoza



Captain Christopher Caska



Captain Andrew Cox



Captain Kelly Dobson



Captain Percy Golden II



Captain Steve Grant



Captain Daniel Guthrie



Captain Philip Hagan

Promotions



Captain Todd Hardin



Captain Chris Harper



Captain Brad Hatcher



Captain William Hood



Captain Jenny Kabisch



Captain Teresa Kinstle



Captain Chris Lewis



Captain D.J. Lyons

Promotions



Captain Lawrence Mack



Captain Richard McCoy



Captain Erika McManus



Captain Stephen Myers



Captain Tim Nguyen



Captain Jeremy Seger



Captain Enoch Skidmore



Captain Daniel Stiff

Promotions



Lieutenant Sherri Bell



Lieutenant Lanta Craig



Lieutenant Joey Craven



Lieutenant Terri Gouin



Lieutenant Matt McAlister



Lieutenant Brad Mizeras



Lieutenant Andre Rodall



Lieutenant Tony Stivers

Promotions



Engineer Eric Barrett



Engineer Kevin Blue



Engineer Anthony Douglas



Engineer Theodore Harris



Engineer Jairo Herrera, Jr.



Engineer Steve Rohman



Engineer Henry Wise

JUNE 2015 CALL VOLUMES

RESCUES

R4	409
R22	408
R28	393
R2	388
R1	382
R5	382
R30	366
R19	349
R13	338
R7	338
R21	330
R31	330
R20	326
R36	325
R25	318
R15	304
R27	298
R26	297
R51	293
R24	292
R52	278
R34	265
R32	262
R50	257
R35	255
R54	248
R42	229
R55	225
R58	223
R71	211
R59	206
R57	201
R23	191
R33	169
R49	133
R70	121
R62	117
R43	82
R53	81
R45	78
R81	74

R86	74
R85	54
R46	53
R87	46
R40	35
R84	34

ENGINES

E28	491
E19	406
E1	396
E31	390
E22	366
E30	360
E51	359
E21	342
E18	334
E10	321
E27	307
E25	304
E4	303
E24	293
E44	291
E36	288
E152	286
E9	286
E34	268
E42	256
E32	244
E20	231
E13	230
E2	230
E135	223
E150	223
E17	211
E59	205
E7	203
E154	197
E14	187
E58	185
E26	176
E55	171
E33	153

E23	140
E29	139
E41	137
E57	137
E11	125
E49	123
E62	102
E16	85
E53	82
E56	61
E46	53
E48	47
HAZ7	39
E143	26
HAZ21	18
E40	16
E45	13

SQUADS

S5	217
S12	208
S37	188

LADDERS

L28	194
L31	181
L30	174
L44	155
TL21	150
L134	119
L18	119
L1	116
L4	113
L10	100
TL9	91
L26	64

TANKERS

T31	88
T28	85
T52	52
T42	41
T54	36
T29	35
T35	31

T57	26
T33	25
T49	18
T43	8
T45	5

BRUSH TRUCKS

BR31	82
BR32	69
BR50	64
BR42	48
BR35	37
BR53	13
BR43	11

MARINE/OCEAN

M39	14
OCN72	8
M40	5
OCN73	5
M38	4

FIELD CHIEFS

R105	108
R106	87
HSO	85
SF1	78
SF2	76
R104	71
F3	63
R103	56
F6	47
F9	44
F7	43
F5	41
F4	40
F8	29
F1	23
F2	21

JUNE 2015 TOTALS

EMS	9,110
FIRE	1,422
NON EMR	217
Total	...10,749