



# What's Happening

Navy Fire and Emergency Services Newsletter  
*Protecting Those Who Defend America*



February 2014

OMNI CEDO DOMUS

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## *Walking the Walk*

Once upon a time there was a Fire Chief who always seemed to be in a terrific mood; not just a good mood, but an irritating, borderline obnoxiously good mood. Always smiling, never a negative word. Perhaps you've run across a similar leader in your career. Everybody hated him publicly but admired him privately; with all the crap going on, how can he be so cheerful?!?

Funny thing though, whenever Chief Goodmood left a meeting or dayroom discussion, everybody felt a little less stressed and things didn't seem so bad after all. We were still arguing about which tee shirts to wear and how messed up the overtime list was, but the Chief talked more about the family in the housing unit we saved last month, or how the CO told him he appreciated how the firefighters always stepped up to support the Open House. How EXCITED he was to be here.

Later on, when we encountered Chief Goodmood in Department Head meetings or other business settings his mood was very different. He was very vocal about things like safety, lobbying for modern equipment or a fair share of the budget. He was very serious minded and not afraid to express his disagreement with something. He could actually be something of a pain in the side for his superiors, but he was well respected and understood the chain of command.

We were together in the weight room one afternoon and had some time to reflect so I asked him why he was always so cheerful. Fully expecting to hear a bunch of "glass half full" philosophy, I was taken aback when he took me to school and taught me a lesson that I strive to apply in my professional life.

"What are the qualities you expect from a recruit firefighter?" he asked. I quoted some text book bullets and came to "passion and enthusiasm" when he stopped me.

How passionate or enthusiastic could you be if your supervisor constantly complained and dwelled on the negatives? How can you demand a quality in your people that you can't display in your own life?

He wasn't finished;

**We don't  
appreciate  
negative vibes  
around here.  
Move along.**



*Supporting the Fleet, Fighter, and Family*



## Editor (Cont.)

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We don't have any bad days around here; everything we deal with is minor league. We're not happy with the shift schedule? Don't like our shoulder patches? Don't like playing "mother-may-I" with Region? Those are less than minor compared to the problems our firefighters and paramedics deal with every day. Our customers have real life and death problems, most of ours are manufactured and almost none of them are life altering. How can we expect our people to be enthusiastic about this job if we mope around like a bunch of beaten puppies? If the leader is lost or defeated, what does that do to the team? We have the best job in the world and, despite our worst bureaucratic nightmares, life is good.

That was a lot of wisdom to lay on an up and coming leader but it made perfect sense. Leading by example is more than a management buzz phrase after all.

It's pretty easy to let the dramas and crises of everyday business undermine your positive outlook, but you can't afford to transfer your frustrations to those looking to you for leadership. They don't care if the XO got on your case at the staff meeting, they need you to show some passion for your job, they need to know you can handle it even when the smoke is thick and the heat is nearly unbearable. If you display a little enthusiasm, they will become enthusiastic. Just remember;

Life is good.

- Rick

## Combs Cartoon



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## Enthusiasm



NEVER LOSE YOUR ENTHUSIASM AND PASSION FOR THE JOB!

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## Last Alarms

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## Last Alarms

The USFA reported 17 deaths to date in 2014. The following line of duty deaths were reported since we published our last issue:

**Rick Winkles** ♥  
Trumann, AR

**James Wilber** ♥  
Franklin, NY

**Randy Pogue** 🚒  
Maumelle, AR

**Thomas Lee** ♥  
Four Oaks, NC

**James Knesek** ♥  
Munster, IN

**Michael Garrett**  
Nutter Fort, WV

**William Tanksley** 🚒  
Dallas, TX

**Dwight Hilton** ♥  
Liberty, MS

**Dennis Channell** ♥  
Poyen, AR

**Bruce Stayner** ♥  
Ostrander, OH

**Jake Harrell**  
Little Rock, AR

### 2014 Totals

♥ 12 (70%) 🚒 2 (11%)

♥ Indicates cardiac related death

🚒 Indicates vehicle accident related

## TCOoO Update



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## Taking Care of Our Own

Check with your Fire Chief if you wish to make a leave donation. There are currently 24 DoD firefighters in the Taking Care of Own program.

Name	Location	Point of Contact
Joey Tajalle	NAVBASE Guam	Julie.Quinene@fe.navy.mil
Dana Picard	Westover ARB, MA	Diane.Lessard@us.af.mil
Edward Rust	DES Richmond, VA	Clyde.Hipshire@dla.mil
Billie Edwards	March ARB, CA	Melinda.Miller.2@us.af.mil
Wilson Humphries	USAG Camp Parks, CA	Alexis.A.Rivera8.civ@mail.mil
Peter Giles	Kirtland AFB, NM	Curtis2.Ray@kirtland.af.mil
Christopher Lumpkin	Fort Belvoir, VA	Joyce.R.Peck.civ@mail.mil
Chris Burke	Fort Wainwright, AK	David.Halbrooks@us.army.mil
Christopher Matthews	Portsmouth NSY, NH	Marc.J.Smith@navy.mil
Annie Sands	Altus AFB, OK	Nils.Brobjorg@altus.af.mil
Mark Davis	JB Langley-Ft Eustis, VA	Dale.E.Hankins.civ@mail.mil
Michael McClure	Niagara Falls, NY	Peter.Stein@us.af.mil
Russell Reynolds	Niagara Falls, NY	Peter.Stein@us.af.mil
Richard Jefferson	Kirtland AFB, NM	Curtis2.Ray@kirtland.af.mil
Thomas Trost	Wright Patterson AFB, OH	David.Warner@wpafb.af.mil
Eric Schafer	Eglin AFB, FL	Kevin.Remedies@eglin.af.mil
Jeff Noel	Ft Campbell, KY	Charlotte.M.Epps.civ@mail.mil
Stephen Garman	Fort Detrick, MD	Katherine.M.Szamier-Bennett.civ@mail.mil
Robert Meola	DES Susquehanna, PA	Henry.Hoffman@dla.mil
David Gill	NAS Fort Worth JRB	Allen.Almodovar@navy.mil
Melvin Wilson	NAS Fort Worth JRB	Allen.Almodovar@navy.mil
James Johnson, Jr.	NWS Indian Head, MD	Mike.Carroll@navy.mil
Phillip Booren	MCB Quantico, VA	Raymond.Loving@usmc.mil
Brandon Fines	Fort Belvoir, VA	Erika.M.Nieves.civ@mail.mil



## *A Proclamation*

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## *National African American History Month, 2014*

By The President of the United States of America

Americans have long celebrated our Nation as a beacon of liberty and opportunity -- home to patriots who threw off an empire, refuge to multitudes who fled oppression and despair. Yet we must also remember that while many came to our shores to pursue their own measure of freedom, hundreds of thousands arrived in chains. Through centuries of struggle, and through the toil of generations, African Americans have claimed rights long denied. During National African American History Month, we honor the men and women at the heart of this journey -- from engineers of the Underground Railroad to educators who answered a free people's call for a free mind, from patriots who proved that valor knows no color to demonstrators who gathered on the battlefields of justice and marched our Nation toward a brighter day.

As we pay tribute to the heroes, sung and unsung, of African-American history, we recall the inner strength that sustained millions in bondage. We remember the courage that led activists to defy lynch mobs and register their neighbors to vote. And we carry forward the unyielding hope that guided a movement as it bent the arc of the moral universe toward justice. Even while we seek to dull the scars of slavery and legalized discrimination, we hold fast to the values gained through centuries of trial and suffering.

Every American can draw strength from the story of hard-won progress, which not only defines the African-American experience, but also lies at the heart of our Nation as a whole. This story affirms that freedom is a gift from God, but it must be secured by His people here on earth. It inspires a new generation of leaders, and it teaches us all that when we come together in common purpose, we can right the wrongs of history and make our world anew.

NOW, THEREFORE, I, BARACK OBAMA, President of the United States of America, by virtue of the authority vested in me by the Constitution and the laws of the United States do hereby proclaim February 2014 as National African American History Month. I call upon public officials, educators, librarians, and all the people of the United States to observe this month with appropriate programs, ceremonies, and activities.

IN WITNESS WHEREOF, I have hereunto set my hand this thirty-first day of January, in the year of our Lord two thousand fourteen, and of the Independence of the United States of America the two hundred and thirty-eighth.

BARACK OBAMA



## DoD Commissioner

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## On the Job - Japan



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## Army Fire Chief Joins CPC



Donald N. Striejewski, CFO, FM joins the Commission on Professional Credentialing (CPC) to serve as the Department of Defense representative.

Chief Striejewski is currently the Fire Chief of Fort Drum Fire and Emergency Service Division, Fort Drum, NY, home of the 10th Mountain Division. He is responsible for providing a world class, highly skilled and trained department ready to react immediately when called to prevent and minimize loss of life, property and environmental impact in periods of peace and war.

Chief Striejewski earned a bachelor degree in Fire Administration at the State University of New York, Empire State College in 1988. He has more than 34 years of increasing experience working in emergency services for local, state, and federal agencies. In May 2012, he was granted "Chief Fire Officer" re-designation (4th term) by the CPC and in June, 2012 received his Fire Marshal Designation. In addition to being a Chief Fire Officer for the past 16 years, he has taken time to participate in several FEMA and National Fire Academy advisory boards and fire safety grants as a peer reviewer.

Chief Striejewski was promoted to the rank of Fire Chief in September 1998. He is the fourth generation fire chief in his family history dating back to 1840 and has 233 years of family fire service experience behind him.

## SWOS Yokosuka Earn Firefighter Certifications



Fourteen firefighting instructors earned their DoD Hazmat Awareness certification. This is the first time in Surface Warfare Officers School (SWOS) Yokosuka history that all instructors participated in the program.

The SWOS Engineering Learning Site Yokosuka conducts seven high-risk firefighting and damage control courses that include shipboard, aviation and damage control wet trainer for 4,200 students annually from 21 forward deployed Naval Forces and five Squadrons. They are also responsible for assisting the 32 Commander Naval Forces Japan (CNFJ) firefighters in a bi-monthly training of shipboard firefighting procedures.

With the help of CNFJ Regional Fire Chief Russ Tarver and Training Chief Christopher Hubmer they were able to conduct class room training and overview of the certification. DCCM Ramil Valdez, School Director originated the idea of getting all the instructors into the program.

## Back in the Day

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Tom Shand

## Ward LaFrance Fire Apparatus

By Tom Shand, Photo from the collection of Ted Heinbuch

The Ward LaFrance Truck Corporation located in Elmira Heights, NY never received the same notoriety that their cross town rival, American LaFrance enjoyed for many years. The company was founded during 1918 by Addison Ward LaFrance and shortly began production of



several models of commercial trucks. Early versions of these chassis found their way into fire departments with bodies built by other prominent builders such as Childs and Boyer. The first custom chassis pumper came off the assembly line in 1930 for the Village of Morton, NY. The apparatus was very primitive by today's standards, built at a cost of \$4,250 dollars and was equipped with a Northern rotary gear 300 gpm with a 150 gallon booster tank.

During World War II, Ward LaFrance produced a large number of military vehicles to support the war effort including 1551 model M-1-A-1 6x6 wreckers and other heavy trucks. After the war the U.S. Navy and Marine Corps began to rebuild its fire apparatus fleet and purchased custom chassis pumpers from several manufacturers. During 1949, the Marine Corps placed into service seventeen model 75TS Ward LaFrance pumpers that featured a canopy cab with rear facing bench seat, foam system and 750 gpm pump.

The following year the U.S. Navy took delivery of seven 85T model open cab pumpers. These units were built on a 185 inch wheelbase and were powered by a Waukesha model 145 GKB engine rated at 240 horsepower. Driving these engines required skill with the ability to maneuver the non-power steering equipped our apparatus while double clutching the four speed manual transmission. The apparatus was equipped with a Waterous two stage fire pump rated at 750 gpm and carried a 250 gallon water tank. Later deliveries to the Navy provided for enclosed canopy cabs on a slightly longer wheelbase and were equipped with front suction inlets.

The Ward LaFrance pumpers were unique in design with a large diamond shaped stainless steel grill and seventy inch wide cab and massive front fenders. Apparatus built during this era were outfitted with few warning lights with the Navy pumpers having a single windshield mounted forward facing light. USN Property number 73-00111 was one of the first pumpers completed and was assigned Ward LaFrance serial number 2536.

In later years Ward LaFrance supplied GMC and Chevy chassis tilt cab pumpers as well as four rear mount aerials equipped with Maxim 100 foot ladders for the Marine Corps and U.S. Navy which served installations well into the mid-1990's. Ward LaFrance may best be known for supplying their Ambassador model reverse slope windshield pumpers to Los Angeles County where Engine 51 was prominently displayed on the television show *Emergency*.

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## Chief's Clipboard

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Chief Ronny J. Coleman

## Acts and Omissions

By Ronny J. Coleman

A common term that is used when something tragic happens to a person is the word “accident.” If someone is driving a 100 miles an hour on a freeway, swerving in and out of traffic and they collide with a slow-moving vehicle in the fast lane, somehow or other that gets labeled an accident; when in fact, it was not accidental at all. It was a direct act of someone who was doing something inappropriate that resulted in harm to a property or another human being.

The other side of that coin is what happens when somebody doesn’t do something and someone is harmed. Is that an accident? The morning this article was being written a young 19-year-old man was killed locally because he failed to stop at a red light and ran underneath a semi-truck and trailer. Was that an accident or was it caused by his own omission? He died because he did not put his foot on the brake in time. Both of these stories reflect the set of circumstances that can lead up to something tragic happening. In other words, you can deliberately do something to cause a problem or you can deliberately not do something to cause a problem. While I am not an attorney, I have been known to hang around with a few and have heard the term “acts and omissions” to describe this concept. That is what this column is all about – those things that we have chosen to do or not chosen to do that result in something happening to others.

What got me onto this subject was not an accident. It was the observation of a growing trend and pattern that should be of concern to all fire officers. That trend and pattern is the failure of built-in fire protection systems to function in a manner in which we have anticipated during a firefighting scenario. I am not sure that my observation qualifies as a trend; however, it does definitely rise to the level of some concern due to the stack of clippings that I have accumulated in my file folders. I read a lot of newspapers and I am fond of clipping out articles that relate to firefighting operations. Over the last couple of years, I have noticed a significant increase in the number of times in which a piece of built-in fire protection has not functioned in the manner in which we have anticipated and it has often resulted in problems for firefighters. In fact, it may well qualify as being a safety issue for firefighters.

What I am talking about are some examples of what happens when property owners do not properly maintain firefighting standpipe systems. There are several cases now on the books in which initial attacking fire companies have gone into buildings expecting to use the standpipe system and have found the system dysfunctional. Can we really call that an accident?

I don’t think so. If we mandate something going on inside of a building we have a reasonable expectation that it is going to work when we apply our fire-ground tactics and strategy.

The phenomenon I am talking about is the absolute necessity of maintenance of the built-in fire protection resources. Whether it is a fire alarm system, a fire sprinkler system, a standpipe system, or any other form of technology that we have mandated into the building, somebody has to make sure that it is capable of functioning when the alarm goes off. Anything less than that is not an accident, it is cause for concern. Moreover, it may well be a cause for a shift in liability.

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This phenomenon also bleeds over into another area, the proper use of mandated technology once it has been placed in a building. We have had several cases recently in which third parties have chosen to take action on either shutting down built-in technology and/or compromising it in some fashion that renders it useless for the fire service. Those are acts or omissions that have severe consequences on firefighters.

So what does this mean to you? If you are reading this column as a fire chief, you ought to be asking yourself whether or not your fire department's policies and procedures adequately address the component of maintenance on mandated systems. If you are a fire marshal reading this column, you ought to be asking yourself whether or not your program management includes annual evaluation of whether or not sophisticated built-in technology is functioning. If the answer to that question is you are not quite sure, then I think you should continue reading this column for some hints.

Hint number 1 is that the more likely a fire department is going to use the technology the more important it is that it be functioning correctly. There are some things that we put into buildings that are static in and of themselves and may or may not be used by the firefighter. However, I would submit that a significant amount of the requirements that we place in the buildings are there to reduce the risk to combat firefighters as well as the property owners, and failing to maintain them has consequences.

Let's take a real basic assumption. Do you have fire walls up in a building? If you have a fire wall in a building, it is there for the express purpose of containing the fire until such time as manual firefighting forces can overcome the amount of energy being created by the fire. That is why they are called two-hour and four-hour walls. If they are not properly maintained, i.e., someone puts a hole in that wall, then the ability of that fire wall to do its job has been rendered practically useless. If the act to penetrate that wall is done on purpose, i.e., to put in retrofitted equipment, and the fire department doesn't catch that during its annual inspection, then you have a potential liability waiting to become an accident.

Anything and everything that we mandate inside of a building is subject to this type of scrutiny. That is one of the reasons why the more complicated an occupancy is the more we should be inspecting it on an annual basis. The more that the technology is obscured and/or not used on a day-to-day basis is all the more reason why it should be made subject of periodic maintenance to assure its performance.

During my career, I have heard war stories of sprinkler system fire department connections filled up with beer cans, standpipes in which the brass fittings have been stolen, fire cache rooms in which the equipment has been removed and sold, and fire alarm systems that had gone off in the false mode so often that they had been terminated. Ask yourself this question, if any building that you have under your area of responsibility has any of those components, can you afford to have an "accident"?





## Clipboard (Cont.)

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Hint number 2, if you have technology in a building that has components that can fail, you need to do a fault-tree analysis and determine where these potential faults can occur and have some regime, checklist or contractual relationship in place to assure that these fault locations are looked at by someone and certified on an annual basis.

Hint number 3 – Once you have established the types of maintenance that are required, you need to develop a documentation system that releases you from the responsibility of being totally accountable for it. It is important that property owners have a certain amount of accountability for the maintenance of systems or, otherwise, when that “accident” does happen, there is going to be a rapid scramble to prove who was responsible.

The last hint is the simplest. Train with those things you mandate in the buildings. I fully realize that many fire departments are struggling desperately with training because of other kinds of pressures on us. Nonetheless, I would be remiss if I didn't suggest that training with technology is an important part of our overall competence. When we put fire command rooms into high-rise buildings, the intent is to go in there and exercise them as a command room not as just an extra closet space on the bottom floor or in the basement of a building.

The training component is often left out of the whole idea of system maintenance, because in most minds it is a fire prevention function. It isn't. Building fire mitigation might be the right thing to do in a building, but once a fire has started, the end of the story is often determined by fire suppression forces. Make sure they are a team.

Ronny J. Coleman is a senior vice president with Emergency Services Consulting, inc. (ESCI). He has served in the fire service for 48 years. He formerly served as the California state fire marshal and retired as chief deputy director of the California Department of Forestry and Fire Protection (CAL FIRE). Coleman currently serves as an advisor and consultant to a variety of nationally recognized programs, including working with the USFA on this project. He serves as an advisor to the AF&PA on fire-related issues. Coleman has a master of arts degree in vocational education from California State University Long Beach, a bachelor of science degree in political science from California State University, Fullerton, and an associate of arts degree in fire science from Rancho Santiago College.

## USMC Fun Run



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## Twenty Nine Palms Marine Corps Fun Run



### MCCES FUN RUN 21 Mar 2014

Sponsored by the MCCES Fun Run Committee

Same tough out and back to Camp Wilson.  
Hills, heat and a challenge!

Open to all military, DOD employees, and dependents.

Be there and prove your mettle!

Start Times: 0700 Half Marathon

0703 - 10K

0706 - SK Run & Strut Your Mutt,

0709 Stroller Derby start

For more information contact Don Tolbert at  
(760) 830-5581.

## Courage to be Safe

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## Everyone Goes Home® Military Edition

By Andrew J. Kehl, Everyone Goes Home® DoD Advocate

Until recently, the National Fallen Firefighters Foundation's 16 Life Safety Initiatives has focused on the civilian side of the house. Like all great initiatives, it has branched out to reach all that can benefit from its curriculum, ideas, and overall message it brings. The path to reaching out to those of us in the Department of Defense, specifically, active duty military, was not preferred.

It was a LODD that occurred in February of 2011. A young, motivated firefighter died as a result of a vehicle training accident that could have been prevented. This shook Fire Protection because due to the lack of "real" calls, we are not used to a fellow brother dying while on duty. After realizing that we needed to cope with it and move forward, the fire chief decided to bring the National Fallen Firefighters Foundation team to offer awareness and maybe even some form of closure. This couldn't have been a better idea, the response from the members was all positive and real progress was made in coping with our loss.

After some time passed, with the help of Mike Robertson, Steve Kimple, and others the Kadena Fire Department was able to hold its own Courage to Be Safe® seminar to bring about the culture change that is outlined in Initiative 1. Positive feedback resulted in a change to the department's vehicle safety SOG and other department safety policies. The momentum had been established and the DoD component was moving forward.

As of December 2013, the DoD had 14 Courage to Be Safe® trainers and had three seminars scheduled in different countries in 2014. While promoting all of the initiatives, DoD targeted those related to cultural change, training and certification, risk management, and code enforcement and adapted them for military fire protection. With a new arsenal of safety knowledge and outstanding support from National Fallen Firefighters Foundation the DoD will continue to do their very best to ensure Everyone Goes Home®.

If you would like more information on the Courage to Be Safe Program (CtBS) or to schedule a class, contact Mike Robertson at [mrobertson@firehero.org](mailto:mrobertson@firehero.org).

## FPWG Corner



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## Waste Disposal

According to NFPA *Fire and Life Safety Inspection Manual*, the advent of recycling has increased the problem of accumulating combustible waste. NFPA 1 chapter 19 provides excellence guidance for addressing combustible waste and refuse concerns. Some of the problems with combustible waste and refuse can be the practice of piling up the waste in plastic bags in lobbies and corridors for short periods of time; while this waste waits its removal it can have disastrous results. The best practice to handle waste and refuse issues should be to use proper containers stored in specially designed rooms. With paper recycling and shredding more common in the office setting it is important to understand that centralized collection areas can have a greater concentration of paper and more fuel than what is typically found in these areas. Utilizing NFPA 1 can assist in mitigating the risk of combustible waste and refuse accumulations in these areas.

## Hall of Fame Profile

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Chief Bill Killen

### *A Chat with Bill Killen*

By Lenna Boggs & Tom Smith

Bill's first exposure to fire trucks was at 6 years old, at Bolling Army Air Field where his father was a civil service firefighter, following the war. His firefighter career started at age 16 as a volunteer firefighter, at 20 years old he was appointed a GS 3 Firefighter Trainee position with the Navy. Along the way he was hired at Kennedy Space Center in 1965, where he served on the Apollo Astronaut rescue team, (and is now one of the five surviving members of the original team). From there, Bill went on to serve as the Fire Chief at Orange County Florida, then to the faculty at the University of Maryland's Fire & Rescue Institute, then on to Fire Chief of the Metropolitan Washington Airport for five years which is now Reagan National Airport. He then went on to be the Director of Fire Protection for the United States Navy Fire Service. He finally hung up his helmet after 50 years and one month of active fire service, (combined volunteer and paid time). He has continued on in the fire service in other capacities and was recently re-elected into his 5th term as Vice President of the National Fire Heritage Center at this year's annual meeting in Emmitsburg MD, and in August of 2013 was elected as the Vice President of the US branch of the Institution of Fire Engineers, which is based in England.

In between all that, he found time to write some books. He co-authored *The History of the Kennedy Space Center Fire Department*. He authored *Firefighting with Henry's Model T*, (the second edition will be out this fall). He also authored *Navy Marine Corp Fire Apparatus*, in 2000. He contributed to the Fallen Fire Fighters Foundation book *Firefighters* as one of 30 contributors.

Bill says he has enjoyed doing many things, but the one achievement that he is quite proud of is that he completed a concept and established the 'National Fire Service Hall of Fame', which is three years old now. The official name is called The Hall of Legends, Leaders, and Legacies, and is managed by the National Fire Heritage Center.

Bill grew up in the small town of Indian Head on the Potomac River, (it was a Navy town), about 25 miles south of Washington DC. Known for farming and Navy, everybody knew everybody. As an adolescent, his primary interests were fire trucks and basketball. Bill's team, during his senior year in high school, was undefeated and won the state championship. Bill always had an interest in writing and was a columnist for several papers, primarily focused on high school sports, fires and fire related emergencies, and anything news worthy. He was a stringer for The Associated Press, The Washington Evening Star, The Washington Post and The Washington Daily News.

As a kid growing up, one of his classmate's father worked for this dairy called 'Hereby Farms Dairy'. Bill knew the owner of the farm as 'Uncle Jack', a friendly and personable person. Soon, Bill would move on to a job at the Fire Department, (because he knew how to type), the Fire Chief had him doing paperwork. They were getting ready for the Fire Prevention Week activities and he said "Now boy, don't forget to send Uncle Jack an invitation". Bill asked him, "Chief, why is it that every year Uncle Jack sits on the reviewing stand with you and the Commanding Officer of the base?"

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## Profile (Cont.)

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The old man took the cigar out of his mouth and asked, "Son, did you ever hear of the battle of Midway, the battle of the Coral Sea, and Admiral Frank Jack Fletcher? Uncle Jack is Admiral Fletcher." The next day after work, Bill went out to the farm, and when Uncle Jack said "Good morning, Billy", Bill snapped to attention and saluted, "Good morning Admiral Fletcher". Uncle Jack laughed. For the next five years, Uncle Jack and Bill spent a lot of time together and became very good friends, until Bill moved to Florida to work at the Kennedy Space Center. Once, while visiting the Naval Academy, Bill noticed a photo on the Naval Academy wall. It was Admiral Fletcher, as a young man, wearing the Congressional Medal of Honor. Here was a man that Bill had known since a kid, who never once mentioned to Bill that he had been awarded the Congressional Medal of Honor.

Favorite assignment: Director of Fire Protection for the Navy. Bill was able to implement some training programs. He feels the Navy gave him the opportunity to 'give back'.

Most memorable emergency response: It has to be the Air Florida crash into the 14th Street Bridge in Washington DC. Bill was in his office when the Police Major came in and said, "Chief, we got an airplane off the end of the runway." When he arrived on the scene, the five survivors were still in the water. By that time there was heavy traffic crossing the bridge, leaving work at the Pentagon. Bill says the primary rescue credit should go to the United States Park Police helicopter pilot, who literally sat the helicopter runners into the water as they pulled out survivors. This is the rescue that Bill will never forget.

Most memorable person: When Bill was on the Apollo Astronaut Rescue Team, he met Jules Bergman, who was the ABC News Science editor. Bergman was on the air one day during the Apollo 12 launch, when Bill walked in and saw another man sitting there. "I can tell you are a firefighter. You must be the guy that Jules told me about." The other man said. Bill shook his hand, and asked if he would mind autographing some Apollo 12 launch envelopes. He didn't mind at all, and proceeded to autograph them as Jimmy Stewart, also known as General James Stewart of the US Air Force Reserves. Bill has them in his collection today.



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Another achievement: When Hurricane Katrina hit, Bill had just been installed as President of the IAFC. Everybody was rushing to New Orleans, but Bill assembled his executive board and headed to Washington DC. They met with Dave Paulson, the United States Fire Administrator and FEMA director. They were talking about what IAFC could do to help, and he sent a team of five Fire Officers to New Orleans to assist the city and the state of Louisiana. Bill appointed a task force and a group of experts from across the country to look at and address the problems that happened under the National Mutual Aid issues. The following September Bill issued the first National Mutual Aid system Task Force report. As a result of this task force, there is now a National Mutual Aid System that is now being used across the country.

Thank you, Bill for your years and years of service and for your friendship.

## SA Matters!

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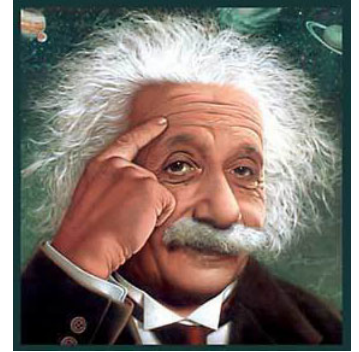
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## Explanations for Situational Awareness Insanity

By Rich Gasaway, PhD.

### Part One

Albert Einstein is credited with saying “Insanity is doing the same thing over and over again while expecting different results.” If you have spent time reading a large number of firefighter fatality reports, you might start to see the real-life manifestation of Einstein’s definition of insanity. In fact, I would go as far as to say we’ve got to the point where we are discovering very few new ways to kill firefighters. Rather, we’re taking all the ways we already know how to do it and we’re perfecting it by doing it over and over... and over... and over... again. This is Einstein’s insanity personified. Here we will examine some potential explanation for this insanity.



### Honor the fallen

Before I start into the explanations of how situational awareness can be impacted through insane behaviors, I want to make sure all readers know I am not criticizing those who have died in the act of firefighting. Rather, and much to the contrary, I am going to attempt to explain the neuroscience of decision making and how situational awareness can be eroded by certain factors. *Neither the fallen, nor those who worked beside them or supervised them during the event lost their situational awareness on purpose* (emphasis added).

This is Part 1 of a series of articles I dedicate to the fallen and dedicate to helping you avoid the trap of insanity.

### Trained to Fail

I have invested a considerable amount of time and effort investigating the neurological basis of learning and, especially, learning under stress, and more specifically, how we are training first responders to fail. Of course, we’re not training first responders to fail on purpose. No self-respecting instructor would do that on purpose. But they do it... A LOT! And the evidence is present in the line-of-duty death evaluation reports... if you understand how the brain learns.

Unfortunately, instructional methodology classes that are required for instructor certification do not teach the neural foundation of learning. And this is a shame. Such lessons were never shared with me and for the better part of 25 years I trained first responders to fail. Simply because I didn’t know any better.

This is a complex topic. In fact, it’s so complex that I used to teach it as part of the situational awareness curriculum but have since developed a complete class to train instructors on how training for failure occurs and how to fix it. Simply stated, any time we train responders we are helping to develop two types of memory: Cognitive memory – the memory of information (the “What am I supposed to do” knowledge); and, Kinesthetic memory – the memory of muscle movement (the “How am I supposed to do it” knowledge).

## ***SA Matters! (Cont.)***

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### **Remember to repeat**

Repetition is key to learning. That's been scientifically validated in many research studies. In fact, the less we rehearse, being it cognitive information or muscle movement, the greater the likelihood of making mistakes or failing to remember how to perform a task or failure to recall knowledge. I demonstrate this amply during the Training For Failure class when I have a student perform a novel task (first time task) and their performance is horribly slow and fraught with mistakes.

I am continually amazed, ok... disappointed is the better word, at how many students come to a full-day class and do not take a single note. Somehow, they are under the delusion that they will remember everything important. And it is a delusion. Research amply demonstrates the average student will forget ninety percent (90%) of what they learn during a class within the first two (2) hours following the class (unless they rehearse – study – the material).

### **Practice makes perfect**

We've all heard the cliché "Practice makes perfect." Stated another way, "Practices Produces Perfection." This may be one of the biggest fallacies we have to get over in order to reduce our potential of training to fail. More accurately stated, "Practice Produces Permanent Performance." And perhaps even more accurately stated: "Perfect Practice Produces Perfect Performance." And perhaps most accurately stated: "Perfect Practice Performed In Repetition Over Long Periods Of Time Promises Perfect Performance." While most accurate, I humbly apologize for the phrase is not an alliteration (a phrase where all the words start with the same letter).

### **Repetition creates habits**

Training, performed in repetition, creates habits. Those habits reside in the brain as "scripts." Think of scripts as small snip-its of code that exist in your brain that produce automatic responses – no conscious effort required. Scripts can be very helpful and the habit-based performance they evoke can be lifesaving. Without scripts – more formally called schema – we would have likely been extinct as a species long ago for our ancestors would have spent way too much time trying to assess the meaning of an attacking saber-toothed tiger instead of evoking the automatic script that evoked the reaction to kill the threat or run from it.

### **The danger of a single script**

In the previous sentence you read, but may not have realized, the cave-dweller had two decision options: Kill the saber-tooth tiger or run from it. The decision was based on a primal, and quick, threat assessment. But it was a decision (defined as a choice between two or more alternatives).

Unfortunately, many firefighters are trained to a single script and only taught one tactic – ATTACK! This makes sense. We are fire FIGHTERS... not fire RETREATERS. We don't run away from the dangers of fire. In fact, when we go through our training, most instructors spend all their time on the drill ground teaching firefighters how to FIGHT – how to be aggressive – how to kill the fire! Nothing wrong with that unless, of course, the fire is bigger and stronger than the firefighter(s) are. Under those circumstances the fire will be the killer.



## ***SA Matters! (Cont.)***

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Rich Gasaway, PhD.

To say there is a single script would be the same as saying the firefighters are single-minded. On arrival at a fire there is but one thing, and only one thing to do. Under stress, there is a distinct likelihood this is not a CONSCIOUS decision. In fact, it's not a decision at all (recall, a decision being defined as a choice between two alternatives). As the firefighters are trained only to attack a fire, the script, the schema, the habit, automatically performed under stress, is to attack. A second script was, most unfortunately, never taught.

Sure, an instructor may have talked about it during class, saying something to the effect of "If the fire is too big, don't do an interior fire attack." Then, after the classroom portion of learning was done (the cognitive knowledge was imparted), the instructor and students retreat to the drill ground. There, the students are taught and practice ATTACK. Unfortunately, the kinesthetic (muscle movement) memory has only one script to follow – the attack script – and it's automatic performance under stress. No conscious thought required.

### **Enter the situational awareness insanity**

Situational awareness is developed from a process of gathering information and then processing that information into understanding (NOTE: There can be a huge gap between gathering information and understanding the information gathered). Situational awareness is enhanced from the completion of a proper size-up that includes walking all the way around the structure (referred to as a 360-degree size-up) to gather the information that forms situational awareness.

Where firefighters have but one script – the aggressive FIGHT script – they may not complete a size-up. And if they do, they may completely ignore the critical clues and cues that indicate the fire should not be fought aggressively via an interior fire attack. Their script to engage in an interior fire attack is so automatic, the information that indicates an exterior attack is appropriate is either not understood, or completely ignored.

When this happens, firefighters rush in on interior attacks, without completing proper size-ups and, when proper size-ups are completed and there are clues present indicating they should not conduct an interior fire attack because there are ample signs of an impending flashover or structural collapse, they enter anyhow. And within a matter of a minute or two, a line-of-duty death occurs.

This is both predictable and preventable. Yet it is happening over and over again. Yes, it meets Einstein's definition of insanity.

Richard B. Gasaway is a scholar-practitioner with a passion for improving workplace safety. In addition to serving 33 years on the front lines as a firefighter, EMT-Paramedic and fire chief, he earned his Doctor of Philosophy degree while studying how individuals, teams and organizations develop and maintain situational awareness and make decisions in high stress, high consequence, time compressed environments. Dr. Gasaway is widely considered to be one of the nation's leading authorities on first responder situational awareness and decision making. His material has been featured and referenced in more than 350 books, book chapters, research projects, journal articles, podcasts, webinars and videos. His research and passion to improve workplace safety through improved situational awareness is unrivaled. Dr. Gasaway's leadership and safety programs have been presented to more than 35,000 first responders, emergency managers, medical providers, military personnel, aviation employees, industrial workers and business leaders throughout North America, Europe, Asia and Australia.

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In theory there is no difference between theory and practice. In practice there is.

- Yogi Berra

## ***Fitness Corner***

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## ***Avoiding Anemia: Boost Your Red Blood Cells***



If you're feeling constantly exhausted and sluggish, you might have a condition called anemia. Anemia is a common blood disorder that many people develop at some point in their lives.

Many types of anemia are mild and short term. But the condition can become serious if left untreated for a long time. The good news is that anemia often can be prevented and easily corrected by getting enough iron.

Anemia arises when your body doesn't have enough healthy red blood cells. You may either have too few red blood cells, or they may be lacking in an iron-rich protein called hemoglobin. Red blood cells are responsible for delivering oxygen throughout your body, and hemoglobin is the protein that carries the oxygen.

When the number of red blood cells or your hemoglobin level is too low, your body doesn't get all of the oxygen it needs, and that can make you feel very tired. You may also have other symptoms, such as shortness of breath, dizziness, headaches, pale skin, or cold hands and feet.

The most common type of anemia occurs when your body lacks iron. This condition is called iron-deficiency anemia, and it often arises if you don't have enough iron in your diet. Your body needs iron and other nutrients to make hemoglobin and healthy red blood cells. So it's important to get a regular supply of iron as well as vitamin B12, folate, and protein. You can get these nutrients by eating a balanced diet or taking dietary supplements.

Another common cause of iron-deficiency anemia is blood loss, which might arise from injury, childbirth, or surgery. Women of child-bearing age are at risk for iron-deficiency anemia due to blood loss from menstrual periods.

Women also need extra iron during pregnancy. Dr. Harvey Luksenburg, a specialist in blood diseases at NIH, says that if anemia isn't treated during pregnancy, women can give birth to iron-deficient children. This lack of iron can affect a child's growth rate and brain development.

"Women who feel symptoms of sluggishness and fatigue may be iron deficient," Luksenburg says. "Even if you've lived with it a long time, get it checked. I've seen startling changes when women were put on iron supplements. Some say they've never felt better."

Many people living with anemia may not realize they have it. They might have mild symptoms or none at all. A doctor can determine whether you have anemia by a simple blood test.

Common types of anemia can be prevented and treated by eating iron-rich foods. The best sources are red meat (especially beef and liver), poultry, fish, and shellfish. Other foods high in iron include peas, lentils, beans, tofu, dark green leafy vegetables such as spinach, dried fruits such as prunes and raisins, and iron-fortified cereals and breads.

## ***Fitness (Cont.)***

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NIH researchers are studying how to treat rarer, more severe forms of anemia. Some types can be treated with medicines. Severe cases may require blood transfusions or surgery.

If you don't get enough iron from your food, ask your doctor about taking iron dietary supplements. The body absorbs iron from meat and fish better than that from vegetables. If you're a vegetarian, consult a health care provider to make sure you're getting enough iron.

Making healthy lifestyle choices, including a nutritious, iron-rich diet, can help prevent common types of anemia so you can have more energy and feel your best.

### **Preventing Anemia**

To prevent or treat iron-deficiency anemia:

- Eat foods rich in iron and B vitamins.
- Eat fruits and vegetables high in vitamin C, which helps your body absorb iron.
- Ask your doctor about iron supplements if you don't get enough iron in your diet.
- Get checked every year or 2 if you're a woman of child-bearing age who has heavy menstrual periods or a previous diagnosis of anemia.

Reprinted courtesy of NIH News in Health. For more information, please visit [newsinhealth.nih.gov](http://newsinhealth.nih.gov)

## ***Nutrition Tip***



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### ***Veggie-Packed Meatloaf with Quinoa***

- |   |  |
|---|--|
| 1 onion, quartered                              | 1 <sup>1</sup> / <sub>2</sub> pound lean ground meat (turkey or chicken) |
| 4 garlic cloves                                 | 1 <sup>1</sup> / <sub>4</sub> cup quinoa, cooked and cooled              |
| 1 large carrot, quartered                       | 3 tbsp low-sodium soy sauce  |
| 1 celery stalk, quartered                       | <sup>1</sup> / <sub>2</sub> teaspoon ground black pepper                 |
| 2 <sup>1</sup> / <sub>2</sub> cups baby spinach | <sup>1</sup> / <sub>4</sub> cup ketchup or barbecue sauce                |
| 1 egg, lightly beaten                           |  |

Preheat the oven to 425°F and line a small baking sheet with parchment paper.

Place onion and garlic in a food processor and pulse until finely chopped. Transfer to a large skillet. Add carrot and celery to the food processor, and pulse until chopped. Add spinach and pulse a few times more. Add to the skillet. Place the skillet over medium heat and cook, stirring until vegetables release liquid. Continue cooking until liquid evaporates and vegetables begin to brown, about 8 minutes; add water a tablespoon at a time, if necessary, to keep vegetables from sticking. Transfer to a large bowl.

Add egg, ground meat, quinoa, soy sauce and black pepper to the bowl, and mix gently with your hands. Scrape mixture onto the baking sheet and form into a loaf approximately 4 inches wide and 10 inches long; wet your hands if the mixture is very sticky. Spread top of loaf with ketchup or barbecue sauce. Bake until cooked through and browned, about 40 minutes. Cool 5 minutes before slicing.

Makes 8 servings.



## Respiratory Protection

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## Firefighters Toxic Profession After the Fire

By Sandy Smith, | EHS Today.com

When one thinks of firefighters, the most obvious occupational hazards that come to mind are heat and flames. While both can be deadly, an even more insidious hazard could be threatening the lives of firefighters: the fumes given off by the furniture, building materials and electronics in our homes and businesses.

"The modern materials in our homes and workplaces have increased the toxicity of today's fires, and we don't know how these acute exposures impact people's health," said Dawn Bolstad-Johnson, MPH, CIH, CSP, director of health, safety, environmental and quality for PHI Air Medical in Phoenix. "And modern materials aren't the only concern. Even structures built with legacy materials, such as wood and cotton, can create a toxic, carcinogenic environment during a fire."

One of the first things cadets at fire academies across the country are told is that their lifespan probably will be a decade shorter than if they'd chosen a different career. Approximately 100 firefighters die in the line of duty each year, but many more succumb to heart attacks and illnesses like cancer.

According to Bolstad-Johnson, the level of toxicity in American homes and workplaces has increased exponentially over the last 15 years, and firefighters often wait to click in their self-contained breathing apparatus (SCBA) until they reach the fire and smell the smoke. What they should be doing, said Bolstad-Johnson, is clicking in the SCBA as soon as they fasten their turnout gear to enter the fire.

### Toxic Trade-Off

Firefighters spend anywhere from 12 to 16 weeks at a fire academy, learning how to fight fires and read fires. While most of their training focuses on fighting fires, the reality is that most firefighters see very few large fires each year.

"In Phoenix – and this is very rough data – there might be 160,000 911 calls for the fire department. Less than 10 percent of those are actual fires and that's spread out between all the fire stations," said Bolstad-Johnson, who spent nearly 20 years as an industrial hygienist with the Phoenix Fire Department. "They spend all this time practicing to fight fires and mostly what they respond to are EMS calls about car accidents and football injuries. And out of the 14,000 fire calls they do get, many are related to food on the stove or self-extinguish themselves before the fire department gets there."

So when they actually get to fight a "big" house or building fire, she added, they want to spend as much time as possible in the building, doing what they've trained so hard to do. But the "bottles" for their SCBAs contain a limited amount of air. The earlier they click over to the SCBA, the less time they have fighting the fire. By waiting until they are in the building, breathing in smoke and potentially dangerous gases, they give themselves an additional five minutes of firefighting.

What they don't think about is that in those five minutes before they click over to the SCBA, the smoke they're inhaling contains formaldehyde, cyanide, carbon monoxide, dioxins, polynuclear hydrocarbons, decabromodiphenyl ether and other gases.

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"They keep asking for bigger bottles," said Bolstad-Johnson. "Thirty minutes, 45 minutes, 60 minutes. That way, they can be in the fire longer, which would result in them being exposed longer in that toxic soup."

### Dermal Exposures

Bolstad-Johnson said that firefighters who have been on the job for 30 years remember when SCBA were first introduced. Usually, one apparatus was issued for an entire crew of a truck. "It sat in a box in the middle of the truck and if you took it out, you were a wimp," she was told.

"They all had heavy mustaches and beards," said Bolstad-Johnson. "They were 'smoke eaters.' The facial hair provided some filtering for them. It was almost a sense of pride not to use the SCBA. That's changed now, thankfully."



A report released in December 2013 by the U.S. Department of Health and Human Services, the Centers for Disease Control and Prevention and NIOSH, *Evaluation of Dermal Exposure to Polycyclic Aromatic Hydrocarbons in Fire Fighters*, noted that firefighters involved in the study wore their SCBA correctly, but still were registering exposures to certain chemicals.

Researchers studied firefighter exposures to airborne polycyclic aromatic hydrocarbons (PAHs) and other aromatic hydrocarbons generated during controlled burns during live fire training.

The researchers evaluated three controlled structure burns (one per day), with five firefighters participating in each burn. They sampled PAHs, volatile organic compounds (VOCs) and particulate in air, and collected breath and urine samples before and after each burn. They analyzed the breath samples for aromatic hydrocarbons and the urine samples for PAH breakdown products. They took wipe samples on firefighters' skin to measure PAH contamination before and right after each burn and measured VOCs released from turnout gear before and after each burn. Finally, they tested the SCBA equipment to make sure it worked properly.

The researchers detected possible cancer-causing PAHs and VOCs in the air, noting that some PAH air levels were above occupational exposure limits during overhaul (the after-fire environment when firefighters rake through debris to ensure that piles are not continuing to smolder). While VOC levels were below occupational exposure limits during overhaul, some VOCs were released from the firefighters' gear after the fire response (but were well below occupational exposure limits).

Levels of benzene, an aromatic hydrocarbon, in firefighters' breath were higher right after the burns than before. However, firefighters did not have elevated levels of benzene breakdown products in their urine.

Most firefighters were wearing their SCBA correctly; exposure to PAHs and benzene probably occurred through dermal exposure, according to the researchers.

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"We found that PAHs and benzene entered firefighters' bodies even though they wore full protective ensembles during controlled burns," they noted. "The biological levels we measured were generally comparable to levels in occupational groups with

low exposures to these compounds. Firefighters should wear full protective ensembles during all stages of a fire response and wash hands and shower soon afterwards."

### After the Fire

Improvements to turnout gear and other personal protective equipment like gloves, boots and helmets allow firefighters to stay longer in the flames and heat, noted Bolstad-Johnson. Years ago, firefighters knew it was time to get out and take a break when they felt the tops of their ears burning. Now, the only thing that limits their time in the fire is the amount of available air in their SCBA. And SCBAs only are effective when the firefighters are wearing them.

In addition to waiting until the last minute to click them on, firefighters "remove their self-contained breathing apparatus [immediately] after the fire is extinguished, because they no longer perceive that a hazard is present," said Bolstad-Johnson.

However, the dangers to the firefighters' health often are present even after a fire is extinguished. Hazardous levels of carcinogens that are not easily detected by our human senses (irritation, taste and smell) can accumulate to levels above published occupational exposure limits in the poorly ventilated areas of homes and commercial buildings. Arson investigators often are exposed to hazards as well, noted Bolstad-Johnson, depending on how soon after the fire they begin their investigations. Riding back in the truck wearing contaminated gear can increase the chances of exposure, as can storing the equipment in the firehouse without hosing it off.

"Firefighters who have worked a big fire say they can smell it on themselves for as long as three days after the fire, and that's after they've taken several showers," said Bolstad-Johnson. "The smell emanates from their pores; their families can smell it. It smells like they've been standing around a campfire."

She said firefighters need to educate themselves about the various hazards commonly associated with fires and by wearing their SCBA and PPE such as turnout gear in an after-fire environment.

"As health and safety is increasingly promoted in the fire service, there is now a heightened awareness about the [respiratory and dermal] exposures faced by firefighters. They need to know what they are exposed to and how to protect themselves as building materials and the contents inside our homes become less organic," said Bolstad-Johnson

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## Budget Battles

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## 5 Things to Know About the Next Defense Budget

By Sara Sorcher

March 4 is the date to watch for Washington's defense wonks.

That's when the Pentagon plans to release its budget request for next year. And when the document drops, it will sound the starting gun for a slew of battles over military spending.

The budget deal Congress passed in December eased some of the Pentagon's pain from the sequester, which was intended to slice \$500 billion from defense accounts over a decade.

But don't be fooled: The battles over next year's defense budget are far from settled. They will be perhaps the most contentious yet, and for the military, the stakes will be higher than ever. The Defense Department is running out of ways to cushion the blow from budget cuts, and this time, the ax will fall closer to the core.

Here's what to know before the starting gun sounds.

### 1. The budget deal hardly rectifies sequestration for the Defense Department in fiscal 2015.

Lawmakers are still basking in the sense of relief that flooded the Capitol after the budget deal passed. They shouldn't be

Sen. Patty Murray and Rep. Paul Ryan's bill was meant to pay back some \$63 billion in sequester cuts over two years. That's a sizable chunk of change. But the actual sequester relief going to defense for fiscal 2015 is \$9 billion.

The Pentagon, which initially expected to request \$541 billion, has to propose \$43 billion in reductions, or else its budget would be subject to the across-the-board cuts. Unless, of course, the law is changed again.

Is there momentum in Congress to chip away further at sequestration?

"No. I really don't [think there is]," The top Republican on the Senate Armed Services Committee, James Inhofe of Oklahoma, said. "Not now. I wish I did."

### 2. A rumored \$26 billion dollar wish list tees up a political minefield.

To meet the lower spending caps, the Pentagon is planning to submit a proposal for how it would spend an extra \$26 billion on top of its budget request—if Congress can find the cash. Lawmakers will inevitably try to cherry-pick their priorities and try to find ways to fund them, or swap out programs in the main budget.

The concept is not totally out of left field. Starting in the 1990s, during the last defense downturn after the Cold War, the military sent Congress a list of initiatives it could not squeeze in the budget. The requests burgeoned during the last decade of war until then-Defense Secretary Robert Gates effectively put the kibosh on the practice around 2009.

This year, though, the wishlist will contain "actually validated and traditional requirements that can't be met simply because of the funding level," a Senate aide said. "This is not, 'If I had an extra dollar, this is what I'd do.' These are things already budgeted and planned for."

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For instance, if the budget reduces the number of F-35 Joint Strike Fighter aircraft it plans to buy, or scales back the Littoral Combat Ship program, those leftover planes and ships may surface in the Pentagon's wish list.

Cue open season. Lawmakers are already staking out their positions. House Armed Services Seapower Subcommittee Chairman Randy Forbes, a Virginia Republican, is already insisting Congress won't support cutting any of the Navy's 11 aircraft carriers. The budget is likely to include reductions in pay raises for active-duty service members and fees for Tricare for Life, which will be controversial.

A wish list, though, could motivate Congress to fix sequestration. Senate Armed Services Committee Chairman Carl Levin sees the addendum as a list of "impacts" from budget cuts. "What will be in this budget, or left out of this budget, but described by the Pentagon in a way that would put pressure on us to get rid of sequestration for the '16 budget?" the Michigan Democrat said.

### 3. The Pentagon's financial cushions are pretty tapped out.

So far, the Pentagon has managed to avoid the full force of sequestration. It will feel the crunch this year.

Congress changed the law to give the department more flexibility. The Pentagon also tapped into its reserves of leftover funds from previous years to blunt the impact. This year, the department has a more meager backlog to draw from.

The Pentagon also deferred or delayed what David Berteau of the Center for Strategic and International Studies estimates is up to \$20 billion worth of contracts for weapons programs and military equipment. As the defense budget continues to shrink, the Pentagon must abandon hopes for a future cash windfall and make crucial decisions.

"Eventually it catches up to you," Berteau said. "We are past the point of easy cuts."

These decisions may have a price—not just in terms of national security. Actual money. Breaking contracts meant to span for multiple years, such as the KC-46 tanker replacement or the Virginia-class submarine, could ultimately cost the U.S. government more—in penalties and fees—than it would save.

Program delays also may raise costs over the long term as manufacturers lose orders and lay off employees. The price per plane or electronic device is often based on a set quantity the government expects to buy. In the defense-contracting world, less volume can mean higher prices.

### 4. The wartime budget may turn into a slush fund.

The Pentagon's overseas contingency operations account, which has been tacked onto the budget for years to fund the wars in Iraq and Afghanistan, could serve as a budget gimmick.

It's supposed to be emergency war spending. But the OCO—which is not subject to the budget caps—may encompass other priorities that should, theoretically, be in the Pentagon's base budget.

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This happened in fiscal 2014, when the cost per troop in Afghanistan skyrocketed to over \$2 million from a remarkably stable \$1.3 million in previous years, according to Todd Harrison at the Center for Strategic and Budgetary Assessments. The Pentagon apparently added at least \$20 billion—and Congress another \$10 billion—to the fiscal 2014 OCO account, for things not directly related to war, like depot maintenance for major weapons systems, and pay and benefits for service members not necessarily contingent on deployments.

The fiscal 2014 war funding request was \$79 billion, for some 38,000 troops in Afghanistan. "If we see the troop level drop to about 10,000 in 2015, we should see a significant reduction in the budget—by almost a quarter," Harrison said. If the cost per deployed troop is higher—even as the size of the U.S. force is lower, and the scope of military operations smaller—that's a "good indicator we're adding costs in there that don't belong there."

### 5. The Pentagon could bust the budget caps next time.

The Pentagon is contemplating a \$535 billion budget in 2016, some \$36 billion over the sequester cap for that year. That's a sign the Pentagon may not be willing to make the really hard decisions this year.

If budget planners expected to meet the caps in future years, Harrison said, the Pentagon and lawmakers would need to agree to make significant reductions in force structure this year—potentially even cutting more brigade combat teams from the Army or a Navy aircraft carrier to prepare. That may not be in the cards. For instance, the Pentagon has already backed away from cutting the latter to avoid a political squabble with Congress.

So the biggest fights over programs may end up being FY16Problems.

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## Meaty Humor



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### Butcher Shop

A woman walks into a butcher shop and asks the butcher about the price for a pound of tenderloin.

"\$12 per pound," replies the butcher.

"Are you sure? That can't be," says the lady.

"Look, madam, it says right here on the card that it's \$12 per pound."

"But that seems so high compared to other butchers in the area."

"Lady, maybe they gave you the price for a poorer cut of beef."

"No, the butcher across the street said it was \$9 per pound," she says.

"Well, then, why don't you go buy it there?" asks the butcher.

"Because they are all out."

"Well, when I'm all out, I sell it for \$8 per pound," retorts the butcher.



## ***Fire Chief of Year Award***

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## ***Pierce - IAFC Fire Chief of the Year Award***

Pierce Manufacturing, a long-time supporter in recognizing excellence among fire service leaders, has partnered with the International Association of Fire Chiefs (IAFC) to present the IAFC Fire Chief of the Year award.

This prestigious honor will recognize one career and one volunteer fire chief for their leadership, innovation, professional development, integrity, service to the public and contributions as a whole to the fire service. The award will be presented this August in Dallas during the general session at Fire-Rescue International (FRI), the IAFC's annual conference.

The nomination period will open in March and remain open through June 2014. An announcement will be made in the coming weeks with full nomination criteria and details regarding the submission process.

"The IAFC greatly appreciates the support of Pierce and their commitment to recognizing the outstanding contributions of fire chiefs," said Chief William Metcalf, IAFC president and chairman of the board. "This is an important opportunity to highlight the tremendous work being done by exemplary individuals and inspire future leaders as they see what can be achieved."

"Pierce is honored to partner with the IAFC on this important award to recognize and celebrate the positive impact fire chiefs make in their departments and in the communities they serve," said Jim Johnson, Oshkosh Corporation executive vice president and president of Fire & Emergency. "All of us benefit from their leadership, dedication and commitment. We are proud to shine a light on the fire service by recognizing their achievements."

## ***CPSE News***



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## ***Events and Achievements***

### **Data Analysis & Presentation Workshop - Quantico, VA Mar 24, 2014 - Mar 26, 2014**

#### **OPEN TO CIVILIAN AND DoD PARTICIPANTS**

Created in cooperation with FireStats, LLC., this three-day hands-on workshop aims to give fire officers a comprehensive understanding of the popular analytic and statistical tools available to the fire service which are especially useful in Standards of Cover. The curriculum is designed to introduce some basic statistical concepts that are reinforced with actual fire service data. The data is analyzed by the students using Microsoft Excel tools that are introduced in the class curriculum. Students have a new perspective on basic statistics, new Excel tools to use in their analyses, and practice using both theoretical and practical analytic approaches to their own fire departments' data and experiences.

#### **New Fire Marshal Designee**

Asst Chief of Prevention Jeffrey Fernaays, Navy Region Northwest Fire & Emergency Services has earned Fire Marshal (FM) designation through the Commission on Professional Credentialing. Congratulations Chief Fernaays!

## ESAMS Summary

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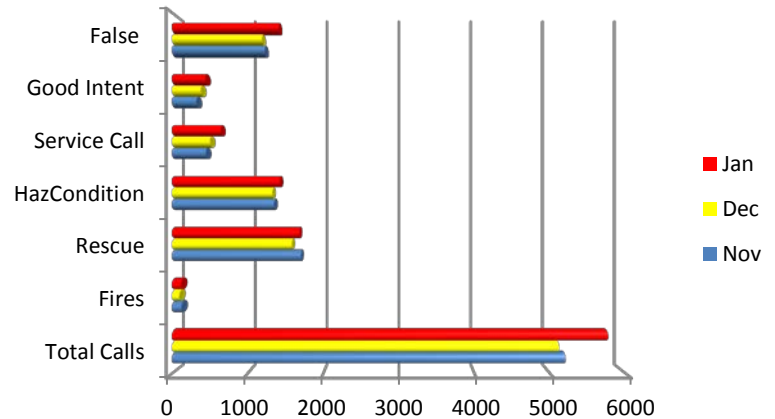
## ESAMS Corner

By Clarence Settle, ESAMS Fire Technical Support

### January 2014 Statistics

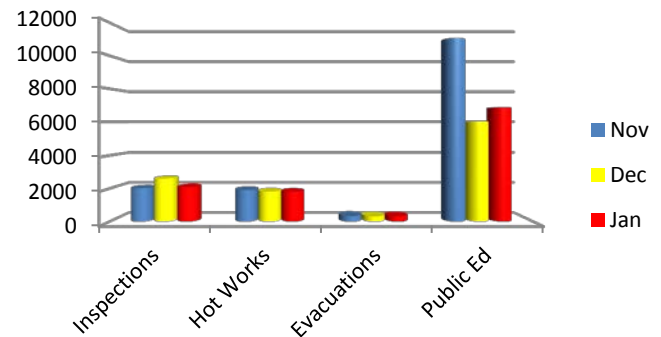
#### Operations

Total Incidents – 5,768  
Fires – 123  
Rescue & EMS – 1,687  
Hazardous – 1,428  
Service Call – 644  
Good Intent – 441  
False Alarm – 1,415



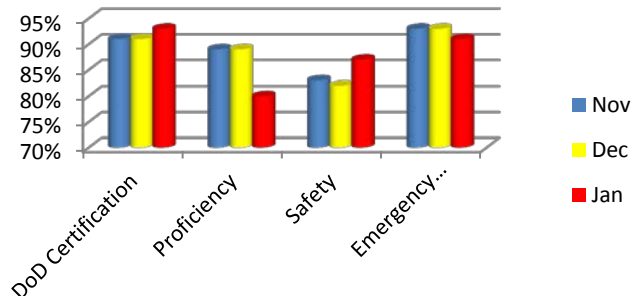
#### Fire Prevention

Fire Inspections Completed – 2,098  
Hot Work Permits Issued – 1,813  
Building Evacuation Drills – 323  
Public Education Contacts – 6,878



#### Fire Service Training

DoD Certification – 93%  
Proficiency, Skills, & Practice – 80%  
Safety Training – 87%  
Emergency Management - 91%



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### F&ES On Duty Mishaps Report

Mishaps Reported – 24  
Total Lost Work Days – 52

## ***F&ES POCs***

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