

What's Happening

Navy Fire and Emergency Services Newsletter Protecting Those Who Defend America

March 2012

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Email the Editor: Ricky.Brockman@navy.mil

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From the Director

While it is certainly satisfying to know our readers are paying attention to our articles, I want to comment on some feedback and clarify some comments that were misunderstood or taken in a way we did not intend.

Last month we paraphrased our VADM when he said CNIC (and by extension Navy F&ES) would not be expected to deliver "world class" service but would be expected to provide the best service for the value. That statement is NOT a reflection on the quality of our F&ES personnel, it is a budgetary statement. We would argue that our Navy firefighters are in fact "world class" based on their dedication and outstanding performance. However, we can only stretch resources so far, and as budgets continue to shrink we will offer fewer capabilities in some cases. Use this analogy; we have been driving a Cadillac but the budgets are getting tight, and we will be driving a Chevy in the future. Both are very good vehicles that get you where you need to be, but the Caddy is a little more comfortable and has a few extra bells and whistles. We just can't make those high payments any more.

Nobody questions the quality of service Navy F&ES delivers; we are often held up as an example of performing well, despite the financial obstacles. When the alarm sounds, Navy F&ES is on the way, period. That part of the equation will not change.

We would be naïve' to expect no changes in the face of budget cuts as severe as those being considered in the halls of the Pentagon and Capital building today. Our message last month was; "change is coming" and we must be prepared to adapt to that change while retaining our most critical capabilities. However, we can't overlook our responsibility to make sure our customers and stakeholders understand those adaptations and the impact on the level of service we deliver.

For example, at some Navy locations a structure fire would be met with a "full alarm" response of three Navy fire companies and 13 or more firefighters who would show up quickly and aggressively attack the fire. Tomorrow, that same fire could be met with an initial Navy fire response with as few as four firefighters who will determine the proper tactic, i.e., investigative, defensive, etc. The defensive tactic (depending on the size-up) could allow crews to attack the fire from safe locations or with deck guns, etc until enough resources are available from other responding companies (Navy, DoD, or municipal fire stations). Worst case scenario perhaps, however, we owe it to our customers to let them know changes like these could occur.

From the Director (Cont.)

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It might take us a little longer to get there and we may not bring as many people, but once on scene, our Navy firefighters will continue to provide world class quality performance.

We understand there are lots of rumors circulating with lots of specific numbers taken from some "obtained" high level informational briefings. We ask that everyone consider this information as extremely pre-decisional; there are certainly changes coming and there has been some brainstorming for ideas to adapt to those changes, but nothing has been decided. As a matter of fact, the exact extent of the changes is not at all certain. So don't panic just yet, we will strive to keep this process as transparent as we possibly can so you have as much information as we have. As our study and analysis continues, maybe different alternatives or solutions will come to the front ... feedback is critical during the process.

Which brings us to another topic we have been hitting pretty hard recently, firefighter safety.

As changes are implemented, it will be vitally important to pay closer attention to firefighter safety and strive to overcome the tendency to operate "as usual" without the required resources. Some events will require more responders than the initial response and just as today, Company Officers are required to perform the proper size-up to determine if available resources are sufficient for safe fire attack or if additional resources are required.

Our mantra should be "Do everything we are trained, equipped, and staffed to do as well as we can."

Sometimes our focus on tactical incident safety causes us to forget about another, equally important factor; fire apparatus safety. We have been doing very well with our fleet modernization and we need to ensure we operate our vehicles as safely as possible.

Apparatus accidents are a serious concern, our vehicles carry large amounts of water that could affect their stability if not operated properly. Operators must keep speeds under control and always expect the unexpected from other vehicles on the roadway. Daily checks of our vehicles is just as critical as we check equipment condition, hose restraints, tires and lug nuts, etc to be sure all is in operational condition and ready for the next call. Along these same lines, is the concern for backing fire apparatus. Operators must exercise every precaution when backing our very large trucks to ensure positive contact with ground crews and avoid accidents. Newer Navy fire trucks will be equipped with backup cameras and wireless headsets to enhance backing safety.

As we adjust our operations to align with tighter budgets, we will do our very best to ensure all levels of leadership are aware of our capabilities and understand F&ES responder safety is vital to continuing our mission of Protecting Those Who Defend America.

Stay Safe

Carl

Last Alarms

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TCOoO Update



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Last Alarms

The USFA reported 21 deaths to date in 2012. The following line of duty deaths were reported since we published our last issue:

Matt Waller ♥ Age: 47 Memphis, TX

Gerald Wetherell ♥ Age: 74 Prudenville, MI

Mark Ratledge age: 35 Cottonwood, CA

Mark Morrison V Age: 53 Port Saint Lucie, FL **Jamison Kampmeyer** Age: 34 Colby, WI

Nolan Pittman ♥ Age: 45 Centreville, MS

Thomas Dillion ♥ Age: 49 Houston, TX

Jonathan Myers ♥ Age: 54 Norfolk, VA **Donald Jones** ⇒ Age: 56 Jacksonville, AR

2012 Totals ▼ 12 (57%) = 7 (33%)

Indicates cardiac related death

Indicates vehicle accident related

Taking Care of Our Own

Check with your Fire Chief if you wish to make a leave donation. There are currently 12 DoD firefighters in the Taking Care of Own program.

	Location	Point of Contact
Gregory Feagans	NIOC Sugar Grove, WV	Nanette.Kimble@navy.mil
Joey Tajalle	NAVBASE Guam	Julie.Quinene@fe.navy.mil
Erin Butler	Vandenberg AFB, CA	Sean.Glaser@vandenberg.af.mil
Jason Frazier	NAVSTA Norfolk, VA	Marc.J.Smith@navy.mil
Jason Thompson	Niagara Falls ARS, NY	Marilyn.Ruszala@us.af.mil
Ernest Gilbert	Navy Region Northwest, WA	Carmen.Morris2@navy.mil
David Hamback	NAS JRB New Orleans, LA	Taffy.Ponvelle@navy.mil
Brittany Proulx	NAS Jacksonville, FL	Mark.Brusoe@navy.mil
Thomas Robinson	Altus AFB, OK	Nils.Brobjorg@altus.af.mil
Juan Martinez	NAS Corpus Christi, TX	Elizabeth.Atkinson@navy.mil
Stella Shimabukuro	USAG Presidio of Monterey, CA	Scott.Hudock@us.army.mil
Dana Picard	Westover ARB, MA	Diane.Lessard@us.af.mil

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It is not enough to be compassionate. You must act. When something needs to be done in the world to rectify the wrongs, if one is really concerned with benefitting others, one needs to be engaged, involved. -Dalai Lama

Leadership

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Leading When the Seas are at Their Roughest By Al Gillespie



When my children were growing up, I often threatened to put a brick on top of their heads. The implication was that by putting a weight on top of their heads, I could stop them from getting taller and thereby keep them from growing up. Now, I really didn't want to stifle their growth, I just wanted to keep them as my little kids as long as I could.

As fire-service leaders, we are struggling during these tough times to keep service at a level that we believe will allow us to keep safe the people to whom we provide protection, as well as the members of our departments. If you're like me, you're spending a large chunk of time fighting for slim budget dollars just to save firefighter jobs. All of the things that enhance your department and the service that it provides were cut long ago. Then it's out to the stations to keep the members informed on what is happening so that they don't worry needlessly — or so that they know the worst about their jobs and their families' security.

When times are tough, the urge to "hunker down" and just hope that you and your organization can survive is strong. But it's times like these when it is more important than ever to look toward the horizon and plan for the future.

When you chose to become the leader of your department, you accepted the responsibility to be the advocate, the cheerleader and the lightning rod for the organization. You don't have the luxury of sitting around and hoping for the best.

Is it fair? No. But it is the reality that we deal with today. As my wife used to tell our children when they were growing up, "No, it isn't fair — the fair is in August."

Your challenge might be a difficult city council, county commission, fire board, member of your business community, your union — or any combination of these or other factors. How you deal with these challenges is extremely important. It is how you respond in difficult times that shows your character. Your young firefighters, company officers, staff officers and civilian members are watching you closely to see how you respond to the difficult situations before you. Their lives are in your hands and — just like when you were part of a company of firefighters — their trust is earned by the actions they see you take when under extreme duress. Similarly, those who are creating the challenges you face are watching you too. They also want to know that you're the type of person who can respond in difficult situations with calmness, with reasoned judgment and effective leadership.

Most importantly, your family and friends — as well the person in the mirror who looks back at you — all want to know that you will reflect the character, ethics and leadership that will make them feel proud, safe and secure. Be the leader when the seas are roughest and you can be the leader in any circumstances.

Al H. Gillespie is the president and chairman of the board of the International Association of Fire Chiefs. He also is fire chief of the North Las Vegas (Nev.) Fire Department.

USMC News

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Marine Corps Fire Departments Accredited



The Marine Corps Air Station Miramar Fire Department and Marine Corps Recruiting Depot Parris Island Fire & Rescue Division were awarded accredited agency status during the Commission on Fire Accreditation International 2012 Excellence Conference March 6 and 7. They join Marine Corps Logistics Base Barstow Fire & Emergency Services as accredited Marine Corps fire departments.

Fire Chief Gregory Magill, Assistant Chief Mary Cavanaugh, and Accreditation Manager Robert Sepulveda proudly represented Miramar at the conference, while Fire Chief Dwight Charleston and Accreditation Manager Captain David Michaelsen did the same for Parris Island. Mike Pritchard attended to represent HQMC/MCICOM F&ES. Several members of other Marine Corps F&ES Departments attended the conference and were present when Miramar and Parris Island were recognized.

Upon receiving accreditation, Chief Magill stated, "Using the CFAI model and self-assessment, even as a plank owner with Miramar Fire I still learned a lot about my own department. I would recommend that everyone go the distance and become accredited." Chief Charleston added, "I have always wondered how we, as a Fire Department grade ourselves. We are responding to fires and putting them out, we are responding to medical calls and making a positive outcome in



patient care, so we are passing, but are we passing with an A or with a C? The accreditation process will answer that question for you, and if you are not getting A's it provides a continuing improvement process so that you can reach all A's. That is what our customers expect and deserve, their local Fire Department providing the highest level of service possible and that is what we will give them."

Thomas Ruffini, Director Marine Corps F&ES said, "Along with Barstow, Miramar and Parris Island now stand as 'the few and the proud.' I cannot express enough how proud I am of these F&ES departments, and also how thankful I am of their Fire Chiefs for leading the USMC F&ES program in this effort to evaluate and improve our program."

The Marine Corps F&ES program, via the Commander, Marine Corps Installations Command, established 30 September 2012 as the deadline for all F&ES organizations to have completed the CFAI-based risk assessment, and to document their Standards of Cover, to ensure compliance with the program evaluation and improvement mandates of DoDI 6055.06.



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On the Job -Japan

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Camp Pendleton Training



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Cardiac Arrest Save at Camp Kinser

On February 20, 2012, Marine Corps Installations Pacific Fire & Emergency Services Japan Fire Station 6 at Camp Kinser received a report of an unconscious person.

Upon arrival, Engine 61 and Medical Unit 6 found a 30 year-old female in cardiac arrest with CPR being performed by a Marine and personnel from the Provost Marshal's Office. They had retrieved an AED from the patrol unit and delivered two shocks but the patient remained in cardiac arrest. F&ES and the medical crew assumed patient care and continued CPR and defibrillation with an AED. After three additional shocks, the patient regained a pulse and began breathing on her own. She was transferred to the local national ambulance service and transported to a local hospital. The patient was treated at the hospital and released several days later.

This was a situation where the pieces of the chain of survival came together to successfully resuscitate this young woman and give her a second chance at life. The following personnel are commended for a job well done:

Staff Sergeant Daniel Perez Lance Corporal Leonard Kim Firefighter Sunao Gaja, Firefighter Satoru Tamanaha Navy Hospital Co

Corporal Tristan Hobson Fire Captain Tsuyoshi Shimabukuro Firefighter Daisuke Kinjo Firefighter Tsuyoshi Tsukaya

Navy Hospital Corpsman Nicole Mattera

Pendleton Firefighters Gain EMA Certification

By Lance Cpl. Sarah Wolff, Marine Corps Base Camp Pendleton

The Marine Corps Base Camp Pendleton Hazardous Materials team conducted a field training exercise as part of the six week-long course required for attaining California Emergency Management Agency certification.

"We are showing the new HazMat personnel how to pull the samples, and respond in conjunction with the chemical protection officer of the county," said Division Chief John Crook. "They also learn to preserve evidence and get it into the labs quickly to identify where the problem is coming from."

The Camp Pendleton team will often be the first on scene at off-base HazMat calls and provides reconnaissance until the San Diego County HazMat team arrives.

"We lack funding sometimes for formal training," said Chief Crook. "These calls give the installation the hands-on training needed to make our firefighters a very well-rounded and capable team."

The Camp Pendleton HazMat team first received their CAL EMA certification in 2008.

Lessons from Korea

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Team Building "From the Ground Up!" By Thomas McCaffrey, Fire Chief COMFLEACT Chinhae, Korea



As I put pen to paper, my initial thoughts are to share lessons learned at some recent multi agency high-rise training held here in Chinhae, Korea. I mean who couldn't benefit from reviewing the difficulties in high-rise situations? From the "Street to Sky" high-rise operations are labor intensive, time consuming and resource

burglars which can, by their very nature, overwhelm crews from the opening bell. And why not delve deep into the minuscule operational details? Some of which, when captured in training and executed properly on the fire ground, can mean the difference between operational success and disaster. Jotting down specifics, I started identifying the most problematic issues we faced over the week long training and it immediately came to mind that some issues reoccurred each session - each day! At times it was akin to the Whack-a-Mole arcade game where you hit one mole and it disappears and then quickly reappears somewhere else, and you take care of that one and another pops up and, well...you get the idea. During our post training critique it became quite clear that our training "mole" was communications! Each step of the way we were challenged to achieve functional face-to-face communications BEFORE we could address any particulars relating to high-rise fires.

It would be too simplistic to state that the language barrier was the prime culprit as many issues can drive the wedge of division. The issues we faced here in Korea are alive and well in Anytown U.S.A. For instance, how many times have vou heard a neighboring Fire Department use a term different from our own (i.e. hydrant = plug, steamer, dry barrel)? What about rankings variations? And of course there is the emergency responders "alpha male syndrome" when we have several agencies on scene, all with the same focus on mitigating the emergency but all postured reminiscent of *The Gangs of New York*! Thank goodness this is generally on the decline but we still have a long way to go. Although those realities create a fragmented, inefficient force, it's the simplest of steps we take that can make the biggest difference.

So we need ask ourselves, when our boots hit the ground are we poised for partnership? Be it high-rise or below grade, Far East or Mid-West, do we really have the needs of others as our primary objective? Are we willing to forgo our operational differences and push forward towards a common goal? Can we really be at "our best" if personal pride effects performance? I think not. We need to make up our minds prior to hitting the scene if we will be a bridge or a barrier? Will we extend a hand or stick with our own? Will we build "The Team"....Will we be "The Team"?

What's Happening

On the Job -Kitsap

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Robot Firefighter

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NRNW Opens Fire Safety Trainer



Navy Region Northwest (NRNW) Fire & Emergency Services received the keys and training for a new fire safety trailer.

Pictured left to right, Assistant Chief of Prevention Jeff Fernaays, Naval Base Kitsap Commanding Officer Captain Peter Dawson, Regional Fire Chief Bruce Kramer, Deputy Chief Kurt Waeschle, and Commander Navy Region Northwest Rear Admiral Douglas Biesel tour the future of NRNW Fire Prevention training.

This trailer is a self-sustained unit with two separate public education areas. The first area is a kitchen safety prop with a laser extinguisher to mitigate common kitchen fires. The second area is a bedroom scenario that allows the prevention staff to demonstrate the importance of households having an "Escape Drills in the Home (EDITH)" plan.

All interior areas can be viewed on an external television screen during any training evolution using onboard cameras able to see through the smoke generated within the unit. This feature gives outside viewers a peek at the fire safety scenarios while preparing to enter the trailer.

Grenade-Throwing Robot to Fight Fires on Ships

It might look like science fiction but the U.S. Naval Research Laboratory (NRL) hopes to turn this humanoid robot into a seafaring fact in an effort to improve firefighting capabilities on board military vessels.

Currently at the development stage, the Shipboard Autonomous Firefighting Robot (or SAFFiR for short) is intended to combat fires in the cramped conditions of a ship, saving lives and costly equipment.

Armed with cameras and a gas sensor, the battery-powered SAFFiR will be "capable of activating fire suppressors" and throwing "propelled extinguishing agent technology (PEAT) grenades," says the NRL.

Despite its decidedly flat-looking feet, the NRL says the robot will be a "surefooted sailor" capable of "walking, balancing and traversing obstacles" autonomously. Furthermore, it will be able to interact with humans as part of a wider firefighting team.

It is being developed in conjunction with researchers at Virginia Tech and the University of Pennsylvania, as a next step from Virginia Tech's Cognitive Humanoid Autonomous Robot with Learning Intelligence robot.

The NRL says SAFFiR will be tested on board the ex-USS Shadwell towards the end of 2013.

http://www.nrl.navy.mil/media/news-releases/2012/nrl-designs-robot-for-shipboard-firefighting

Safety News

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2012 Safety and Health Week

Campaign reinforces the Rules You Can Live By on and off the fire ground

The International Association of Fire Chiefs and the National Volunteer Fire Council announced today that *Rules You Can Live By* will be the campaign theme for the 2012 International Fire/EMS Safety and Health Week to be held the week of June 17-23.

Fire departments are encouraged to suspend all non-emergency activity during Safety and Health Week to focus on safety and health training and education allowing all shifts and personnel to participate. An entire week is provided to ensure each shift and duty crew can spend at least one day focusing on these critical issues.

Safety and Health Week is a collaborative program embraced by more than 20 national and international fire and emergency-service organizations, with sponsorship provided by the International Association of Fire Chiefs and the National Volunteer Fire Council. The event is coordinated by the IAFC Safety, Health and Survival Section (SHS) and the NVFC's Heart-Healthy Firefighter Program.

Rules You Can Live By

This year's effort will capture the importance of responders taking care of themselves both on and off the emergency incident scene. Fire and EMS personnel can utilize the tools and resources of two nationally acclaimed programs: the SHS Section's Rules of Engagement and the NVFC's Heart-Healthy Firefighter Program.

"Survival in the fire and emergency service is like a coin, with operational safety on one side and a healthy lifestyle on the other," said IAFC President Al Gillespie. "This is one of those cases where one plus one equals more than two. By offering a dual concentration this year, our goal is to reinforce the relationship between health and safety and the exponential return the combination can provide."

"Safety and health are two of the most critical issues facing firefighters and EMS personnel today, regardless of whether you are volunteer or career," said NVFC Chairman Philip C. Stittleburg. "The entire fire service community must join together to create a culture where health and safety are a priority every day. The NVFC is pleased to partner with the IAFC to work towards this goal and make it a reality."

Participating departments are encouraged not just to follow the theme, but to contribute to its larger body of knowledge. The IAFC and NVFC will provide planning resources on the Safety and Health Week website and encourage the community to submit links to additional resources, articles and SOPs that can help other departments.

A New Look for 2012

International Fire/EMS Safety and Health Week marks the unification of the IAFC's Fire/EMS Safety, Health and Survival Week with the NVFC's National Firefighter Health Week.

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Safety (Cont.)

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Rules You Can LIVE By "Firefighters die as a result of heart attacks and emergency incident operations," observed Battalion Chief Matthew Tobia, Chair of the SHS Section. "This program brings together the collective energies of two outstanding programs with a clear focus on reducing preventable line-of-duty deaths and injuries. I thank the NVFC for their willingness to partner on this most important initiative."

The most noticeable change for fire and EMS departments is a new, user-friendly website dedicated exclusively to Safety and Health Week: www.SafetyAndHealthWeek.org.

The partnership will also enable both programs to continue to build important discussions and create connections that can save lives, such as:

- Increased dialogue and sharing of best practices between career, combination and volunteer departments
- Inclusion of components to address command issues
- Increased outreach to the fire and emergency service community beyond North America

Begin your planning today, visit www.SafetyAndHealthWeek.org.

Healthy Diet



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Chicken and Broccoli in Cheese Sauce

The addition of rice and vegetables makes this a one-dish meal that is great-tasting and colorful. Asparagus or Brussels sprouts can be used in place of the broccoli for variety.

1 cup quick-cooking brown rice, uncooked

- 1/2 cup finely chopped onion
- 1/2 cup finely chopped celery
- 1 tablespoon dried parsley
- 1 teaspoon instant chicken bouillon*
- 1/4 teaspoon dried thyme
- 1 cup of boiling water
- 1 pound skinless, boneless chicken breasts, cut into strips

4 cups broccoli spears

Cheese sauce

1-1/2 cups fat-free milk, divided
3 tablespoons unbleached all-purpose flour
1/4 teaspoon salt (optional)
1/8 teaspoon ground black pepper
3 ounces reduced-fat sharp cheddar cheese, cut into small pieces

Preheat oven to 450 degrees. Spray a 9"x13" baking pan with nonstick cooking spray. Add rice, onion, celery, parsley, bouillon, thyme and water, stirring to mix well. Top with chicken breasts and broccoli spears. Cover with aluminum foil and bake for 30 minutes, or until chicken is no longer pink.

Meanwhile, prepare cheese sauce. Combine 1/2 cup milk with flour in covered container and shake well to prevent lumps. Pour into a 4-cup glass measuring cup along with the rest of the milk and seasonings. Cook in the microwave on high for 4 to 5 minutes, stirring with a wire whisk every 60 seconds until mixture is bubbly and thickens. Mix in the cheese and stir until melted.

Pour sauce over broccoli and chicken before serving.

Makes 5 servings.

Source: Quick & Healthy Volume II, 2nd Edition, ©2008 Brenda J. Ponichtera, R.D.; <u>www.QuickandHealthy.net</u>; Published by Small Steps Press. Reprinted by permission.

Back in the Day

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Tom Shand

Camp Pendleton Built Brush Rigs

Story and photos by Tom W. Shand



Webster's Dictionary defines resourceful as "ability to meet situations, capable of devising ways and means". Fire and Emergency Services organizations are constantly being challenged to develop new programs and practices to improve their operations

and enhance the safety of their personnel. Compared to the current fire apparatus being acquired for both the U.S. Navy and Marine Corps Fire and Emergency Services, several departments in the past built their own vehicles to meet local needs.

During the 1970's the Camp Pendleton Fire Department modified five ton military vehicles for use in combating brush and wild land fires. In later years the department acquired a number of M-813-A1 6x6 trucks built by AM General for use as Type 3 brush units. The M-813-A1 was one of eleven variants of the M-809 series trucks and was powered by a Cummins NHC-250 diesel engine rated at 240 horsepower with a Spicer five speed transmission and two speed transfer case. With a wheelbase of 179 inches and overall length of twenty nine feet one inch these brush units were very maneuverable and capable of ascending a sixty percent longitudinal grade at 2.5 mph. The front axle cramp angle of 28 degrees and body design enabled these vehicles to operate on slide slopes of up to twenty degrees.

The military versions of the M-813-A1 trucks were primarily used as drop side cargo trucks with a capacity of up to 20,000 pounds. Fire Department personnel at Camp Pendleton modified several vehicles acquired during 1988 and 1989 and equipped them with a Hale 20FS engine driven fire pump rated at 100 gpm at 150 psi, an 800 gallon water tank and twin booster reels. A Robwen Class A foam system with a 50 gallon tank supplied the reels and protection lines.

Fiberglass roofs were installed to protect the driver and officers seats with heavy steel cages and roll bars built around two forward facing seats mounted on the body. Tool and equipment compartments carried hand tools, 600 feet of forestry hose and 600 feet of 1.50 inch hose.

Over the years Camp Pendleton operated approximately sixteen different models of these brush trucks to operate at wild land incidents.

When compared to today's NFPA compliant Type 3 brush units what these vehicles lacked in safety was made up with almost unlimited maneuverability when operating on extreme grades and terrain conditions. Brush 2763 was assigned one of the 1989 AM General brush units and carried property number 579375.

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In the Day (Cont.)

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After the initial modifications to five ton 6x6 military vehicles Camp Pendleton took delivery during 1983 of three International Paystar model 5070 chassis with bodywork built by the Michigan



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Mounting Company. These units were built with similar fire pump and tank capacities and were initially assigned to Stations 1, 7 and 9. Originally delivered in a yellow paint scheme Brush 2761 and the other brush units were repainted red with a white roof. Like many specialized apparatus these units were rebuilt over the years to extend their service life and were just recently retired from the fleet.

As a result of the innovative work of the Camp Pendleton Fire Department personnel several manufacturers developed their own versions of Type 3 brush units which now see service at many U.S. Navy and Marine Corps installations.

Newest Squads





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NAS Meridian and NAVSTA Annapolis





EMS Corner

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Ensure a Good Outcome for Fire-Based EMS

By Bruce Evans

The dawn of a new year traditionally generates a spate of resolutions that usually are borne of a desire to change the way we conduct our lives or do business. On that note, forward-thinking fire chiefs might want to examine how emergency medical services are being delivered by their agencies, as this year could be a turning point. T hat's because the future of pre-hospital medicine will be about cost effectiveness. Government and the insurance industry will be looking to see whether our actions really make a difference — a financial difference. It no longer will be enough to provide quality care. Going forward, EMS also must be able to demonstrate that it is reducing healthcare expenses.

There are three events that bear watching in 2012, as they could make this a watershed year for EMS. One concerns the roughly \$1 billion that the U.S. Department of Health and Human Services plans to release for EMS projects that support non-traditional methods of delivery. It is a substantial amount of money that rivals the appropriations made for the FIRE Grants. The goal of this initiative is to reduce the financial burden on Medicare and Medicaid. Make no mistake: this is the future of EMS, which will be marked by focused efforts designed to reduce costs and make better use of every healthcare dollar, the amount of which continues to shrink.

As a result, a much greater emphasis will be placed on outcomes and measurable results. In the future, fire and EMS agencies will find it more difficult to get reimbursed for the services they provide or to receive grant money. They will have to demonstrate that they not only are effective, but also cost-effective — and they will have to back up their claims with facts. Consequently, chiefs need to start thinking in terms of outcomes, as opposed to responses. Providing EMS in the future won't be a matter of doing more with less — it will be a question of doing it at all.

Unfortunately it all comes down to money and as it becomes scarcer, today's fire service — in the majority of cases — doesn't find itself in a defensible position with factual information to make the case that it is providing outcome-based EMS. What is unfortunate about this is that the IAFF more than two decades ago tried to get fire-based EMS on board with a quality initiative.

Despite the creation of a robust list of validated measurement criteria, the effort didn't receive much buy-in, from either management or personnel. This truly was a missed opportunity to refocus fire-based EMS on quality and not on quantity. Had this initiative taken root, we'd have 20 years of data and the medical industry would be coming to us for best practices. In other words, fire-based quality initiatives would be setting the standard — not responding to it.

Finally, it will be important to keep tabs on a bill that was introduced into Congress last October by Rep. Timothy Walz (D-Minn.). Dubbed the *Field EMS Quality, Innovation, and Cost Effectiveness Improvement Act of 2011*,

EMS (Cont.)

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Newest Navy Quint



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H.R. 3144 seeks to ensure high-quality, cost-effective EMS systems. An interesting aspect of the legislation is that it would place EMS into a newly formed Office of EMS and Trauma that would exist within the HHS. This is important because some of the brightest people in pre-hospital medicine already are working under the auspices of the HHS, and because such a maneuver would result in EMS providers being forced to live by many of the standards that exist within the healthcare system.

It is important too because a move into HHS would bring EMS closer to where the money is — and there is big money in this bill, as it would establish the EQUIP and SPIA grants. The essential goal of the legislation is to integrate EMS into the nation's health system, promote service quality and fund innovation. More than \$200 million is being designated for EQUIP grants that will be distributed from 2013–2016. The grant program is designed to promote excellence in all aspects of field EMS by enhancing the quality of patient care through evidence-based practices. The money can be used to sustain field EMS providers 24/7 and to establish innovative clinical practices. This also includes medical equipment for training related to innovative approaches.

In addition, another \$4 million for EMS quality projects also would be authorized, as would \$40 million to fund the SPIA grants that are designed to improve EMS system performance at the state and local levels. This money can be used to enhance data collection, field EMS education, disaster care and trauma collection. Finally, \$15 million will be set aside for projects that would cover everything from clinical education to EMS management training and bridge courses. All in all it is a significant boost to fire-based EMS. As a new year begins, the future for fire-based EMS will hinge on innovation and accountability. Embrace these concepts and the result will be in line with the Chinese Year of the Dragon, which calls for much success and happiness in 2012.

Bruce Evans is the deputy chief for the Upper Pine Fire Protection District in Bayfield Colo. He also is an adjunct faculty member for the National Fire Academy's EMS and injury prevention courses.

75' Quint to NAS Patuxent River



Not an Option

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Chief Ronny J. Coleman

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'Same Old, Same Old' Dangers

By Ronny J. Coleman

"Houston we have a problem!" With that statement, the crew of *Apollo 13* really got everyone's attention. One might say that the declaration was a gross understatement.

How would you like to be in a spaceship hurtling along at thousands of miles per hour and be told that your life may depend upon a solution being developed for a problem that had never occurred before? As we now know, in the case of the *Apollo* crew, there were two groups of people working on the solution: one in the capsule, the other on the ground.

In the movie about this incident, another line also got everyone's attention: "Failure is not an option!" Together, the two statements equal just 10 words, but they speak volumes regarding the skill set and mindset that is needed to resolve serious problems.

Every problem first has to be discovered. The earlier a problem is perceived as being a real problem, the longer you have to work on its solution. The inverse is equally true — late identification often means there won't be enough time to act. Secondarily, staying focused on a problem requires persistence in the belief that you will prevail. This usually is a function of a problem's complexity; The more difficult it is, the less likely that a simple fix will suffice.

The ability to recognize when a problem truly exists requires a special skill set. People often are convinced that everything is OK because everything is pretty much the same as it was in the past. I'm sure you've heard the phrase "same old, same old." But the status quo, while comfortable, can be fraught with peril. I'm sure that you're also well-familiar with the phrase, "If it ain't broke, don't fix it." But opportunity is created by paying close attention to the difference between mediocrity and excellence. If you accept the fact that something is puttering along and is not effective, then you are overlooking the opportunity to make the necessary adjustments to improve it.

To put this into a fire-service context, opportunity comes primarily from us improving the way we do everything. For example, can we improve on our turnout time as firefighters? It has been my experience that many fire departments, after focusing on this issue, made significant inroads in improving response times. What about our fire-inspection activities? Are there opportunities to improve on the enforcement of fire codes by exercising new options? The list can go on and on.

A fire officer once told me that it is not the big things in life that will bring you down; instead, it is the tiny little details that will trip you up. Opportunity then is not always found in grandiose schemes but rather in the details of how we are accomplishing things. Are there any programs in your department that would be better if they were changed?

Same Old (Cont.)

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Public Education



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There always is a quicker, faster, better, more-effective or more-efficient way of doing something. And it is only going to happen if you make it so.

Earlier in this article, I mentioned the two teams of *Apollo 13*. We could draw a comparison between these two groups and those who are members of a fire company and those who are sitting in the department's headquarters. Both of these teams have an opportunity to make a difference, but the consequences they experience often are drastically different. That's because the closer a team is to a problem, the greater the consequences its members will experience. So, if something went wrong inside the capsule, the astronauts' lives could have ended quickly. Conversely, if something had gone wrong on the ground, those at Mission Control wouldn't have lost their lives. It works exactly the same way in the fire service.

Whether you are a fire captain in charge of a company, a battalion chief in charge of a platoon, or a fire chief in charge of an entire department, you have *Apollo 13* taught us, when two teams work together, they can create miracles. But if they do not work together, serious problems can ensue. It is in our best interest as fire officers to be seen as problem-solvers rather than as victims of circumstance when things go wrong.

Ronny J. Coleman has served as fire chief in Fullerton and San Clemente, Calif., and was the fire marshal of the state of California from 1992 to 1999. He is a certified fire chief and a master instructor in the California Fire Service Training and Education System.

Fire Safety for Older Adults

U.S. Fire Administration

The facts speak for themselves: the **relative risk of Americans over the age of 65 dying in a fire is 2.6 times greater than that of the general population**. The risk worsens as age increases. People age 85 and older die in fires at a rate 4.4 times higher than the rest of the population.

The leading cause of fire deaths in older adults is **smoking** and the leading cause of fire injuries in older adults is **cooking**.

There are a number of **precautionary steps** older Americans can take to dramatically **reduce their chances of becoming a fire casualty**, including:

- Don't leave smoking materials unattended and never smoke in bed.
- Never leave cooking unattended. Use a timer to remind you that you are cooking.
- Keep anything that can burn at least three feet away from heat sources, like portable space heaters, wood burning stoves, and fireplaces.
- Place a smoke alarm on every level of your home, including the basement, and both inside and outside bedrooms.
- Know at least two exits from every room. Make sure all doors and windows that lead outside open easily.

Longer Freeze?

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Senate to Vote on Pay Freeze Extension

By Amanda Palleschi

The Senate is slated to vote on a \$109 billion surface transportation bill that could include a proposal to extend the federal pay freeze to help fund tax relief and controversial energy provisions, including gas exploration and the Keystone XL Pipeline.

The amendment, introduced last week by Sen. Pat Roberts, R-KS, would extend the current two-year federal salary freeze that began in January 2011 by one additional year to December 2013. Currently, it is set to expire in December 2012, and President Obama has proposed a 0.5 percent raise for civilians in 2013.

The House passed a pay freeze extension in February.

Under the Roberts amendment, the federal pay freeze extension would be part of a "deficit reduction trust fund," along with savings from several energy production incentives and an offset from a refundable child tax credit provision.

The amendment would extend tax deductions for college tuition, allow gas exploration on federal lands, provide tax credits for energy-efficient homes and alternative fuel vehicles, and extend expired tax credits for small businesses.

The National Treasury Employees Union and the American Federation of Government Employees expressed concerns about the potential passage of Roberts' amendment. In a letter to lawmakers, AFGE Legislative and Political Director Beth Moten pointed out that a GS-5 employee with an annual salary of \$31,315 would lose more than \$3,800 over three years if the freeze were extended until the end of 2013.

"This pay freeze will have a real impact on federal workers, the majority of whom earn less than \$50,000 a year," AFGE said in a statement Monday. Because the overall bill includes many provisions unpopular with Democrats, such as fast-tracking the Keystone XL Pipeline and offshore drilling, its passage is uncertain, one employee group representative told *Government Executive*.

"It's laden with other things Democrats wouldn't vote for," the employee group official said, when discussing concerns about the Roberts amendment.

Labor unions also oppose on principle an amendment to the bill passed last week that would allow retirement-eligible federal employees to work part time.

The bill must get 60 votes to pass the Senate, and is backed by some Democrats, including Sen. Charles Schumer, D-NY House Speaker John Boehner, R-OH, told reporters last week that he would defer to the Senate's bill when the House reconvenes next week to consider its version (H.R. 7). The House bill includes provisions that would reduce federal workers' retirement benefits to pay for transportation and energy provisions.

"Now that the speaker has publicly signaled he is willing to buck his conservative bloc and give the Senate bill a vote, momentum is on our side," Schumer told *National Journal* last week.

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Situational Awareness

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Every Burning Building is Falling Down By Dr. Rich Gasaway

In my first responder situational awareness classes we talk about the need to predict the future. Based on the definition I use on my programs (offered by Dr. Mica Endsley), I am referring to Level 3 situational awareness – being able to project future events. This is catastrophically important to first responder safety. Many times the things that hurt and kill first responders are predictable IF you know what to look for and IF you see it in time to take appropriate action. Sometimes the bad things on the horizon are obvious. Other times the clues are so subtle they can be overlooked. Taking a pessimistic view of the future can sometimes help. Let me explain...

Image that every time you respond to a building on fire that you form a mental expectation the building is in the process of falling down. Is that a realistic assumption? You bet it is! You don't have to study Newton's law of universal gravitation to understand gravity is pushing down on the earth all the time and with constant force. This means, in essence, gravity is trying to make every building fall down (including the one you are sitting in right now).

The only thing holding the building up against the force of gravity is the components of construction. Pretty simple stuff, right? The components of construction will work, as designed, for so long as they are not acted upon by an outside force (there's a little Newtonian physics language for our scientific readers).

For the sake of this discussion, that outside force... is heat. Heat degrades the ability of the building components to stand up to gravity. At some point, unless action is taken to stop the degradation, the components of construction will lose out to gravity and the building will fall down.

Let's tie all of this in to situational awareness. The first level of situational awareness is *perception* – being aware of building construction and fire conditions. The second level of situational awareness is *comprehension* – being aware how the former is being impacted by the latter. The third level of situational awareness is *projection* – being able to make accurate predictions about how soon the building (or components of it) is going to lose its battle with gravity.

Chief Gasaway's Advice

If you look at every building on fire as if it is in the process of falling down, it can change your entire perspective about your safety. As you conduct your size up, consider what the building is made out of. This takes some training and some knowledge of building construction. There are many different types of construction and each have their benefits and detriments, most of which are a factor of strength and cost of the materials.

Dwellings made with lightweight construction are going to lose their battle with gravity much, much sooner than dwellings with legacy construction. Buildings with fire suppression systems and fire resistive construction are going to fare better than those without.

SA Matters (Cont.)

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Chief Rich Gasaway, PhD

News from the Hill



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The important point I want to make in this article is: *Mindset*. Be of the mindset that heat is degrading the component of construction and the building you are working in is being pushed to the ground by gravity. There may be little to no warning to indicate when gravity is going to win the battle.

I'm reminded of an experiment one of my kids did for school where they built a toothpick structure and then loaded weight on top of it incrementally until it collapsed. Until that last unit of weight was added there were no warning signs of impending collapse. But when the final unit of weight was added, the entire structure came smashing down. There was no warning whatsoever. And while we were expecting it... in fact trying to create it... we were still surprised with the speed it happened.

Discussion Questions

- 1. Discuss the training you have received on building construction and how those lessons apply to being prepared for potential structural collapse.
- 2. Discuss how you can improve your safety by making reasonable predictions of how buildings will behave under fire conditions.
- 3. Discuss what you can do to ensure you will not be inside a structure fire when gravity wins and the building (or some portion of the building) falls down.

Richard B. Gasaway is a scholar-practitioner on first responder safety. In addition to serving 30+ years as a public safety provider, he earned his Doctor of Philosophy degree while studying emergency incident situational awareness and decision making under stress.

Pentagon Asked to Delay Budget Actions

The leaders of the U.S. Senate Armed Services Committee have asked Defense Secretary Leon Panetta not to implement any reductions to the military until the congressional defense committees have the opportunity to respond to the Pentagon's 2013 budget request.

"We request that you not take actions to implement decisions that would be difficult or impossible to reverse by anticipating congressional approval of what may turn out to be very contentious proposals before the committees have had an opportunity to propose bills reflecting their responses to the fiscal 2013 budget request," a March 19 letter to Panetta signed by Sen. Carl Levin, D-MI, and Sen. John McCain, R-AZ, said.

The senators say that in their preliminary review of the Pentagon's budget request for 2013, it has become clear that some of the decisions proposed could be implemented beginning in fiscal 2012. The senators say they are worried the Pentagon will take action before any of the congressional defense committees have an opportunity to act on the 2013 budget request.

"While we understand that doing so may help the Department achieve more 'savings' than might be otherwise realized, the Department should avoid taking actions that would restrict Congress' ability to consider and act on the fiscal 2013 budget request," Levin and McCain write.

From CPSE

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A Tale of Two Cities

By Randy Bruegman

Recently I had the opportunity to sit on two fire chief recruitment processes, with twenty chief officers being interviewed for both positions. In each case, it was clearly evident, not only to myself, but to the other panel members, that included other fire service professionals, community and city management leaders; that those fire chiefs that are involved in the accreditation and professional credentialing process, really do stand above the competition when they go into an interview for the position of fire chief.

In today's environment, this dichotomy of leadership is reflective of what is occurring in what I would title as "the tale of two cites." The first city is run by a professional leader that is using accreditation and credentialing to look long term, to position the department for the future, utilizing performance measurement and continuous quality improvement. They understand this is essential to ensure that the organization is not only efficient, but effective in the service delivery that is occurring on a daily basis. They personally know they have to be "Best in Class," and their organization must be prepared for a future that will present difficult challenges, and great opportunities.

The second city is ran by a fire chief that was chosen, not because of his/her professional credential, but because they were a convenient choice for the City of County Manager, or had some historical relationship with someone on the board or council to be chosen to lead the department.

Today the tale of these two cities tells a vastly different story. While we all have struggled with the economy and the impact it has had on public safety, it is with clarity that we see today that those departments that are engaged in the CFAI accreditation and CPC credentialing process for their leadership through their organization are in a much better position to sustain themselves from the present economic environment. More importantly, those organizations are much better positioned to make the changes necessary within their operations to meet the evolving demands of their communities.

Conversely, the cities that have leadership in place that have been in the mindset of maintaining the status quo, are those agencies today that are deeply in trouble of survival in the near term, and in fact, may never regain the ability to provide an effective level of service in the foreseeable future.

Today's leaders must have the ability to demonstrate how the changes in their resources and the programs that their respective agencies offer will affect the community and the fire and life safety outcomes in their communities.

It was clear while sitting in those interviews that those chiefs that are engaged in a professional credentialing process, and those that have taken their agencies through the accreditation process, are much better positioned to do that, as compared to other organizations that have not been engaged in the process.

In fact, the entire dialogue is different. While in Atlanta, this past August, attending the Fire Rescue International conference, we held our annual awards celebration.

CPSE (Cont.)

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As I looked over the banquet hall that night, I saw close to 400 fire service professionals, and many had already gone home, because of the hurricane that was moving up to the east coast. I was struck by the synergism and the partnerships that have been created through the relationships within the Center for Public Safety Excellence.

Attendance included several past presidents of the International Association of Fire Chiefs (IAFC), Acting U.S. Fire Administrator, publishers and editors of major fire service magazines, vendors, and of course, what I would consider the best leadership cadre of the fire service today. Two of these individuals were recognized with our most two prestigious awards this year, and epitomize what leadership legacy is all about.

First, was the Ray Picard Award which was established in 2001, and this year's recipient was Chief Mike Brown. Chief Brown is the Executive Director for the Washington State Fire Chiefs Association, Past President of the International Association of Fire Chiefs, and is well recognized throughout the fire service for this integrity, leadership, and ability to bring people together with a common vision.

Second was Chief Michael Stallings, Chief Fire Officer, who was awarded the Ronny Jack Coleman Leadership Legacy award. Chief Stallings has more than 29 years of fire service experience, and successfully lead his department through their first re-accreditation in 2008, and is currently serving as a mentor for the CFAI and a Level 1 Peer Assessor. He organized the North Carolina Accreditation Consortium which has grown to over 26 agencies, and through his involvement has assisted six agencies in their state to achieve accredited status.

Both Chiefs Brown and Stallings are excellent examples of the legacy of leadership that is created when one commits to the pursuit of continued excellence.

In reality, the fire service has found itself at the proverbial fork in the road. On one road is found the fire service leadership and their organizations, and they have chosen a path of excellence. Down this road is the leadership that has taken on the tough challenges of today. They have done so by engaging in the accreditation process for their fire agency, by promoting the credentialing of their staff, and have encouraged the involvement of the city leadership and their personnel in the organization. Their efforts have brought focus to the time and effort of the organization focused on creating positive outcomes for the community, not in the sustainment of the status quo.

On the second path you will find the other organizations in the tale of two cities, that are not positioned for the future to continue to provide a high level of service to the citizens they serve in an effective and efficient manner.

Leaders of these departments have chosen the path of maintenance and are really not leaders, but more of a business manager. Their path is not of excellence, but of doing what has always been done. Their vision of the ideal fire department is the sustainment of the past, hoping that the economy will turn around and the perspective of the public will change, so it can go back to the way it used to be.



Ray Picard

Ronny Coleman

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CPSE (Cont.)

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Chief Randy Bruegman

New Tenders



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We know from over 200 years of history in the fire service, that it never happens that way.

Unfortunately, the speed of change in today's environment, and the forces that are placed upon the leadership in organizations today, are significantly different from what they have ever been in the past. The organizations that have chosen this path frankly, will not be sustainable in the future, because they have not positioned themselves to focus on quality and excellence for the customers that they serve.

That is why leaders like Chief Brown and Chief Stallings are so important, because they represent many others like them throughout the fire service, who truly understand the challenges that face our profession today, and understand the different paths that lay before each Fire and Rescue agency. The importance of continuing to create the synergy and collaboration through the CPSE, to continue to position the fire service to sustain itself and provide the service it always has to each one of our communities in the future, is what is in play for many departments in the current environment. The question is, which path have you chosen?

Randy R. Bruegman served as the fire chief for the City of Fresno from September 2003 to October 1, 2010, and as of October 11, 2010, became the fire chief for the City of Anaheim. He was elected as president of the International Association of Fire Chiefs in August of 2002 and has served as the president of the CPSE Board of Directors since 2003. He also serves on the editorial advisory board for *Fire Chief* magazine.

Converted KME Pumpers



90's vintage KME pumper converted to water tender for Isa AB, Bahrain



Combat Challenge

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Training for Firefighter Combat Challenge

By Petty Officer 1st Class Timothy Ortega



Military veterans, turned Navy civilian firefighters, of Federal Fire Department San Diego Fire and Emergency Services South West Region, are in training for the World Firefighting Combat Competition held every year, which hosts hundreds of firefighters from around the world.

The Firefighter Combat Challenges consist of multiple regional contests held all over the United States and Canada that lead up to the world championship. The competition has caught the attention of firefighters from around the world, including South Africa, New Zealand, Argentina,

Germany, and Chile.

"Our training is accomplished whenever and however we can get it done," said firefighter Cliff Walker, Navy veteran, who works out at Fire Station 111 Naval Submarine Base Point Loma, and is also the metro San Diego team captain. "All our training is held on our own time and it's a great way to stay in shape."

They course is meant to simulate the mental strain of real-life firefighting. A series of five tasks comprise climbing a five-story tower, hoisting a hose, chopping a Keiser Force Machine, dragging hoses and rescuing a life-sized, 175-pound victim. The overall goal for the team is to beat the clock, their opponents and themselves.

Each member has an affiliation with the military and works on a Navy installation, such as Naval Air Station North Island, Naval Base San Diego, Naval Hospital and Naval Air Station Imperial Beach.

Aviation Boatswain's Mate (Handler) 1st Class (AW/SW) Walter Hernandez, a Navy Reservist, works as a civilian firefighter on NASNI. He said, "I'm the new guy of the group, but this challenge is a great way to better yourself." Hernandez also recently returned from a tour at Naval Support Activity Bahrain where he helped establish the first firefighting station there.

The team members are: TJ Riggs, Tyson Cardenas, Philip Halbert, Navy veterans Cliff Walker and Walter Hernandez, and Marine Corp veterans Phil Kora and Troy Brown.

"Being a part of the U.S. Navy Fire Combat Challenge Team requires 110 percent commitment for all its team members and is an earned position," Walter said. "We leave every ounce of ourselves on the training grounds and this hopefully leads to a top position on the podium."

They currently hold car washes, and various other types of fundraisers to cover traveling expenses along with acquiring sponsorship throughout their county. The metro San Diego team's commitment to representing the Navy and all firefighters is visible in their training and focus of winning attitude. The team's next scheduled competition will be April 19-21 in Indianapolis, IN.

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Step Increases?

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Bill Would Prohibit Step Increases Through 2012

By Kellie Lunney

A House lawmaker has introduced a bill that would prohibit step increases for federal employees who currently are subject to a pay freeze.

The provision, tucked into larger legislation aimed at improving transparency within the appropriations process, would prevent federal workers from receiving within-grade step increases through the end of 2012. If enacted, it would mean extra pain for federal employees during the second year of the federal pay freeze; the current salary freeze does not affect pay boosts as a result of within-grade step increases or promotions.

The pay bump associated with a step increase varies according to the employee's specific pay system. For example, there are 10 steps within each grade of the General Schedule, which covers much of the federal workforce, and the pay increase between most steps within those grades is roughly \$2,000. In 2012, the base pay for a GS-12, Step 1 is \$60,274; for a GS-12, Step 2 it is \$62,283.

The 2012 Honest Budget Act (H.R. 3844), sponsored by Rep. Martha Roby, R-AL, would make it more difficult to pass appropriations bills without first approving a budget; it also would tighten rules about using emergency and disaster designations that increase spending.

"This legislation is designed to root out the budget gimmicks most commonly used by politicians to hide the truth, confuse the public and run up the national debt," Roby said during remarks on the House floor. The legislation also would not count rescissions, or the withholding of already appropriated funds, for certain programs that do not save money in the fiscal years covered under the budget.

Roby's bill has 28 co-sponsors.

Sen. Jeff Sessions, R-AL, introduced a similar bill (S. 1651), also containing a provision prohibiting step increases for feds through 2012, last October. It's currently in committee.

Most of the latest federal pay news has focused on continuing efforts to extend the federal pay freeze, overshadowing the measure affecting federal compensation in Roby's bill.

The House passed a bill sponsored by Rep. Sean Duffy, R-WI, that would extend the pay freeze another year. Meanwhile on the Senate side, a group of high-profile GOP lawmakers unveiled legislation that would freeze federal salaries through 2014 and reduce the size of the government by 5 percent through attrition.

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ESAMS Update

ESAMS Corner

By Clarence Settle, ESAMS Fire Technical Support



The Fire Dashboard also displays data for these newly distinguished course types as well as the "EMS -Proficiency, Skills, and Practice". All of these are in addition to the traditional "Fire - DoD Certifications," "Emergency Management," and "Fire - Proficiency, Skills, and Practice."



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Interested in becoming a DoD firefighter? Follow these links; OPM: <u>http://www.usajobs.opm.gov</u>

