

**Fifty-fifth
Annual Conference**

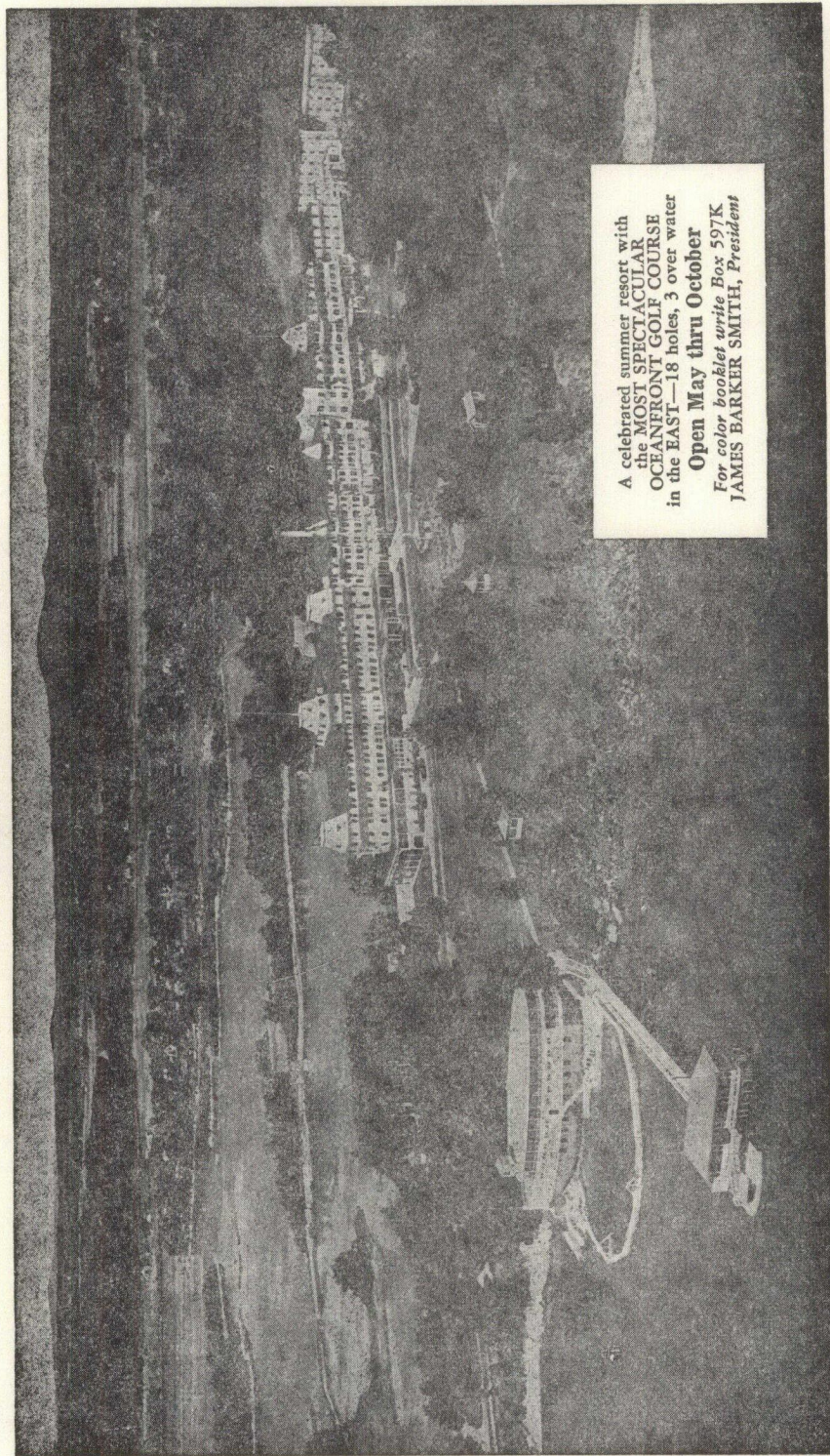


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FIFTY-FIFTH ANNUAL REPORT

of the

New England Association

of

Fire Chiefs, Inc.

Annual Conference

June 19 - 23, 1977

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- No. 1—BRIDGEPORT, Conn., June 20-21-22, 1923
PRES. CHIEF JOHN P. DOYLE, Wellesley, Mass.
- No. 2—BOSTON, Mass., June 24-25-26, 1924
PRES. JOHN C. MORAN, Hartford, Conn.
- No. 3—PITTSFIELD, Mass., June 23-24-25, 1925
PRES. PATRICK HURLEY, Holyoke, Mass.
- No. 4—MANCHESTER, N.H., June 22-23-24, 1926
PRES. DANIEL E. JOHNSON, Bridgeport, Conn.
- No. 5—PORTLAND, Maine, June 21-22-23, 1927
PRES. CHARLES H. FRENCH, Manchester, N.H.
- No. 6—BURLINGTON, Vermont, June 26-27-28-29, 1928
PRES. WILLIAM C. SHEPARD, Pittsfield, Mass.
- No. 7—NEW HAVEN, Conn., June 25-26-27, 1929
PRES. OLIVER T. SANBORN, Portland, Maine
- No. 8—RUTLAND, Vermont, June 24-25-26-27, 1930
PRES. LAWRENCE E. REIF, New Haven, Conn.
- No. 9—BOSTON, Mass., June 23-24-25-26, 1931
PRES. SELDEN R. ALLEN, Brookline, Mass.
- No. 10—NEWPORT, R.I., June 21-22-23-24, 1932
PRES. JOSEPH LAWTON, Newport, R.I.
- No. 11—LEWISTON, Maine, June 20-21-22, 1933
PRES. ALFRED H. KOLTONSKI, Rutland, Vt.
- No. 12—BURLINGTON, Vermont, June 26-27-28-29, 1934
PRES. DANIEL B. TIERNEY, Arlington, Mass.
- No. 13—NEW BEDFORD, Mass., June 25-26-27, 1935
PRES. JOHN S. PACHL, New Haven, Conn.
- No. 14—HARTFORD, Conn., June 23-24-25, 1936
PRES. DAVID H. DeCOURCY, Winchester, Mass.
- No. 15—THE BALSAMS, Dixville Notch, N.H., June 22-23-24, 1937
PRES. CARL D. STOCKWELL, Burlington, Vt.
- No. 16—BURLINGTON, Vt., June 21-22-23, 1938
PRES. JOSEPH W. RANLETTE, Richmond, Maine
- No. 17—PROVIDENCE, R.I., June 20-21-22, 1939
PRES. THOMAS F. BURNS, Bridgeport, Conn.
- No. 18—THE BALSAMS, Dixville Notch, N.H., June 25-26-27, 1940
PRES. SAMUEL J. POPE, Boston, Mass.
- No. 19—BOSTON, Mass., Aug. 18-23, 1941
PRES. THOMAS H. COTTER, Providence, R.I.
- No. 20—Cancelled because of the War
PRES. WILLIAM C. MAHONEY, Peabody, Mass.
- No. 21—RUTLAND, Vt., War Conference, June 22-23-24, 1943
PRES. WILLIAM C. MAHONEY, Peabody, Mass.
- No. 22—THE BALSAMS, Dixville Notch, N.H., June 27-28-29, 1944
PRES. M. W. LAWTON, Middletown, Conn.
- No. 23—Cancelled because of the War
PRES. ALLEN F. PAYSON, Camden, Maine
- No. 24—THE WENTWORTH, Portsmouth, N.H., June 25-26-27, 1946
PRES. ALLEN F. PAYSON, Camden, Maine
- No. 25—THE WENTWORTH, Portsmouth, N.H., June 24-25-26, 1947
PRES. FRANK J. CALLAHAN, Central Falls, R.I.
- No. 26—THE WENTWORTH, Portsmouth, N.H., June 22-23-24, 1948
PRES. ARTHUR W. SPRING, Laconia, N.H.
- No. 27—THE WENTWORTH, Portsmouth, N.H., June 21-22-23, 1949
PRES. CHIEF WILLIAM H. HILL, Belmont, Mass.
- No. 28—THE WENTWORTH, Portsmouth, N.H., June 20-21-22, 1950
PRES. CHIEF STUART M. POTTER, Greenwich, Conn.

Places and Dates of Past Conventions

(Continued)

- No. 29—THE WENTWORTH, Portsmouth, N.H., June 19-20-21-22, 1951
PRES. CHIEF WILLIAM H. CLIFFORD, Cape Elizabeth, Maine
- No. 30—THE WENTWORTH, Portsmouth, N.H., June 23-24-25-26, 1952
PRES. JOSEPH E. SCANLON, Lynn, Mass.
- No. 31—THE WENTWORTH, Portsmouth, N.H., June 22-23-24-25, 1953
PRES. ANTHONY J. MOLLOY, Nashua, N.H.
- No. 32—THE WENTWORTH, Portsmouth, N.H., June 21-22-23-24, 1954
PRES. CHIEF HENRI E. FORTIER, Manville, R.I.
- No. 33—THE WENTWORTH, Portsmouth, N.H., June 20-21-22-23, 1955
PRES. CHIEF GEORGE C. GRAHAM, Bristol, Conn.
- No. 34—THE WENTWORTH, Portsmouth, N.H., June 25-26-27-28, 1956
PRES. CHIEF JOHN F. KEEFE, Bellows Falls, Vt.
- No. 35—THE WENTWORTH, Portsmouth, N.H., June 23-24-25-26, 1957
PRES. CHIEF HORACE S. JOSE, So. Portland, Maine
- No. 36—THE WENTWORTH, Portsmouth, N.H., June 23-24-25-26, 1958
PRES. CHIEF THOMAS H. SLAMAN, Wellesley, Mass.
- No. 37—THE WENTWORTH, Portsmouth, N.H., June 22-23-24-25, 1959
PRES. CHIEF GEORGE F. SALISBURY, Central Falls, R.I.
- No. 38—THE WENTWORTH, Portsmouth, N.H., June 20-21-22-23, 1960
PRES. CHIEF GUY L. FOSS, Wolfeboro, N.H.
- No. 39—THE WENTWORTH, Portsmouth, N.H., June 19-20-21-22, 1961
PRES. CHIEF FRANCIS J. DAGON, East Hartford, Conn.
- No. 40—THE WENTWORTH, Portsmouth, N.H., June 18-19-20-21, 1962
PRES. CHIEF ALFRED T. WRIGHT, White River Junction, Vt.
- No. 41—THE WENTWORTH, Portsmouth, N.H., June 17-18-19-20, 1963
PRES. CHIEF RICHARD FRATES, Bath, Maine
- No. 42—THE WENTWORTH, Portsmouth, N.H., June 28 to July 2, 1964
PRES. CHIEF BARTHOLOMEW A. CURREN, Scituate, Mass.
- No. 43—THE WENTWORTH, Portsmouth, N.H., June 21 - 24, 1965
PRES. CHIEF THOMAS E. DUCKWORTH, Warwick, R.I.
- No. 44—THE WENTWORTH, Portsmouth, N.H., June 20 - 23, 1966
PRES. CHIEF RALPH G. SEAVEY, Rochester, N.H.
- No. 45—THE WENTWORTH, Portsmouth, N.H., June 19 - 22, 1967
PRES. CHIEF JAMES L. GROTE, Chester, Conn.
- No. 46—THE WENTWORTH, Portsmouth, N.H., June 23 - 27, 1968
PRES. CHIEF CARM J. DUSO, Enosburg Falls, Vt.
- No. 47—THE WENTWORTH BY THE SEA, Portsmouth, N.H., June 22 - 26, 1969
PRES. CHIEF GEORGE A. BULGER, Rumford, Maine
- No. 48—THE WENTWORTH, Portsmouth, N.H., June 21 - 25, 1970
PRES. CHIEF ROBERT ULM, Easthampton, Mass.
- No. 49—THE WENTWORTH, Portsmouth, N.H., June 13 - 17, 1971
PRES. CHIEF ROMEO D. MONAST, Pawtucket, R.I.
- No. 50—THE WENTWORTH, Portsmouth, N.H., June 18 - 22, 1972
PRES. CHIEF JOHN F. DONOVAN, Durham, N.H.
- No. 51—MT. WASHINGTON HOTEL, Bretton Woods, N.H., June 24-28, 1973
PRES. CHIEF THOMAS J. HAYES, East Haven, Conn.
- No. 52—MT. WASHINGTON HOTEL, Bretton Woods, N.H., June 23 - 27, 1974
CHIEF ALBERT B. GOLFETTI, Barre, Vt.
- No. 53—THE WENTWORTH, Portsmouth, N.H., June 22 - 26, 1975
PRES. CHIEF JOSEPH R. CREMO, Portland, Maine
- No. 54—MT. WASHINGTON HOTEL, Bretton Woods, N.H., June 27 - July 1, 1976
PRES. CHIEF EDWARD B. BOROWIEC, Chicopee, Mass.
- No. 55—DUNFEY'S, Hyannis, Mass., June 19 - 23, 1977
PRES. CHIEF EARL ANDREWS, Lincoln, R.I.

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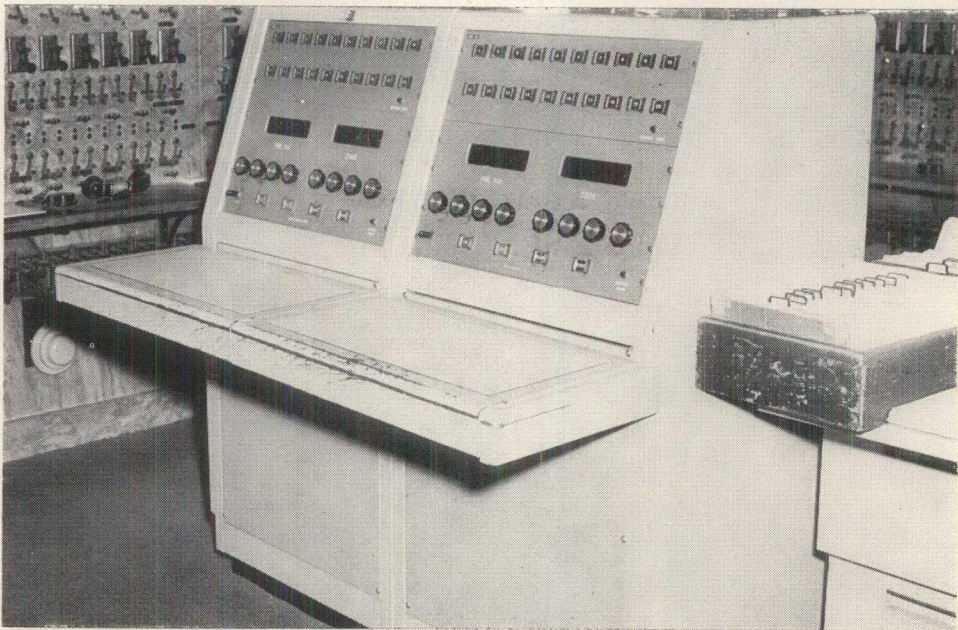
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55th Annual Conference
NEW ENGLAND ASSOCIATION OF FIRE CHIEFS, INC.

Dunfey's Hyannis Resort, Hyannis, Massachusetts

June 19 - June 23, 1977

SUNDAY EVENING SESSION — JUNE 19, 1977

The Sunday Evening Session of the NEW ENGLAND ASSOCIATION OF FIRE CHIEFS, INC. convened at Dunfey's Hyannis Resort on Sunday evening, June 19, 1977, at 8:30 P.M., with President Earl R. Andrews presiding.

PRESIDENT ANDREWS: Ladies and Gentlemen, it gives me great pleasure at this time to see so many of our members and their wives and our guests present this evening, and at this point, I now declare this 55th Annual Conference of the New England Association of Fire Chiefs, Inc. now in session.

First, I am going to call upon the Reverend Stephen Foley of Windsor Locks, Connecticut, to give the Invocation.

REVEREND STEPHEN FOLEY: Let us pray. Our Heavenly Father, as we open this 55th Annual Conference of the New England Association of Fire Chiefs, Inc., we ask your most gracious and bountiful blessing upon us who are gathered here this evening.

We further ask that all of our deliberations, discussions and meetings may be carried on by your Holy Inspiration and will be to the greater glory of God, and also for the service of the people in all of our communities which we represent here during this Conference.

Finally, Heavenly Father, we ask your blessing upon each and every one of us.

PRESIDENT ANDREWS: Ladies and Gentlemen, there are a few people at the head table who I want to introduce to you, and some of these gentlemen you will hear from later in our Sessions.

Our First Vice-President, Chief Merton S. Dyer of Peterborough, New Hampshire.

Our Second Vice-President, Chief Carl P. Sawyer of Poquonock Bridge, Groton, Connecticut.

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Mr. Howard Tipton, our National Fire Administrator of the U. S. Fire Administration!

At this point, Ladies and Gentlemen, I am going to call upon a young man to give all of you present the Address of Welcome, and it is my pleasure to present to you now Deputy Chief John Viola of the Hyannis Fire Department.

DEPUTY CHIEF JOHN VIOLA: I am here tonight to welcome you all on behalf of the people of Hyannis.

Cape Cod has quite a few attractions, and right here in Hyannis, we have the boat rides, golf courses, all kinds of swimming, indoors and out-of-doors, in pools or in the ocean, and we also have night clubs, and so there are a good many attractions for you, I am sure.

At any time during your stay here in Hyannis, do come to visit us and look around; we will be glad to show you our good Fire Department.

PRESIDENT ANDREWS: President of the Rhode Island Fire Chiefs' Association.

I give you the Chief of the Providence Fire Department, Chief Michael Moise!

CHIEF MICHAEL MOISE: It is a distinct pleasure and an honor and a privilege, as President of the Rhode Island Fire Chiefs' Association, to be chosen to deliver a Response to the Address of Welcome, at this 55th Annual Conference of the New England Association of Fire Chiefs, Inc.

I wish to take this opportunity at the outset to offer our heartfelt thanks to our host for the kind words of Welcome to what I envision, really, as one of the finest four-day Conferences that we have ever had for I am sure that we are the most viable regional association in the United States.

I do hope that all of you Fire Chiefs and your lovely ladies will enjoy this Conference very, very much.

PRESIDENT ANDREWS: Thank you, Chief Moise.

At this point, Ladies and Gentlemen, we shall go into our Memorial Service, and first I am going to call upon our Secretary-Treasurer James F. Brennan for the Roll Call of our Deceased Members.

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ROLL CALL OF DECEASED MEMBERS

James F. Brennan, Secretary-Treasurer

Mr. President, Ladies and Gentlemen, the following members of our Association have died since our last meeting:

<i>Name</i>	<i>Admitted</i>	<i>Died</i>
Chief John B. West, Kingston, Ma.	Sept. 10, 1964	Unknown
Chief Laurence W. Phillips, Whitman, Ma.	June 21, 1949	June 25, 1976
Chief John W. Parent, Agawam, Ma.	April 12, 1956	June 29, 1976
Chief Lionel P. Gareau, West Warwick, R.I.	April 23, 1938	Aug. 3, 1976
Chief John J. Czine, Wallingford, Ct.	Feb. 26, 1940	Unknown
Chief Henry M. Morris, Westerly, R.I.	Aug. 28, 1970	Aug. 6, 1976
Chief Romo Gentilella, New London, Ct.	Jan. 31, 1969	Aug. 5, 1976
Chief Patrick Cormier, Willimantic, Ct.		Aug. 1976
Chief Walter J. Kane, Lowell, Ma.	Nov. 27, 1961	Nov. 13, 1976
Chief John E. Clougherty, Boston, Ma.	July 11, 1946	Oct. 16, 1976
Deputy Chief Wm. R. Lally, Jr., Greenwich, Ct.	April 3, 1965	Jan. 10, 1977
Deputy Chief Jos. Bucci, Greenwich, Ct.	June 29, 1962	Jan. 14, 1977
Fire Marshal Ralph L. Garrett, Wareham, Ma.	Jan. 1, 1966	March 20, 1977
Chief Michael J. Logan, Millville, Ma.	Nov. 19, 1952	Unknown
Mr. Haven E. Landers, Laconia, N.H.	Dec. 14, 1948	Unknown
Chief Howard G. Reynolds, Storrs, Ct.	Dec. 5, 1953	Feb. 5, 1977
Chief Edward J. Breen, Norwich, Ct.	May 31, 1968	March 18, 1977
Chief Harry A. Patterson, Concord, Ma.	June 22, 1955	April 5, 1977
Chief Alfred H. Koltonski, Rutland, Vt.	May 25, 1925	May 5, 1977
Chief Thomas H. Slaman, Wellesley, Ma.	June 24, 1930	May 30, 1977
Chief Steven J. Kelleher, Worcester, Ma.	June 5, 1962	May 31, 1977
Clarence Farrar, Woodville, Ma.	June 24, 1936	June 5, 1977
Chief Waldo F. Holman, Cranston, R.I.	Aug. 4, 1959	June 5, 1977
Chief Herman M. Countermarsh, Lebanon, N.H.	May 6, 1957	Unknown

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Gentlemen, those are the members of the Association who have passed away since our last meeting.

The audience then rose for a moment of silence, in reverent memory of the Deceased Members.

PRESIDENT ANDREWS: At this point, I am going to call upon Reverend Charles F. Hood of Beverly, Massachusetts to give the Memorial Address.

MEMORIAL ADDRESS

Reverend Charles F. Hood, Beverly, Massachusetts

We gather together on lovely and historical Cape Cod and the Fifty-fifth Anniversary of this Association to once again render respect and honor to those members who, having left our company and fellowship, now abide in God's love and mercy. What we say here seems empty and inadequate, when we consider lives lived and unselfish service given. We not only mark their parting, but we also celebrate the lives of those who have served and given of themselves and have left for us a legacy of honor and a proud heritage in the fire fighting service.

We no longer walk together, but remain here to honor them, and to memorialize them and to dedicate ourselves to the principles that guided their lives in the true tradition of the fire fighting service.

We can do no less, tonight.

In the name of the Father, and of the Son and of the Holy Ghost. Amen.

PRESIDENT ANDREWS: Thank you, Reverend Hood. I want to call Reverend Stephen Foley for the Benediction.

REVEREND STEPHEN FOLEY: Let us pray. Almighty God and Chief of all our Chiefs. We are grateful for this Opening Conference and Memorial Service of the 55th Annual Conference of our New England Association of Fire Chiefs, Inc.

We have, indeed, been inspired by the words of our Chaplain Hood, and we find it most appropriate, on this Fathers' Day, that we should have amongst our members a new Saint, Saint John Neumann. We pray that by the inspiration and message of this man we may carry on zealously and tirelessly to fight the obstacles and difficulties of our duties.

And so we pray for the grace to carry on each day with the thoughts and with the cross of our lives.

Our Heavenly Father, we thank you for this evening and we want you to be with us for the continuation of the Conference.

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PRESIDENT ANDREWS: Thank you very much, Father Foley, and thank you, Ladies and Gentlemen, for your kind attention during this evening. This meeting is now adjourned.

[Adjournment at 9:30 o'clock P.M.]

MONDAY MORNING SESSION — JUNE 20, 1977

The Monday Morning Session of the New England Association of Fire Chiefs, Inc. convened at Dunfey's Hyannis Resort on June 20, 1977, at 9:30 o'clock A.M., with President Andrews opening the meeting.

PRESIDENT ANDREWS: The meeting will please come to order.

First, I want to introduce the Chairman of our Program Committee, Chief Paul Leddy of Hamden, Connecticut!

PROGRAM CHAIRMAN PAUL LEDDY of Connecticut: Thank you, Earl. Gentlemen, don't be alarmed about not having a seat, because the format is going to change very rapidly.

As your Program indicates, we are going to have the Labor Relations Panel in this room, and in the adjoining room will be the Volunteer Panel, with the Moderator, Chief James L. Grote, and with Chief Leo Hurme of Princeton, Massachusetts and Deputy Chief Morton Shurtlett of Brockton, Massachusetts.

On the other hand, we have a great many younger Chiefs who are going to handle the program in this room on the Labor Relations Panel.

Therefore, at this point, I would like to say that we will split up, and incidentally, Gentlemen, these sessions are going to last throughout the entire morning.

The Panel this morning, is on Labor Relations, and to moderate this Panel is the Commissioner of the Boston Fire Department, George Paul!

George has been with the Boston Fire Department for some twenty-nine years. He served five years as Chief, and I believe that he is one of three in the history of the Department to be promoted to the rank of Fire Commissioner.

He is a member of the International Association of Fire Chiefs, the New England Association of Fire Chiefs, Inc. and the Massachusetts Fire Chiefs Association, of which he was President.

It gives me a great pleasure to introduce to you Commissioner George Paul of the Boston Fire Department!

LABOR RELATIONS IN THE FIRE SERVICE

Moderator, Commissioner George Paul, Boston, Massachusetts

MODERATOR GEORGE PAUL: I feel that our subject, "Labor Relations in the Fire Service," is a subject that is a little bit of a mystery to many

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Chiefs, and I think for this reason they shy away from it a little bit, probably because they are a little confused, uncertain of themselves, and generally unfamiliar with the subject.

I have to tell you that I have learned a lot in the last seven (7) years as Chief and two (2) years as Commissioner.

When I was first appointed Chief, I found that the Fire Department was presented with a contract that had been negotiated by our City Labor Relations Department, with absolutely no consultation and no input from any one in the Fire Department.

There were some infringements on what I considered to be managerial prerogatives, and as a result, I made up my mind that as long as I was in the position, that is, in a management position in the Boston Fire Department, they would never negotiate another contract that I was not intimately involved with.

So, as a result, I have attended almost without exception, every collective bargaining session. I have gone through mediation on two (2) contracts, fact-finding on two (2) contracts, the binding arbitration process on one contract, and it looks very much like we are going to binding arbitration again.

It merely is an obligation on the part of the Chief to discuss with the union any changes or new policies that they may propose that are going to affect certain aspects of working conditions of the Firefighters, and the working conditions that are covered under whatever type of collective bargaining law you happen to work under.

I happen to believe that to be productive, both sides should strive to have good relationships. I don't believe that either side should try to be an antagonist, but they should more productively look for good relationships and be able to sit down with the union, discuss a problem or problems amicably and, hopefully, arrive at a solution.

By that, I do not mean that the Chief should abdicate any of his authority or responsibility. The Chief has certain responsibilities in running his Department, and no individual can meet responsibilities unless he has the authority to go with them.

Be practical and strive for good relations with your union. You must have certain flexibility.

I believe in binding arbitration. I believe in it because it precludes the possibility of a strike or a work slowdown. But I do not agree with it in its present form. I believe that there are too many infringements on management's rights.

I mean specifically the right to promote, assign and transfer employees.

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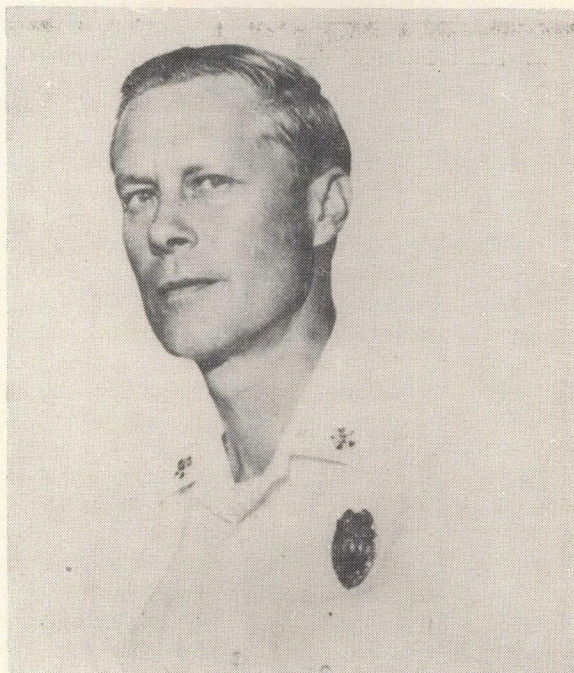
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In the case of the Police, this is not an appropriate item for bargaining, under the Massachusetts Law. And I do not believe that it should be bargainable for firefighters.

I have taken a very strong position on it, with the members of the Massachusetts Legislature, with the Massachusetts Chiefs' Association and elsewhere, and I know that my Local knows my position on it. They may not agree with it, but I feel that I am right in this position.

There have been allegations of the political transfers in the Boston Fire Department, and the Boston Fire Department has become the whipping boy on the subject of transfers and assignments in the binding arbitration law. I take exception to this. However, I point out to you, as I have to members of the Legislature, that for four (4) years, in our union contract, we have had a provision for a joint management-union committee to review any punitive or disciplinary transfers. This has been in our contract since 1973, and there has never been one request to activate this Committee.

Now, if these kinds of transfers have been made, apparently the individual involved agreed with the transfer. No one has complained about any transfers to me.

I realize that there are some people here today who will say that there are some physical problems of arbitration, but that is not really one of my problems in the matter of arbitration. I am more concerned with the operational end of the Department and the managerial end of the arbitration law, and hopefully, precluding the possibility of any strike.

I feel privileged to have been asked to moderate this Panel.

I hope to stimulate discussion from within the Panel, and also from the audience. I ask you to hold your questions until the Panel has had an opportunity to make their Opening Remarks and set a position for themselves and for the Panel.

I am going to ask each of the Panelists to make their Opening Remarks and to register a position that he can defend.

The first member of our Panel is Richard M. Reilly, Regional Director and a member of the American Arbitration Association. Mr. Reilly is a Regional Director of the Boston Office of the American Arbitration Association, and has been in that capacity since July of 1975, and he has charge of the administration of over four hundred (400) commercial construction and activant claims in labor cases throughout the New England area.

Prior to moving to Boston in February of 1975, he was the Program Director of the Educational Services Department of the Association in New York City for four (4) years.

He has been conducting arbitration seminars and workshops across the country.

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He is a graduate of Fordham University, and received his Master's Degree from St. John's University.

It is my pleasure to present to you Mr. Richard M. Reilly of the American Arbitration Association!

MR. RICHARD REILLY of the American Arbitration Association:

Arbitration

RICHARD M. REILLY

Regional Director, American Arbitration Association

The American Arbitration Association is 51 years old and we have 22 regional offices in the country. Last year we handled 45,000 arbitrations. The Boston office is the 5th largest and handles 5 New England states, not Connecticut, and in this area there were 24,000 cases. The role of mediation fact-finding and arbitration has no authority. There is only one job and that is to settle. Get the parties to settle, no matter how that's done. If I get the union to give in on one point then I ask the other side to give in on that or some other point. It's the mediator's job to keep you awake. Sometimes negotiations go into the early hours of the morning and you know there's going to be no settlement. You have to let the parties know one way or another that you have to get them to move. For instance, if they want a 15% raise you can keep them keyed-up all night with your fact-finding. By give and take you make an agreement, finally there is arbitration. Whatever the arbitrator says is final and binding. In Massachusetts arbitration is a very hot subject right now, it's the whole package of labor and the whole package of management.

The arbitrators are white, male, 57.6 years of age and rather conservative. They are not social engineers. When you go to arbitration the arbitrator comes in and it is his job to make a final and binding decision, hear both sides fully, listen to them, and write a report, and that is it. Arbitrators of course have bad days and sometimes they make decisions which they regret.

Try to settle your cases yourselves, for you may not want to go to arbitration. It is a very expensive proposition. The average grievance arbitration is \$2100 and contract arbitrations would probably be double that per day. Your job as chief is to represent your position and it is the job of the union representative to stress what they want which is usually more for their membership and they are going to keep after you for it.

Have a strike plan. If you don't you are not in the fire prevention business. Who is going to man the station if there is a strike, are you going to have the station covered 24 hours a day? And what about the mutual aid agreement? This is a prevention too. You may never have to use it but you should be prepared. With the problem facing us today would you want the same arbitrator? These arbitrators are booked for months in advance. If you have something that you want to go to arbitration today, you'll probably get one

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in October, which is three months later and that's something to think about. The process of arbitration will work if you work at it. Don't let it affect you and do not take it personally. If you have any question of the Arbitration Association, I'm here to explain things to you.

MODERATOR PAUL: The next gentleman I will introduce to you will represent the Fire Chiefs point of view on labor relations and bargaining. Here's Chief Francis J. Sweeney of the New Haven Fire Department. He was appointed to the fire service in New Haven in 1944. He was advanced to second grade fire fighter in 1945, first grade in 1949, drill master of the training school in 1953, and captain in 1954. He was made battalion chief in 1961 and promoted to assistant chief in 1962, and became fire chief in 1965. He has served as president of the Connecticut fire-fighters association instructors; is a member of the Connecticut Fire Chiefs Assoc., the New England Association of Fire Chiefs, New Haven Fire Chiefs Emergency Plan, and the International Association of Fire Chiefs.

CHIEF FRANCIS SWEENEY

New Haven, Connecticut

First I would ask who of you gentlemen have a contract that has been working? By the number of hands that went up I would say that nearly everyone has a contract. Once upon a time there were a group of fire chiefs who ran fire departments, and when they issued orders, wrote departmental rules, they expected and got almost automatic compliance. On the rare occasion when they did not get compliance, they adopted remedial measures they thought were needed. As each of you knows they are no longer with us. Today such departmental policies insofar as it relates to handling personnel is determined by collective bargaining and the reasonableness of those rules and the fairness of their administration are subject to challenge and review through a grievance procedure.

Your most important contract is the first one. For many of us this advice is too late. Of prime importance is to have a skilled labor negotiator representing the fire department. Nothing in the training of a chief qualifies him to negotiate a labor agreement. He is a professional in the field of fire prevention and control, he is an administrator, but he is not a professional negotiator. Your department should be represented on the committee that deals with the union that organizes your personnel. The representative should be knowledgeable in labor relations, he must know the various proposals that the union seeks to include in the collective bargaining agreement which would include the operations of the department and he must make sure that those who do the bargaining are alerted to the operational needs of the department. Your negotiator will be successful in getting what you need only if you are able to supply statistics that meet the comparisons of like departments. The second most important part of that first contract is the management's rights clause. It is usually Article I or II in the contract and rightfully so. If you are not alert and strong, management rights are constantly going to be eroded. The biggest loss in the long run is the ability to manage your department. You can see changes in the kind of employees you will be hiring in the future. Some people come from a permissive school system. They are less inclined to accept authority and therefore he has an option that he must accept or reject.

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Next in importance is the recognition and scope of the bargaining unit. The inclusion of lieutenants, captains, and battalion chiefs in the unit in my view is not consistent with their responsibilities and authority. I feel that these men recommend promotions, transfers and disciplines, may supervise 5 or 6 people up to an unlimited number, they are always in charge and what is more important, the morale and discipline of the department rests in their hands. If you eliminate the captains and lieutenants, I don't believe you can eliminate the chief officers from management.

Administrative decisions affecting personnel are now subject to review and reversal. You will now do by agreement what you have long been doing from a sense of fairness, distributing overtime equitably for example, but now you must have the records to show that you do exercise that fairness. You discharge only for just cause but now you must be able to prove there was just cause. Just cause is not established merely by showing that the employee committed serious offenses. You may be called upon to show that before firing him you tried progressive discipline. By progressive discipline you gave him oral warnings, then you put him on formal written notice, you gave him a disciplinary layoff and when all these failed you discharged him. Not only did you do all these things, but you can prove, from written record preferably, that you did them. There may be uneven treatment for the same cause but you must be able to show that one man, despite warnings had a mediocre record, and the other with ten years experience had a wholly satisfactory record. These cases are not identical and you must be able to prove by records that this existed.

Keep the union aware of what is going on. Alert the union far in advance. Put the union officials in a position so that they can give intelligent answers which will be asked of them. This is one way to get the cooperation of the union that one day you may need very much. Finally, the negotiation of a contract is not, or at least should not be a verbal war between the elected representative of the union and the city's negotiators. Thank you very much.

MODERATOR PAUL: Thank you Chief Sweeney. The next gentlemen I shall introduce to you is Mr. Donald R. Marquis, town manager of Arlington, Massachusetts. He is past president of the Massachusetts League of Cities and Towns, and past president of the Massachusetts Municipal Management Association. He was appointed town manager of Arlington, Mass. which had a population of 54,000 citizens in 1966, and the town has 1300 regular employees. It is a suburb of Boston and has many of the problems of a larger community.

DONALD R. MARQUIS

Town Manager, Arlington, Massachusetts

"Collective bargaining is very desirable and is the only sensible way of resolving our differences. It is an excellent way for us to deal with our employees. However in Massachusetts we have had the compulsory and binding arbitration law for the past 3 years and this process does not work at all. I take the position that compulsory binding arbitration does not work at all,

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that it is unconstitutional, and later I'll talk about our case before the Supreme Court. I am strongly in favor of collective bargaining and strongly opposed to compulsory binding arbitration.

Compulsory binding arbitration is really taxation without representation. Because the third party comes in and decides for the local elected officials what the police and fire personnel will receive in the way of salaries, fringe benefits, and working conditions. Compulsory arbitration has no accountability to the taxpayers. In towns the town meeting members appropriate money and when they do under the compulsory arbitration they can be overrode and in fact I see no end in sight. The third party comes in, sometimes from another state, he renders his decision, and yet is not accountable to the taxpayers of Arlington.

We know that local taxes are going sky high and it is the only source of revenue in Massachusetts for local government. We have no other place to go. When you hear the taxpayers scream as often as I do, you understand the importance of accountability. Compulsory arbitration is very costly to the taxpayers. In a statewide survey last year it was determined that the salary increase for fire and police was two percent more than it was for other employees.

In Arlington the police and fire departments have gotten 28% in the last three years for their increases in salaries and other employees have received 18% and that shows that in the last 2 years the police and fire have received 56% more than the other employees. These other employees say if the police and fire can get it, why can't we? It is an inequitable, unfair policy on the part of the police and fire. There is only one way that two parties can make an agreement and it is not by having a third party come in from down the road and make a decision for them.

In Arlington we established a special shift in the police division. This went to arbitration and the arbitrator said we did not have the right to do that. He said that if we wanted to do that we had to first try to negotiate that in. And if we did get it in we would have to pay them extra money, time and a half for the extra hours. In another situation 2 or 3 years ago in order to save something on taxes we asked the chief of the fire department to drive his own car around. He was kind enough and he understood the situation. So we had no problems with him in having him without a driver. We felt that if we could do the same things with the chief officers, we could save a lot of money. The driver who drives around with the chief could be put back on the line and that would mean 4.4 fire fighters. This went to arbitration and we lost.

About a year ago we voluntarily had the police night differential. As a matter of fact the night differential had just been increased. Then the fire fighters asked for it, they went to arbitration and they got it. To add insult to injury the fact finders came in from New Jersey. I believe that compulsory arbitration should be taken off the books. The town of Arlington last March put the question of compulsory, binding arbitration on the ballot. There was

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statutory authority for this. For three weeks the police and fire worked day and night and they had men cover the polls on the day of the election. We wrote one article in our local newspaper and the measure was defeated. More and more taxpayers are beginning to understand the relations between the state house and the city and town halls back home. They are starting to understand that legislators in the state house can do things in Boston that will effect their property taxes back home.

We need compulsory arbitration because cities and towns weren't dealing with it fairly but I discovered that 10 years prior to binding arbitration the town of Arlington had granted to the police and fire a 91% increase in salary. In that same period of time the cost of living had only gone up 60%. When you consider also in those ten years that the hours of the fire department had been reduced from 48 to 42 and the hours of the police had been reduced from 40 to 37, with fringe benefits increased, I don't think anyone can argue successfully that the taxpayers in Arlington have been unfair to their police or fire fighters and therefore compulsory arbitration is the only solution.

To sum it up it would seem that the unions of police and fire want more, more, more, and now, now, now. I feel that if compulsory binding arbitration is extended, the cities and towns will be prepared to take this to the people and initiate a petition to put it on a statewide ballot and that is probably where it will end up. This is a matter which should be decided by taxpayers and Arlington may be a guide to other communities. Compulsory arbitration deprives us of an opportunity for compromise and this is a matter which I think should be decided by the voters. I have a feeling that it is going to be overruled or overridden and we will have no choice but to take the matter to the people. Thank you for inviting me this morning.

MODERATOR PAUL: The next speaker is Mr. Vincent J. Piccirilli, the city labor negotiator for Providence, Rhode Island. Graduate of LaSalle Academy and Providence College with a B.S. degree, and Boston University School of Law. He has been deputy solicitor for the city of Providence, he is a member of the Rhode Island Bar, the American Bar, and the American Arbitration Association. He has represented management exclusively in police, fire, and municipal employees and teacher negotiations. It is my pleasure to give you Mr. Vincent J. Piccirilli.

VINCENT J. PICCIRILLI

City Labor Negotiator, Providence, Rhode Island

As fire chiefs you might like to have a little history of collective bargaining because you are at a point where you might not like what is happening. Since the days of Calvin Coolidge the policemen and firemen have been somewhat sacred and have been denied the right to strike but something has to be done for the benefit of these men. In Rhode Island the general assembly would not give them the right to strike and as a result they passed the arbitration statute in 1961 but under the statute the decision of the arbitrator was advisory and when he made his advisory recommendation management would forget it.

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Pressure built up and 3 or 4 years later the general assembly modified the law making arbitration binding. That of course brought additional pressures. In 1968 the General Assembly provided for arbitration on all issues and promptly we went to court. However the court ruled that the binding arbitration was constitutional and we lost.

We have been living with binding arbitration for 10 years. The gut issue for you chiefs in the beginning was hours and money. But after 10 years there were other issues, such as the number of men on a vehicle, pensions, presumptions of disability, cases of heart and lung examinations for promotion. There were challenges for the rules and promulgations of the chief. Then the employers felt that their rights were being limited and that in such matters as changing of shifts, the pulling down of stations, and sometimes the consultation about the equipment to buy were matters for arbitration. This is the result of the emergence of labor as a prominent force in the public sector and this is something that you may want to resist but it's a fact of life. Labor wants part of the action as they do in the private sector.

The chiefs are concerned with the financial development of the contract and the administration of it. You should look into the contract that you have because you are already under binding arbitration and in looking at it you try to improve it. If for example you are in favor of a particular tour of duty and the men start complaining, or a different method is desirable for the protection of the city, then it's up to you as the chief to document that position and present that position to the arbitrator. If you are in a sound position and the union cannot refute it the chances are you will get it. It is up to you as chief to develop proposals which will assist you in the operation of the fire department without infringing on the rights of the workers. If someone besides yourself is negotiating the contract and he doesn't know about the techniques of fire fighting it is up to you to give him the technical information which will be the basis of resisting what is proposed. He can only do that with your assistance. If on any proposal by the men you can compromise without effecting the rights of yourself as chief it is your obligation to do so. You have to live with the union and you can't walk away from it. It's your obligation after the contract is signed to administer it and to use the sections that are beneficial to you. If you do not exercise management rights you might lose them in arbitration. There are provisions in your own contract to enforce the provisions of the contract but because of some kind of personality or politics or desires your rights are not exercised. The union will go to arbitration and say "they have these rights and they haven't used them . . . they don't want them." The arbitrator in many cases will buy that argument.

The grievance procedure in the contract is the greatest affront to your dignity as chief. But do not take the grievance procedure as a personal affront to you but use that procedure and use it to your advantage while you can.

Labor relations are here to stay. It is not going away. Statutes may be repealed but you will continue to have labor relations and they will continue in their indefinite future. So try to live with it.

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MODERATOR PAUL: The next gentleman on our program is one who has been deeply involved in fire fighters labor movement for over 30 years. He has attended many seminars and workshops on labor management relations. He has been a member of the Boston Fire Department for 34 years and he is one of the most capable and hard working fire fighters in that department. He's past president of the Boston Fire Fighters Local, past president of the state Fire Fighters and for the past 9 years vice-president of the International Association of Fire Fighters. It's my pleasure to present Martin E. Pierce to you.

MARTIN E. PIERCE

Vice-President, I.A.F.F., Boston, Massachusetts

I would like to preface my remark on labor relations by making the statement that labor relations are here in the public sector and they are here to stay. I think the best thing we can do is try to live with them. They are the result of collective bargaining which was never very palatable. I support the position that compulsory binding arbitration has been indicted for everything short of original sin by government. In the state of Rhode Island they've had it for 10 years and it's working but it takes two parties to make something work and I submit without collective bargaining laws in these United States we are in serious trouble.

I say that we are going to have a strike action, such as we have experienced in New York City, San Francisco, and Springfield, Illinois. For those governmental officers who urge repeal, who urge striking down binding arbitration, not one of them has suggested a viable alternative and these detractors will not go to the legislature in our state and agree to give us the right to strike. As a responsible union officer let me say that we are not opposed to strike. Everybody seems to have rights in the U.S. these days except the fire fighters. There is no line of demarcation on the fire ground. I stand for whole and complete bargaining units, for the probationary fire fighter right up to and including deputy chiefs on the fire ground. I have been at fires where tragedy has struck our ranks. There has been no separation. God makes no distinction whether you are a fire fighter or a fire officer. I am glad of the fact that I am a fire fighter, a union fire fighter, and a professional fire fighter.

My statement is that fire fighters in the United States have rights and they are entitled to those rights and I say that compulsory and/or binding arbitration is the thing we want or give us the right to strike. Thank you for giving me this opportunity to address this body and I will answer any questions.

MODERATOR PAUL: The last and final member of our panel is Thomas J. Hobin, union attorney from Providence, Rhode Island. He attended St. Mary's College, Emmetsburg, Maryland, and was graduated with a B.A. degree. He attended Georgetown University Law School in 1951, graduated with a LL.D. degree, admitted to the Rhode Island Bar in 1951, the federal district court in 1952, and is a member of the firm of Hobin and Colgan of Providence, Rhode Island.

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THOMAS J. HOGAN

Union Attorney, Providence, Rhode Island

It seems to me that everybody up to this point has talked about collective bargaining, how it began and where we have come from. I would like to stick my neck out and suggest where we are heading and this is mighty dangerous.

The trend throughout the country is toward compulsory binding arbitration. You have an alternative to that, that is to give the right to strike. I don't think that is a viable alternative and I don't really think that you do. I would say that there are not going to be any management rights per se in the future. As a matter of fact I don't think these rights exist in many communities today. What are management responsibilities? What is the scope of bargaining for the future? I think that it is unlimited as far as the future is concerned. There are such things as the work shift, how do you work it? And then there is the matter of promotion, strikes, seniority, minimum men . . . these are all issues that are subject to bargaining and ultimately will be the subject of binding arbitration. Since we've had binding arbitration in Rhode Island since 1968 we've had many cases in the Supreme Court and one of those regards pension which has decided that the arbitrator may make final binding awards with respect to pensions in the city of Providence. That was decided a few months ago and the arbitration award was sent back and it was reversed because it went beyond the one year period. There has to be an agreement for it to go on for three years but there was no such agreement in that case. However the arbitrator held that you can negotiate the matter of pensions.

In Cranston, Rhode Island in 1976, a home rule charter provided that one of the top three in the city would have to be appointed. We proposed a change in the contract requiring the top man to be appointed. The arbitrator . . . based upon what had happened. The city took it to the Supreme Court and it was upheld. In a school case in 1975 the Court stated that in the absence of a specific statutory provision the courts would not interfere with the arbitration of a particular phase of employment. This refers to all conditions and terms of employment. One key issue to you as far as you are concerned is the number of men, how many men are going to run the apparatus? How many of them are going to be disturbed? This cannot be negotiated away. The Supreme Court of Michigan has upheld the arbitrator's award setting a minimum number of seven men on a shift. This was upheld as constitutional.

I represent labor and I get my input in negotiations from the membership. You as chiefs should be giving your input to your representative if you are not on the panel yourself. It's the only way that you're going to protect yourself and to protect what you call management rights which are as I have suggested to you things of long ago. Thank you very much.

QUESTION PERIOD

MR. HOGAN: There is binding arbitration for police and fire in economic issues but this does not apply to school teachers in the state.

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MODERATOR PAUL: I would like to make a comment for the benefit of the Chiefs. When you get into the process of fact-finding or arbitration, you have to assume that the fact-finders or the arbitrators know absolutely nothing about the fire service and you have to go into it a great deal in order to impress upon him or them your position and the reason for your position. You understand them, you may think that the people sitting across from you in the union understand them, that is that he understands your position, but this arbitrator does not know anything about the fire service. Therefore you have to go into a great detail to explain your position on a number of items. Another point I'd like to make is that some five years ago in Boston we reached a contract impasse and at that time we had just appointed a lot of new men to the department and apparently they were coming into the fire service from other fields and they were really strike oriented. So there was a lot of strike talk, not at union meetings, but there was a lot of talking, and I am telling you it's a pretty frightening thing to think of these men going out on a strike.

CHIEF JOSEPH McDONOUGH of Portland, Maine: Does the city have all the cards, so to speak?

DON MARQUIS: You mean compulsory arbitration?

CHIEF McDONOUGH: What would you suggest that the men have as an alternative? I don't think that our manager is here but at this point city hall has all the cards, believe me. What would you suggest that I do?

DON MARQUIS: I really don't think that the city has all the cards. I hear that question all the time. If we don't have compulsory binding arbitration we must have the right to strike. This is a lot of nonsense. And let me tell you why. First of all compulsory binding arbitration is only 3 years old in Massachusetts. And we've been here for a century. What did you people do before? They did not have the right to strike before. You didn't have compulsory arbitration, and in fact, we had very few strikes in Massachusetts. So as far as I'm concerned it's not a simple "give us the right to strike or give us compulsory arbitration." In my opinion you're going to have neither. And secondly we say that if for any reason there should be compulsory binding arbitration that decision ought to be made back home and not by the politicians in the legislature. Personally as town manager I would rather give the right to strike rather than compulsory binding arbitration and there is a simple reason why I feel that way. Number one I am convinced that compulsory binding arbitration is nothing short of a cop-out. We are better off to give them the right to strike under certain conditions by which people can come in and review the issues and make sure that the people are sincere and that they are not asking for things that are unreasonable. What happens is the decision is made behind closed doors and the taxpayers know nothing about it. I would say that 99% of the cases would be resolved before a strike. I'm not afraid of the right to strike because it would never happen. I don't believe the police and fire departments are going down the

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road of strike and in the final analysis this would allow the taxpayers to have something to say about it.

DON MARQUIS: Going out on strike is serious business and the fire fighters are not going to do it unless they know they've been aggrieved. Management is not going to take a trivial point of view as to what may happen. Both parties are going to be extremely reasonable and competent and when you have that you'll find there's not going to be any strikes.

MR. MARTIN PIERCE: I have enjoyed hearing from the town manager that you would prefer to give us the right to strike but his voice was silent in the legislature in offering this to the esteemed governor of Massachusetts for the last 3 months. I would submit that the governor of our state has responded politically to the pleas of city and town managers, blaming all of their crunch as it spills over from New York that binding arbitration is responsible for everything but original sin. I was in Portland, Maine recently and if you think that the men are not prepared to strike, then you're not in tune with the fire service. While I was in Portland, Maine we went to south Portland and it was voted by an unanimous vote that if Portland struck not a piece of apparatus, notwithstanding the mutual aid packet, would cross the bridge into Portland. This is a hard world. I predict that strikes are going to happen.

I am not for strike action but men can be forced into a position of striking a community where we do not have compulsory binding arbitration and the best example of I know of this is the state of Rhode Island which is the beacon of the fact that it can work, does work, and will work. One very serious area is that of manning of equipment. "Why do Fire Fighters have a shorter life expectancy by one decade?" And the answer was, because they are undermanned. As to the manning we will go to the Supreme Court as well as on the safety factors for our men to say nothing of our responsibility to the public.

CHIEF FROM WEATHERSFIELD, CONNECTICUT: I have never participated in a forum such as this. I wanted to ask Mr. Reilley about the black list arbitrators. You, Mr. Paul believe that each new arbitrator should have a complete history. We operated under this for 5 years and developed a black list on both sides. We went to a contract agreement on three officers to service on rotation which worked well for 12 years and each time the men came back we didn't have to brief them on the previous years. We worked with a contract and a panel of men who worked in rotation. There was no black list, we didn't have to go into history.

MR. REILLEY: That is a good way to do it.

MODERATOR PAUL: This has been a very interesting session, one of the best I've seen in years and I want to compliment the panel for their positions and answers and also thank the audience for their kind attention. The Monday morning session adjourned at 11:55 a.m.

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MONDAY AFTERNOON SESSION — JUNE 20, 1977 AT 2:00 P.M.

PROGRAM CHAIRMAN PAUL LEDDY: Your moderator this afternoon is Chief Bill Andrews of Lincoln, Rhode Island.

MODERATOR ANDREWS: Thank you, Paul. We have a man who is well known to all of you, Mr. Howard Tipton. He was appointed by President Ford and confirmed by the Senate in 1975 to serve as administrator of the new national Fire Prevention and Control Administration of the Department of Commerce.

Howard has an extensive local government experience, formerly a city manager in California and also interested in county government. He was vice-president, general manager of a municipal consulting firm and he headed a staff of the Presidential Commission on Fire Prevention and Control. Howard has a B.A. in Government from the University of Redlands, was awarded a Coral Foundation Fellowship in Public Affairs, and a Master's degree in Public Administration from the University of Southern California.

THE NATIONAL FIRE ACADEMY**HOWARD TIPTON**

*Administrator, National Fire Prevention
and Control Administration
Washington, D.C.*

MR. HOWARD TIPTON, ADMINISTRATOR OF M.F.P.C.A.: Thank you very much, Mr. President. It is a great pleasure to be here with you.

In the first place I want to bring you up to date on the national fire academy. After obtaining the funding from Congress we started to plan this action. First the site. We have a campus in Washington, D.C. and we plan to have buildings with California architecture. We hope with your cooperation to run with 4000 students, with the leaders of the fire service as their trainers or educators. We are not going to open the academy on a piece-meal basis. We are all set with the courses to be taught. Our people have done testing before and they will be asked to do it in the future. We are concerned with getting our courses ready to go which we expect will be ready about 1979, with a well staffed group ahead at that time. We will be able to teach a number of courses in experimentals, but we will not break in any students until we're ready to go.

We are not going to settle for anything less than a modern model of fire protection. All of our buildings will be equipped with sprinklers, even the residential buildings on campus. We are going to embody in construction all means of fire protection and I'm sure that you will be proud of it after the job is done. We have some five year plans in the first states that have some kind

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of educational training and we propose to find five states in the first year 1979 for educational training systems. Then to follow after that with as many states as possible for that training.

The problem is serious. We should state that we have an estimate of 3000 serious fires and it may well be more than that. Fires are reported by fire departments and one out of every two people who are injured at fires are fire fighters. That shows how dangerous the fires are and we need this training program. The residential fire loss is really more than was estimated. The residential loss accounts for 75% of lives lost in the country as compared to about 50% otherwise.

We're going to investigate smoke detectors, especially those which can be qualified under the new underwriting standards. We believe that these are effective in saving people's lives and protecting property.

We will do a great amount of research on a budget of \$6 million; a little over half will go to research and much of that is at the university level at the National Bureau of Standards. We are primarily a research and educational training institution.

We know that 27% of our residential losses result in loss of life and if you have a single cause of life loss such as sofas and cigarettes then we ought to be in a position to help citizens. The furniture standard is being developed by the National Bureau of Standards at a cost of about \$2 billion, and this will show us how much the American public is going to absorb in the matter of furniture material. In the future the industry will know about your concerns and much of these concerns will be provided for, and they will be building the kind of materials in the furniture that will take care of itself, so this is another example of good coming out of this work.

We are operating now on a \$14 million budget which is enough to get started with and we hope to be asking for \$55 million in the future. About 90% of this money will go to state and local institutes because it is going to be for the fire academy training program and public education. We're not going to create a lot of big jobs in Washington, I want you to understand that.

We are having a conference in St. Louis on Fire Protection and Policy Leadership. We expect to invite municipal and county legislators to this meeting so they'll know what is going on. We are also asking chiefs to come and to bring whoever is appropriate as a policy maker, so that he can go home and tell the people back home what is going on and they will know what fire protection is.

When we wrote "America Burning" we did not have much opportunity to say very much about insurance. That came up a number of times recently. The part that I wrote in the book about fire insurance began with rates and the whole thing I call the fire insurance system. The fire system is really the closed fire insurance system. The insurance companies said "Well what are you going to do about it." This was their attitude.

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Fire insurance companies have been concerned with the development of building codes. That is, how to make structures more safe from fire. Then after the building was constructed they had to do something about it. The fire departments were asked about this matter and they had to have testing laboratories and there was the underwriters laboratories, really the factory mutual system. These people have done a great job with testing equipment and certainly in the initial insurance rates. Finally the insurance companies were concerned with the development of the fire department, what they should and should not do. Fire departments today have developed the I.S.O. rating schedules. As all of you know it has a range from 1 to 50. The system has been reducing fire incidents to some degree but at least in a way to determine better or to predict the fire losses that the insurance rates could be consistently administered. In dealing with the closed fire insurance system we are having our share of frustrations in various cities and towns. But we're trying to do a better job in doing our own things at a community level and at the state and the federal level.

Master planning: the thing we have to talk about master planning is you have to have some understanding of the costs of the insurance premiums and what it costs for losses paid by insurance companies. If you go to state law you find that much of this information is confidential and not available. However you can make some estimates. All properties are not insured properly; some have less than they should have and others have more than they should have.

In California the people have the municipal fire insurance because they weren't able to get that kind of information when they wanted to do the planning and they have virtually socialized the fire insurance industry. It may not be the answer but it is the answer to the frustration of not being able to know what your costs are. A study of this system shows that the cost of a fire department can be paid largely out of fire insurance premiums in any community and additional funds can be used from that fund for the installation of smoke detectors in every residence. On the bad side is the matter of putting people out of work because you have an insurance industry that's probably one of our major capital formation industries in this country. So what do we do about it?

I predict that you're going to see a great deal of discussion about this California fire insurance law. It is a particular problem for me as your Fire Administrator in Washington for they are coming up to me and saying, "find the demonstration of it and if you are not a part of the closed system give us a demonstration of it."

We recognize that 80% of our building code is for fire protection and we needed a survey of 300 schools of architecture and not one of these schools had such a course. One of the courses at the fire academy will be fire protection and we hope on inspection level at every department. So these building codes should be given some flexibility so that we can make more trade-offs and provide a fire protected building at less cost.

Senate Bill 825 states that these groups involved in fire prevention must have a consumer-oriented adoption code and that they will credit laboratories

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under the Department of Commerce with reports on assemblies and the like as they are certified by some national institution that would judge their qualifications. The committee in Congress that has jurisdiction over Senate Bill 825 is concerned with monopoly in testing areas. There are a few laboratories who can accept equipment and give an adequate test. There is a bill at the present time in the Senate which indicates there is going to be more federal attention on the testing of materials and on building and fire codes in an attempt to make them more responsive to the American consumers.

The last one here that I know about is this: the insurance service agency has now backed away from the major cities and they are going to determine their own fire protection system.

The public interest says that we are in the same position as we were before and the insurance companies are backing away from us because they have the actuarial rating system in the rating of cities.

All of this leads down to the fact that we need to evolve a better job on fire protection. Much influence has been used in the past in determining insurance rates. We must recognize that the fire service is basically a reactionary service. It is laws and regulations to comply with in building and fire codes. Schedules are set and there are certain testing procedures that have to be followed. There was a writing schedule to be followed in your own departments so that you were all given existing systems to conform to and that makes you react to somebody else's schedule.

We have not been doing our own risk assessments. We have not been planning. We are going to be required to do more in the future.

If you have not read "Fire Protection Master Planning" you should read it. The future of fire management in this country is going to come out with master planning because we have to make our own cost-benefit analysis and most importantly, as managers and as fire administrators we have to have enough confidence in our own assessments and our own selves to sell it before the city councillors and other local legislators. Those people are going to have planning departments in their agencies and specifically addressed to do their own cost analysis.

Thank you very much.

QUESTION PERIOD: For those people who are interested in master planning, drop me a line at the United States Department of Commerce, Washington, D.C. I don't know the zip code, but I will send it to your association and they can send it to you with your next bulletin.

As far as rural communities are concerned we will look at your community and determine whether or not you will want a real master plan. In addition you must make up your mind whether you want the plan. There are some tests going on the rural communities which will be published and if your community

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is right for the rural planning we would tell you to wait until this publication comes out and to write to us when you have read it.

Insurance companies are really paying attention to this program, in the past we have never had the opportunity to find out if more than one insurance company insures a property. Investigation has shown that some people involved with arson are insuring with more than one company. There are attempts to head off this sort of thing, and planning would list the amount of insurance that the property is insured for and the name of the owner and the mortgager. We think this would help eliminate the multiple payoff problems in the insurance industry and the industry has also expressed itself about the problem of paying off too quickly.

Property should be evaluated before it is insured. Perhaps the insurance companies are not acting fast enough but we think they are making some progress..

MODERATOR ANDREWS: Thank you, Mr. Tipton.

Meeting adjourned at 3:10 p.m.

TUESDAY MORNING SESSION — JUNE 21, 1977

CHAIRMAN PAUL EDDY: Your moderator this morning is one of the youngest fire chiefs of New England, Phil McGoldrick of South Portland, Maine fire department. He's been with the department for 15 years and has been chief for five years. He has an associate degree in fire science from Southern Maine Vocational Technical Institute and a Bachelor of Science degree in education from the University of Maine, as well as being certified as a NMFPA instructor in fire training service.

CHIEF PHIL MCGOLDRICK: It is my pleasure to introduce to you this morning Dr. Richard Hatfield, Director of the Emergency Medical Services at St. Anne's Hospital, Fall River, Massachusetts.

EMERGENCY MEDICAL SERVICE

DR. RICHARD N. HATFIELD

Director, E.M.S., St. Ann's Hospital, Fall, River, Massachusetts

"I thought I would give you a brief history of what EMS is all about and what has happened in this field over the past three or four years in New England and throughout the country. Until a few years ago there was no regular ambulance service. Many vehicles were used—station wagons, trucks, or even a hearse and people were simply dumped inside and taken to the hospital in the hope that they would survive. Quite a few people felt that something better could be provided. The whole program started with the adop-

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tion of Public Law #93,154, passed in 1973 by the Congress which established what was necessary for an emergency medical service. It was intended to insure that the patient would arrive at the hospital in the best possible condition. When the program started fire departments were involved and you people were dragged into the thing whether you wanted to be or not.

There are three basics in such a system. You have to have ambulances, and you have to have a communications system and there must be a training of personnel and the continued training of personnel. There must be some form of communication so that when an individual is sick or injured the vehicles can be handled appropriately. Also the public must be informed about how to get hold of them.

Once the ambulance arrives with adequate equipment, and knowledge of what has to be done at the scene, then the patient can be transported to a medical facility. The communications system can be set up so there will be some form of communication between the doctors at the hospital and the men in the field enroute. This is what EMS is all about.

In the training program we are taking, in many instances, people who have no medical backgrounds and putting them through an 81 hour course explaining what one has to know in order to take care of these people. Probably this is an adequate training. These people should be re-tested and should continue with their education so that they may be kept abreast of situation knowledge, which may not have been a part of their experience.

The next in order of the training process is the paramedic. In cardiac cases, the paramedic is concerned with relieving the pain of the patient, getting the rate that the heart is beating, maintaining his blood pressure, either through the use of intravenous fluid or in some instances the use of medication, and maintaining his breathing. These things can be accomplished by the paramedic and thus bring up the number of patients surviving to the hospital. Monitoring of the cardiac rhythm is one thing, then there is the initiating of the I. V. fluid which is a life-line, and there is also the maintenance of the airway as well as oxygen administration and drug administration as necessary.

The 81 hour training involves not only sitting in a lecture hall but also experiencing the whole thing so that one becomes quite proficient in the performance of one's skills along these lines. The senior advanced course is set-up by the American Heart Association, a morning session consists of 4 hours of lecture — which is a review of the cardiac situation and a review of how to maintain the airway, how to use the fibrillator, and a review of cardiac drugs and the pharmacology involved in how it is used. In the afternoon there is a practice session in some booths. There are eight different booths. The first one is on the access to the airwaves, which includes using ventilating devices. There is a booth on esophageal methods. There is another booth on recognizing cardiac dysrhythmias. There is an oscilloscope in this booth. Then there is another booth on putting the whole thing together. What do

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you do if you approach someone with a heart attack and the heart stops? How do you feel when you are with the patient from the beginning of the attack? These are what the paramedics are learning. The afternoon sessions are set up for practice in those areas. The following day there is a written examination. The whole process is only a day and a half.

In Massachusetts there is a state committee trying to establish guidelines for these training programs. Some legal problems come into the field which have caused a temporary discontinuance of the program. Insurance companies have declined to cover this risk. The collection of liability is important because the whole program deals with people's lives and there is no room for carelessness. That is why so much time is being put into evaluation and education. Some medical societies are requiring a certain degree of certification beyond the original training period.

The end result of the training is that if you look at the patients arriving at the hospital in the past three or four years you'll find that they are arriving in good condition as compared with the way they were arriving in the previous years.

The communications system is very important but it is far more important for the people to know how to use it. The exact number of ground, air, and water vehicles which are available should also be known. The use of helicopters may be considered along with the cost of such a service and whether it is the best type of service for the transportation of any particular victim.

One of the big problems right now is money. The federal government is giving some initial help with occasional equipment and training. But in the future I don't think that we can count on federal money to be there. Many local communities do not have that type of money available in the view of the tax situation. However, money must be raised and this is a fact.

There must be people who have good relations with a number of communities to go out and sell this idea on the local level. In addition, we should have arrangements for some physician to be on this committee. No doubt you could have the support of the local hospital and the nursing services as well as a physician.

Fund-raising is not the answer. It is a situation which must be supported by the local government.

In cardiac cases we are planning to extend some of the capabilities of the hospital to the paramedic service. We are concerned with the life of the patient, relieving pain, getting the heart rate going, maintaining his blood pressure, either through intravenous fluid or in some instances through the use of some medication, and maintaining his breathing. These are areas which you can be trained in, so that the patient will survive when he gets to the hospital.

Thank you, Dr. Hatfield. I will now introduce Moderator Chief Pat Brown of Burlington, Vermont, who will introduce the next speaker.

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MODERATOR PATRICK BROWN, Burlington, Vermont: The next speaker is Mr. Alfred J. Mello, director of Communications for Providence, Rhode Island. He was educated in the public schools of Providence, and is a graduate of Hope High School. He later completed a two-year course at the Rhode Island Radio School. He has been active in the field of public safety for 25 years. He is fully experienced in the fire alarm service, and since 1961 has been assistant superintendent of fire alarms. Now he is the superintendent.

"E.M.S. COMMUNICATIONS"

ALFRED J. MELLO

Director, Communications Dept., Providence, Rhode Island

MR. ALFRED J. MELLO: Gentlemen, I am here today to talk about a good EMS Communications System.

The Federal Communications Commission has allocated eight pairs of frequencies in the 450 MHz band for EMS along with 2 dispatcher channels and one channel is supposed to be for the use of the fire service.

The EMS system should be a separate system from the rescue units used by fire departments, and it should communicate with hospitals. EMS communication should be conducted in an area of regional basis. There should be an emergency medical resource center in every area. This should not be established at a hospital. Hospital employees are not adapted to operating radio equipment, and the EMRC can select a channel that is not used by another area or region and attach this channel to the hospital that the unit is transporting to.

In the case of hospitals, the equipment is frequently operated by nurses, and they're not trained in this sort of work. In addition, there is a large turnover in help in hospitals, and this would require constant and frequent training of new employees as they come to work. The advantage of a regional system would be that all calls would be received by a trained operator, and he could communicate with hospitals using at the hospital site a minimum of equipment which would not require special training.

RADIO SYSTEMS. This is a system for communication between a rescue vehicle and a hospital. The rescue vehicle is equipped with a high powered portable, 20 to 25 watts, that is capable of being taken to the side of the patient and there he talks with the base site, either at a hospital or a site controlled remotely by the hospital by a wire line or a radio link. The major disadvantage of this system is the weight of the portable package and the number of base sites required to give good coverage. In the use of low powered portables in this system the rescue vehicle has a repeater radio and a low powered one-watt portable taken to the side of the patient.

Communication is from the patient's side portable to the vehicle repeater and then to the hospital base station. The talk-back is then to the vehicle repeater and there it is repeated to the portable. The talk-back feature requires a higher powered base station and tends to increase the number of base sites for

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good coverage. This is a major disadvantage of this system and increases the cost in providing the repeater system.

Another system is a combination of high powered direct units and vehicle repeater radios, in more urban areas. The major benefit is a possible cost reduction from all vehicles repeater systems, which maintains good to excellent vehicle coverage.

System four would be a low powered portable with satellite receivers. This is used extensively in metropolitan areas. A low powered portable would operate into a number of receivers based throughout the city or area to provide reliable coverage. The talk-back is from one of the two higher powered transmitter sites. In this case there are no vehicle repeaters and there is a lightweight component. The disadvantages are the cost of the additional receiver sites.

Each system has an advantage and a disadvantage. No one system is superior to the other.

CITIZEN ACCESS. DISPATCH. Many communities have a basic seven digit number for request for rescue services and some use the 911 system. Each department should maintain a rescue for control purposes. Keene, New Hampshire has a regional dispatch center for all fire dispatch. This is a very good system with many cost-savings.

I've tried to explain the various systems to you, and I think the public wants and expects this kind of service and they are looking to us and the fire service to assist in its implementation.

QUESTION PERIOD

There are meetings being held all over the country on the types of communication and so forth but we are limited in funds but we have some coverage. In Massachusetts John Murphy of the city of Boston is a sort of communications man and you could contact him for further information.

Adjournment of Tuesday morning session at 11:30 a.m.

OPENING OF TUESDAY AFTERNOON SESSION

JUNE 21, 1977

PROGRAM CHAIRMAN LEDDY: I now call this session to order. At this time I would like to introduce the moderator for the afternoon's session, Chief Clayton Higgins of the Concord, New Hampshire Fire Department.

MODERATOR CLAYTON HIGGINS: The title of the address you are about to hear is "The Criminal Use of Explosives in Connecticut." I'd like to have you meet the Commander of the Connecticut State Police Emergency Services whose division is comprised of 9 separate units and to give you an idea of his abilities, he has commanded the bomb squad, the counter-sniper squad, the diving section, marine division, canine division, general research and rescue, and the aviation section. Assisting Lt. Mulligan is Lt. Col. John R. Griffin, special consultant to the Connecticut State Police Department. Col.

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Griffin is a specialist in bombs and explosives. Without further todo I introduce Lt. John A. Mulligan of the Connecticut State Police.

"THE CRIMINAL USE OF EXPLOSIVES IN CONNECTICUT"

LIEUT. JOHN MULLIGAN

LIEUT. COL. JOHN GRIFFIN

Connecticut State Police Department

Our state is the first to successfully prosecute 4 people and obtain life sentences in the killing of a witness in 1972. We had the largest bomb claim ever recorded in the United States and this occurred in Shelton, Connecticut in 1975. Regardless of what the press says, the teletype information from the National Bomb Data Center in Washington, D.C. indicates that in 1976 up until April 4 three people were killed and 18 injured in this country and the property damage exceeded \$1,378,000.00. There is no indication that bombing has fallen off in Connecticut to any degree. It seems to the contrary that bombings have increased and the death toll has remained about the same.

In February 1970 a bomb was planted to gain access to a bank and to rob it. The slides shown to the group recorded the damage to the building. This explosion put the Danbury police department off the air for a considerable time that morning. We did not have much of a bomb squad in the state police at the time. Bombings had been prevalent in other areas such as New York City, Los Angeles, and the west coast but very few in Connecticut. Sgt. Miller at the time was the man who handled bombs. We did not know how to start this investigation, so we called upon New York City which had vast experience in the area. Statistically they handled 6600 incidents in one year right up to 118 incidents or more in one day.

The device was placed inside the bank. There were some witnesses to the robbery around the rear and this gave us a line on who the suspects were and the investigation resulted in a surveillance of two brothers for some time. They were later found in Missouri and brought back to trial here. They were tried in Bridgeport. They were convicted.

The next incident happened at New Haven. It occurred on a Sunday morning and John Palmeri, an underworld figure, was involved. The bomb was planted in the car and the car at the time of the explosion was traveling at a considerable rate of speed and after the explosion the car continued to travel. It spread debris for hundreds of feet in all directions, pitching it up on roofs of buildings, and scattering it all over the road. The car caught fire and the fire department put out the fire with the use of water and chemicals.

In starting an investigation of this kind of course you could not leave the automobile out at an intersection of a highway and so we removed it so that we could work on it. We went looking for debris from the explosion and when this was obtained the street had to be repaved for use. It was determined that 60 sticks of dynamite were used in this case.

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Then we got a duplicate of the 1967 Pontiac so that we would know what it was supposed to look like before the explosion. After the investigation began we found that the seat of the explosion occurred right near the left rear of the vehicle. Mr. Palmeri was supposed to have been a reputed farmer in his time and the people who were close to him said he only checked his car before using it and apparently he didn't check the trunk area for there was a sack of potatoes there. The fire in the car was extensive.

We decided to jackhammer the crater caused by the explosion right out of the roadway and bring it back in one piece before the hole was filled in and traffic resumed. The victim was half in and half out of the car. He was not blown out but of course when witnesses came they took him out, thinking that they might assist him. Once the explosion went off in this case a heavy piece of metal from either the frame or of the vehicle or of the spare tire in the trunk hit the victim in the back of the head.

The next case, which occurred in Meridan, will be discussed by Lt. Col. John R. Griffin.

LT. COL. JOHN R. GRIFFIN: We are the people involved in most explosive emergencies in the state of Connecticut. In our investigations we normally pick up every item at the scene and we chemically analyze all items or at the very least we handle such items because this is all of evidentiary value. Of course the fire department is there to put out any fires that exist and at times there is conflict between the police and the fire department as the police are looking for evidence and that may interfere with the extinguishing of the fire. Many times we will take a large screen and we filter and screen every bit of evidence or that which appears to be physical evidence. Each item is taken and considered by the entire group. You can appreciate that we are anxious to bring people to justice.

Connecticut is a heavily bombed state, however, we do not publicize this because it might encourage others to plant bombs. We keep a low profile on that score. Sometimes citizens feel it won't happen here and that's probably one of the reasons we've had the largest bombings in the nation's history in Connecticut.

The Danbury bombing in 1907 was the worst one we ever had. We were working on the Shelton bombing when a fellow came in on a Sunday morning in March 1975. We got a call from Meridan, the home of a gentleman saying that his wife's automobile was registered in his name and it was blown apart by a sudden explosion the previous night. The Meridan department secured the area and requested the assistance of others.

One word of caution: in a case of an explosion do not approach the object too closely. Do not assume that there will be no further explosions because this assumption may cost you your life.

Again we gathered every possible piece of debris from the explosion and we assumed first that this is another explosion involving the trunk which proved

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to be wrong. Then through the cooperation of the Alcohol and Tobacco Division of the Treasury and their assistance we decided that it was one stick of dynamite which was inserted near the marker plate on the car. The one who did this job had taken the gas cap off and put one stick of dynamite in there and there was a fuse and it was the type that is used for firecrackers unlike the fuse that the blasters use. There was no fire. Usually in 50% of the cases a fire results, but not so here. We just had glass damage and again we swept the entire area picking up bag after bag of debris and sifting all of the evidence, sorting and marking so that we would know what we had.

In 1950 we had the factory number 4 explosion at Shelton, Connecticut. The site was bordered on one side by the Housatonic River which is directly behind this debris shown on a slide. The time was documented at 11:35 when a patrolman crossing the bridge heard a tremendous rumbling sound and the bridge began to sway.

There was a tremendous flash and a 3½ story building four blocks long exploded and collapsed to its foundations. The structure was about totally destroyed. We reported on the scene and the building was burning. The building contained foam rubber used in the manufacture of pillows and domestic items. There was some indication that the Weathermen were involved.

First we went into the building to find evidence of one explosion and we found that there were 14 explosions in the building. Suspects turned state's evidence and testified that they had driven up from Pennsylvania with 4 or 5 gallon drums full of gasoline and this was the charge that they used and they moved the dynamite from place to place within the structure with hand trucks. They had 24 five gallon barrels of gasoline.

This was a 60 million dollar insurance loss and we had the several departments of government involved, such as the Treasury department, the State Police, and special folks from insurance companies. The fire services cooperated in pumping out the basement of the building and we began to uncover evidence until the 5th or 6th day when we had three law cases concerning what had happened in the building. Of course when there is an explosion, debris is thrown in all directions so that we searched the rafters of the building and the pipes because one never knows where one might find some evidence. The evidence tended to show that each explosive charge was placed flat on the deck and the 55 gallons of gasoline were placed on top of it. Hence that was the rumble which was heard.

The full investigation took us 9 consecutive 12 hour days at the bomb site and it was really a horror show. Then with the evidence that we had picked up plus other evidence obtained by the FBI sources, there were 10 indictments and 5 convictions. As a result of this investigation we have a bomb transporter for explosive energy. It is what the metallurgists use. It is the only one in the country and we have it.

When you come to a scene of destruction, an automobile or building, don't pick up anything for a souvenir grabber. You may lose your hand or your eye.

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We have friends who have been seriously injured, some of them killed, and some of them lost their sight, so again don't touch anything. That remains our message. If you have any questions of any of the cases that were discussed I shall be glad to answer them for you.

In the Shelton case, which was a sponge rubber plant, the explosion was put off by the timer, a regular commercial timer, which was set for one hour after being activated. In this case the men who bombed the factory took all the guards and watchmen out of the place and took them to the woods and they were very much concerned that anybody would be left because they didn't want to kill anybody, just wanted to blow up the building.

There was always some conflict between the police and the fire departments in these explosion cases. The police are looking for evidence and the firemen want to put out the fire and obviously if an automobile is smoldering it has to be extinguished. The same thing would apply to a building. Sometimes however, the fire department might put more effort into extinguishing the fire and scattering whatever evidence remains all over the place beyond the reach of the police.

For the past 12 months we have been concerned in the study of aircraft so that we in the future can be of much assistance as possible. We went to the federal government and asked them to supply us with a surplus model and the instruction equipment. Just recently our second ship will be coming we learned from the paint shop and will be ready to go in another two weeks. It also has installed radio equipment.

We need your help in two ways. If you have any advice, please give it to us. If there is anything we can do to coordinate the program, help us out.

WEDNESDAY MORNING SESSION — JUNE 22, 1977

CHAIRMAN PAUL LEDDY: Your Moderator this morning is Chief Robert Mackey of Westerly, Rhode Island who is presently the president of the Rhode Island Fire Chiefs Association, has been 29 years with the department and the last five years he has been the chief.

MODERATOR ROBERT MACKEY, Westerly, Rhode Island: The speaker this morning is Mr. Andrew Letendre, vice-president and public information officer of the Traveler's Insurance Company of Hartford, Connecticut. His subject will be "The Alarm Has Sounded: A Call to Fitness." Mr. Letendre is a graduate of Yale University, he is a member of the Public Relations Society of America, Life Advertising Association and has served in the Communication Commission in the United Way. A native of Hartford, he attended the University of Connecticut School of Law and it is my pleasure to present Mr. Letendre.

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"THE ALARM HAS SOUNDED — A CALL TO FITNESS"**ANDREW LETENDRE**

Vice-President, Travelers Insurance Company, Hartford, Connecticut

MR. ANDREW LETENDRE: The Traveler's, one of the nation's largest health insurers, is worried about physical condition or the lack of it among millions of Americans. A lack of exercise is having a noticeable effect on the American anatomy.

At Yankee stadium in 1923 the seats were 16 to 18 inches wide. Last year the seats were increased in size to 21 inches. This illustrates "the seat of the pants estimate." For sometime Americans have been deserting the physical exercise arena for the dessert tray, taking refuge in padded arm chairs within reach of television sports. Potato chips and king of beers accompanies them and we have become a nation whose only exercise takes place during the commercials and I might add that as a t.v. advertiser that causes some concern to us too.

This lifestyle is all that is necessary to qualify us for the nation's number one killer — heart attack. The scope of heart disease may be described in the following way: if scientists could develop a cure for cancer we could add a bit more than two years to the average life-expectancy. If the scientists could develop a cure for heart disease they would be adding fifteen years to our average life expectancy and while exercise is not a cure for heart disease, it has been shown that regular exercise, biking, jogging, skating, and walking, etc. can reduce the chances of heart attack and slow the processes which lead to heart disease.

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Our programs were started 18 months ago and we are happy to say that thousands of fire fighters in hundreds of districts in the United States have been embracing the program. It is a conditioning program that emphasizes the heart's endurance, flexibility, and strength.

In addition to a film we give out pamphlets outlining the program which may be posted on bulletin boards for easy reference to the recommended exercises.

Under the fire distribution program, more than 1,300 fire districts in the country with a total of more than 60,000 fire fighters have viewed the film so far. We know that the film has at least started people thinking about getting and keeping themselves in better condition which makes us very happy.

We have received many commendatory letters regarding our program from various cities in the United States and I will now show the film to you.

(The film was displayed for the audience.)

Gentlemen, the alarm has sounded. It is your call to fitness. Are you ready?

CHAIRMAN LIDDY: Chief Robert Dietz of Wilberham, Mass. could not make it this morning so we have a substitution in our neighboring Chief Forest Goodrich, of Longmeadow, Mass. who has agreed to act as the moderator for this morning.

MODERATOR GOODRICH: It gives me great pleasure to be your substitute moderator this morning. Our next speaker is John M. Rhodes, vice-president and chief operating officer of The Factory Mutual Research Corp. He graduated as a chemical engineer from the University of Delaware in 1940 and joined the Factory Mutual and has been with them since except for his military service of 5 years. He has served as a field and laboratory engineer, engineer in charge, test center, as assistant director laboratories, and as district manager in St. Louis, was director of engineering, research and chief operating officer. He is a registered professional fire protection engineer of the Commonwealth of Massachusetts and a member of the Society for Fire Prevention Engineers and the National Fire Protection Association.

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"WHAT'S HAPPENING IN FIRE RESEARCH"**JOHN RHODES**

Vice-President, Chief Operating Officer, Factory Mutual,
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MR. RHODES (vice-president of Factory Mutual): I hope that I can give you some of the results of fire research which have been going on in recent times. This research is mostly done at the Factory Mutual Research Division. When we consider fire and how long mankind has been associated with it, we realize that there is much that mankind does not know about fire. He knows about its ability to transform a cold house into a warm house, but he also knows that fire has another side to it, a distinctive unfriendly side which he learned quickly to fear. Man has learned to fear it and he has recognized it as one of the four fundamental aspects of the universe and they are: air, water, earth, and fire. Over the years man has recognized the peculiar characteristics of fire, which has acquired a name, Phlogiston. Fire research is a form of antiphlogiston.

(The speaker then followed his remarks with some slides.)

One of the cures to uncontrolled fire is to provide a structure with sprinklers. It happens that in some buildings where there are sprinklers installed ready to do their work, when a fire broke out, they could not do it, and could not put out the fire because in some instances before the fire started somebody shut off the controls. In a large number of instances this was discovered when the fire had made great progress and before the firemen arrived to take over by hand. This is an area in which the researchers have said, maybe there is something I can contribute to this situation.

One of the best ways would be the automatic pipe, the indicator valve assembly, which is very necessary and luckily the more commonly indicated one which stays open while the bottom disc is closed. It starts with a low-loss butterfly valve, permanently connected to an above ground indicator, so arranged that you can't disturb that arrangement. You cannot take it apart and put it back together again. There is only one way it will go. The valve opens in the same way as a spigot at home, and you close it in the opposite direction. If it looks open, it is open. If it looks closed, well perhaps the birds are building a little nest in there, you will have to look closer to find out for sure. If you can see that it is open, there is no worry. One of the advantages is that it is possible to lock it open, but it is virtually impossible to lock it closed. We have been working on the open valve assembly. A valve may always be open but somebody can do something to shut it off, but as soon as they stop doing their thing, whatever it is, when called upon, the valve opens by itself. We have great hopes for this type of valve which we hope will be available sometime in the future. Another avenue in this thinking has led to the on-off sprinkler system. This is like the regular system except that in the protected area there is an array of very sensitive heat detectors. This

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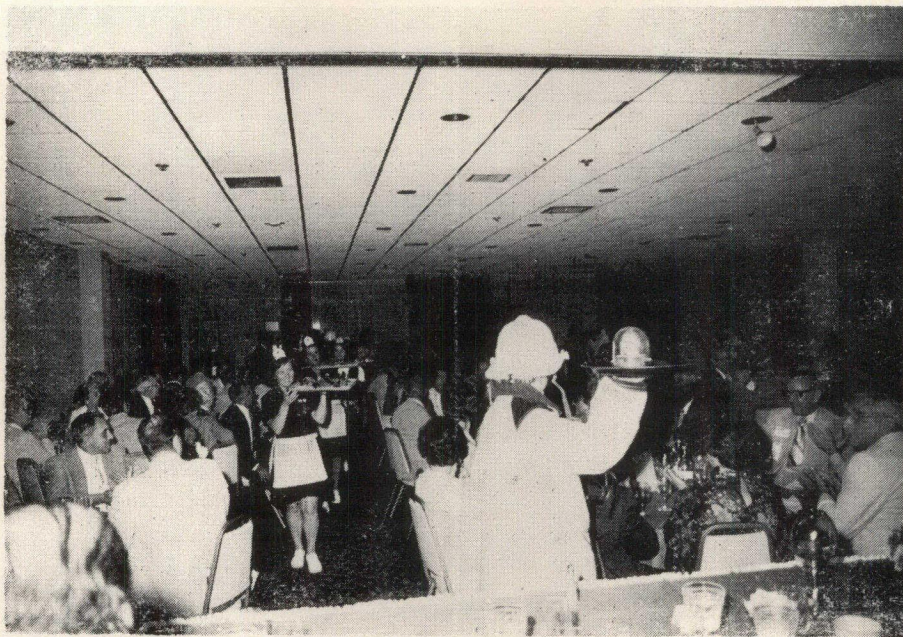


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is connected to a black box and to a hydraulically operated valve. When these detectors, any of them, senses that fire is present, it sends a signal and opens the valve and the water begins to flow. And so it goes until such time as the fire is under control or out preferably, or at least until one of the sensors in the area says that it is out, and every last one of them is satisfied that there is no source of heat any longer. The signal goes down and shuts the valve. Even in that case the valve waits awhile, just to be sure, and then it closes.

In the event the fire rekindles, the detector sends its message immediately and reopens the valve and this it continues to do indefinitely, cycling on and off if necessary. This is the fire cycling system manufactured by Viking, in Hastings, Michigan. An off-shoot of that is the acromatic "off" sprinkler, manufactured by Grinnell. It has a half inch iron pipe thread connection at the bottom, giving you the idea that it is the same size as the sprinkler. Unlike the cycle system there is an independent on or off there. Each individual sensing fire or not and opening one when necessary, it will work. When it no longer feels the fire, it closes up. This can go on indefinitely. Take a simple thing like the kitchen match. Why is it that this flame crawls so slowly down the stem when it is heated up and conversely it climbs so quickly up the stem when it is held down? We know some of the whys. We know for instance that for a fire to grow it is going to have to be developing more heat, through combustion, then losing through radiation and conduction. And furthermore to make it grow we have to take some of it and feed it back into the system and it makes it grow and grow and grow. We would like to have some quantitative measures which would give us the means of predicting, what specific difference would it make if that match was made out of black walnut or polystyrene? So let's take probably the simplest place, which is the spread of the flame across this horizontal series, in this particular case, the upper size, it is the inverse of the spread of flame under a roof. And given the physical condition, the chemical composition, the air speed and all its general conditions, the fire could get it very big at such a place or as the same thing could be zero at the beginning. How big is the fire going to be? Where will it be? If the time is a millisecond, a second a minute, an hour, or perhaps a year hence, where is the fire going to be in that quantitative time? It is the whole problem of the match, it is still a topic. This problem is attracting the attention of some of the finest minds in this country and we will expect to have some results very soon.

The challenge in modern fire research really started back in World War II with the development of two particular things that are closely related. The wood pallet, and the fork lift truck that moved it around. These developed as a response to the need to be able to move large quantities of goods around quickly, ship them overseas, where they are needed. It happened to open up an entire new fire challenge in industry. Previously goods had been stored pretty much in piles about as high as a man could lift them and put them someplace else. In those days the question was, how high should the pile be. Some people said not over 8 feet. And a few more progressive thinkers, well maybe 10 or 12 feet. Then a couple of mavericks said, no you can go up



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to 15 feet. This was an effort to recognize the fact that the fire challenge does some help in relating to how high a thing is piled. The wooden pallet of course put an end to that because now it became possible and practical to stack piles up to 20 feet, 25 and 35 feet, and it was indeed a different situation.

A film was shown in which a fire started in an aisle, the kind of aisle which is created by this type of storage. It's a difficult place for manual fire fighters to get at. But the modern sprinklers were able to handle it very nicely. It is important to keep the water damage at an absolute minimum. This is one of the beauties of sprinklers, that a man would, with aid of the sprinkler system, be assured that every drop of water can be used effectively. Whatever is in the stored boxes, be it beer cans, cameras, clothing, post toasties, or machinery, it is going to burn a lot longer if not properly handled, but no harder or faster.

The word plastics has a wide range of materials. In this slide we are looking at polystyrene in the form of egg cartons. In the supermarket these egg cartons cause no problems whatever. However, in the manufacturing plant, or in the distribution center, it's a different proposition. It is perfectly practical to protect plastic storage with automatic sprinklers. You have to have the right amount and the right amount may be quite different from that if it were ordinary combustibles, the things we were living with for 20 or 25 or 35 years. The rules for this game are published in the daily sheets of MFPA standards as such.

On the subject of plastics let us take a look at another aspect, namely the material used in construction annually. Take a sheet metal building and spray it with material on the bare steel walls, a material that will blow up and create a thermal barrier, a thermal insulation, an acoustical insulation, and this will make a beautiful insulation. The only problem is it burns like Billy-be-damned.

There were many unhappy test methods that we used but were not adequate for the job. Here is a material with a flame spread and it would be accepted by every building code including yours as non-combustible. It is not so. Something is beginning to be obvious at this point, that this is sprinkled, and the sprinkler did in fact arrest that and brought out the ignition source. But for the time it happened you would have every sprinkler in the place open in a big building and no way could you supply them with water and in no way could you touch it.

In the storage of racks, in this particular case that I'm referring to, is a whole building of racks, which are really piled too high. Given enough time and money it was discovered how to handle this kind of thing with automatic sprinklers, in fact if you did it right your loss potential in a rack warehouse is a lot different than in an old-fashioned place. We tried several systems to see how they worked. One of these is high expansion foam with which it is possible to foam an entire warehouse. It was originally used to stop coal mining fires in England and it will also protect mines in this country. Here you see the protective foam with no sprinklers in operation.



Left—Past President Earl Andrews
Lincoln, Rhode Island

Right — President Chief Merton S.
Dyer, Peterborough, New Hampshire

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Another thing we tried was large orifice water protection. We're talking about something that is an inch and a quarter in diameter. Each one of these things will put out as much as your large hose and ten sprinklers worth of water each. This is a particularly tough one because each is an encapsulated storage with a plastic bag around every one of these cartons. This is especially designed so that when the first one opens you have a big pressure before the second one opens and at the limit that it could be opened. We set the limit to 6. This is discharging 350 gallons a minute, doing a most effective job if not the best job that we did in the entire rack storage program.

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Past President Earl Andrews at the podium. Standing: Honorable Lincoln C. Almond, District Attorney for the State of Rhode Island. Next: President Merton S. Dyer. Next: Chief Fred Hast, Director, New Hampshire.

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REPORT OF REGISTRATION COMMITTEE

CHIEF K. WAYNE MURRAY

Your Registration Committee compiled the following report for the 55th Annual Conference.

Sunday, June 19, we registered 163 active, 24 retired, 5 associate members, 25 exhibitors, 17 male guests, and 179 female guests.

Monday, June 20, we registered 54 active, 14 retired, 5 associate members, 9 exhibitors, 7 male guests, 49 female guests, and 1 new member.

Tuesday, June 21, 18 active, 1 retired, 6 associate members, 1 exhibitor, 5 male guests, 13 female guests and 2 new members.

Wednesday, June 22, 7 active, 4 retired, 1 associate member, 3 male guests, and 2 female guests.

The total registration was 615, which was 68 more than in 1976, and we received \$7,150.00 in registration fees.

(Upon motion duly made and seconded, it was voted to accept the report of the Registration Committee, as read.)

REPORT OF THE RESERVATIONS COMMITTEE

CHIEF JAMES F. CASAVANT, CHAIRMAN

Applications for room reservations were mailed out to all members in March, 1977. The hotel allotted 210 rooms to be used by the members.

During the Conference, 130 rooms were occupied by members of the Association.

Respectfully submitted,

James F. Casavant, Chairman
Chief Patrick Brown
Chief Edward Borowiec

(Upon motion duly made and seconded, it was voted to accept the report of the Reservations Committee.)

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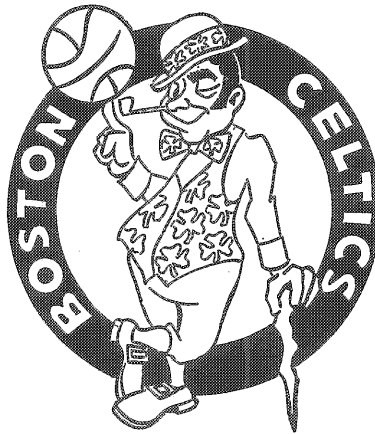
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REPORT OF THE EXHIBIT COMMITTEE

CHIEF EDWARD CREIGHTON

In the Exhibition area, we had 34 vehicles on the outside spaces, and we had 42 inside exhibitors, and we yet will have to give you a final accounting. It will probably be around \$5,000.00. Also, the District itself contributed \$500.00 toward the overall expenses. Without a question it was one of the finest space exhibitions that we have ever had.

(Upon motion duly made and seconded, it was voted to accept the report of the Exhibit Committee.)

REPORT OF THE PROGRAM COMMITTEE

CHIEF PAUL LEDDY, CHAIRMAN

Mr. President, Officers, and Members of the Association. I have the distinct pleasure this morning of reporting a very successful educational program for the Conference. I was very pleased at the attendance at all of the sessions.

As to the statistics, on Monday morning, we had close to two hundred men in the hall, which I think is excellent. And all through the Conference, we had very good attendance, in spite of all the diversified activities that this hotel offers.

Again, I would say that we are very pleased. We had a good array of speakers, and they all showed up.

I want to take the time to thank Michael Moise of Providence, Clayton Hughes of Concord, New Hampshire, and Joe Monahan of Narragansett, Rhode Island, for their help on my committee.

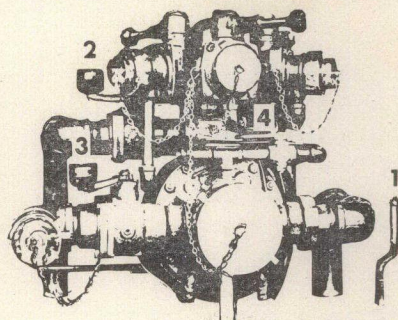
At this time I would like to indicate to you that this is my swan song, as far as being Chairman of this Committee is concerned. I indicated to President-Elect Dyer that I would be very glad to work on the Committee, and to help in any way that I can.

(Upon motion duly made and seconded, the report of the Program Committee was accepted.)

REPORT OF THE ENTERTAINMENT COMMITTEE

BY CHIEF MERTON S. DYER

Your Entertainment Committee consisted of Chief Carl Sawyer, Chief Angelo Cappelli, Chief Clinton Hughes and myself. I want to thank the membership for their participation in the Monday night entertainment, and

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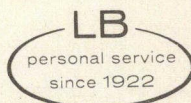
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I want to thank Chief Michael Moise for his assistance in getting the group for the dancing.

We all want to thank you for the privilege of serving as your Entertainment Committee for this year.

(Upon motion duly made and seconded, it was voted to accept the report of the Entertainment Committee as read.)

REPORT OF THE RAFFLE COMMITTEE

Chief Patrick Brown

Good morning, Mr. President and members of the Association. I was asked in the month of May to run a raffle, and I thought at the time that it was too late to get it out in the mail. However, I did turn in yesterday \$1,300.00 to our Secretary. We sold \$300.00 worth of tickets yesterday. That is my report. You should make about \$1,100.00 in all, after taking out the expenses. (Upon motion duly made and seconded, it was voted to accept the report of the Raffle Committee as read.)

BANQUET SESSION — JUNE 22, 1977

EARL ANDREWS

Toastmaster

President, New England Association of Fire Chiefs

TOASTMASTER ANDREWS: Reverend, chaplains, gentlemen of the head table, fellow fire fighters, fellow fire chiefs, guests, and friends, all. It certainly gives me a great deal of pleasure to open this program tonight at the fifty-fifth annual banquet of the New England Association of Fire Chiefs. I have talked to the principal speaker and he has agreed to keep his speech down to a minimum.

(The past presidents and their wives stood up and took a bow, and the family of President Andrews and his three boys and their wives then rose and were applauded by the audience.)

(The Ladies Committee rose and received the applause of the audience.)

(Those at the head table were then introduced. Joseph Monahan of Narragansett, Rhode Island, Director; Chief James F. Rulman of Westbrook, Maine; Patrick Brown of Burlington, Vermont; Angelo R. Cappelli from Rhode Island, Director; Father Stephen Foley of Connecticut; Chaplain James A. Hood, Beverly, Mass.; Chief Edward B. Borowiec, immediate past president from Chicopee, Mass.; and our Secretary James F. Brennan of Salem. Chief Harry W. Schneider, Director from Massachusetts; Chief Clinton L. Hughes, Director from Weathersfield, Connecticut; Chief Fred Hast, Director from Pittsfield, New Hampshire; and Chief Merton S. Dyer of Peterborough, New Hampshire.)

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Our principal speaker this evening is the Honorable Lincoln C. Almond, U.S. Attorney from the state of Rhode Island. He received his Bachelor of Science degree from the University of Rhode Island in 1958, and was graduated from Boston University Law School in 1961. He was a member of the law firm of Gunning and Lafazia, until 1963 when he was appointed Town Moderator of Lincoln, Rhode Island. He was appointed United States Attorney in July, 1969.

He is former member of the Lonsdale Fire Department and is at present the Moderator of that fire department. His grandfather, Thomas Almond, was the chief of Central Falls Fire Department until 1936.

THE ADDRESS OF THE HONORABLE LINCOLN C. ALMOND

United States Attorney from Rhode Island

As you know I am pinch-hitting for Senator Chapee from Washington, who could not make this banquet this evening. He wanted me to tell you that he is very sorry he could not attend because of plane connections. He sends his regards to you however and to all the members of this association.

I have always thought that it must be great to be a fire chief because you do your job, you train your men, you are ready, and the alarm sounds and you go out. And then you are tested, for your test is what you arrive at. When I became United States Attorney I took a job. While we have tremendous expertise and we have a tremendous work load also. We have kidnapping cases, bank robbery cases, and when the alarm sounded we responded with all of our expertise which we felt was great and we apprehended, prosecuted, and convicted the accused. The work is long and arduous and many times when you feel like leaving at the end of the day, there is something else to have a consultation on and you frequently find yourself working late into the evening.

Crime seems to be getting worse and worse, and this is taking place in spite of the fact that the local police and the state police departments are getting better and better. The greatest problem we have is not the smoking pistol. The greatest problem is the undetected, unreported, voluntary, victimless, major crime in the white collar class — that of political corruption.

In Rhode Island as you know we have the leadership of organized crime living in our state. We have been praying that prostitution will leave the state but they have not yet.

Wire-tapping. We have a case coming up soon which involves the seizure of a quarter of a million dollars in counterfeit money involving organized crime figures for defendants and we simply would not have been able to proceed without the use of wire-taps. We have given licenses to practice law and to be accountants, and many of these people have used their calling to assist the

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criminal element in our society. In another case we have been working 24 and 48 hour shifts on weekends from seven in the morning to midnight and this has gone on for many months. The dedication of our assistants is simply incredible.

Mr. Hoover established one of the finest law enforcement agencies in the world, but criticisms in the papers have not helped us or him. They are hurting us now and we need public support.

The tax reform act of 1976 which is the law today took the Internal Revenue Service out of law enforcement. This means that the IRS which gathers information about a taxpayer cannot turn this information over to me as the United States Attorney and if he does so willfully or otherwise it is a crime.

Another problem we have is prisoners who are released on parole and who commit terrible crimes while they are on parole. There was a case in Springfield where a released prisoner was working in a hotel and I knew him, I prosecuted him in 1971 for bank robbery, kidnapping, and using hostages. This was a \$50,000 robbery in Lincoln, Rhode Island. This young man was indicted for first degree murder while on parole. Now he is charged with murder while being on that work-release program. This work-release program does not work at all. In another case I know of a man, while on work-release, went up to New Hampshire and robbed a bank.

Another man on parole was the head of a half-way house, and he was indicted for a robbery in New Hampshire and Connecticut and for murder in Rhode Island.

Now that I am in the United States Attorney's office I often think of local government and I like to think of it because in my opinion it worked. Especially for the individual. I've known Earl Andrews, your president for the past year, for several years. He ran the fire department, which was autonomous, and he is one person you can always ask to do something and if you do he will do it well. You can say that he is a damned good guy. (Applause.)

Again I want to thank you for inviting me. I've had a very pleasant evening. I have met many people this evening including the Cardinal, Chief Brennan, and many others present. I've enjoyed being with you very much."

The banquet session concluded at 9:35 p.m.

THURSDAY MORNING SESSION — JUNE 23, 1977

Dunfey's Hyannis Resort, 10:00 a.m.

PRESIDENT ANDREWS: The Annual Meeting of the New England Association of Fire Chiefs, Inc. will please come to order. Our Chaplains are not present this morning so I call upon Chief Jim Grote for a little prayer.

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(Chief James Grote then delivered a brief prayer.)

We will now have our reports from Officers and Committees. The first report will be from James F. Brennan, Secretary.

Chief Fred Hast will act as our Parliamentarian this morning.

REPORT OF THE SECRETARY, 1977

BY CHIEF JAMES F. BRENNAN

I herewith submit the Annual Report for the year ending May 31, 1977..

Your Officers and Committees held two meetings since our last Annual Conference. The first was on November 9, 1976 at King's Grant Motel in Danvers, Massachusetts. The second one was held at Dunfey's Resort, Hyannis, Massachusetts on May 3, 1977.

During the year, all association business was handled promptly by President Earl Andrews and your Secretary. A full and complete report of the meetings will appear in the 1977 Book of Proceedings of the Association.

Your Secretary, with the help of the Officers and Directors, answered all calls for sick and departed members of the Association. Your Officers represented the Association at several testimonials for retiring members, and presented to the retirees plaques and Honorary Life Memberships in the Association.

Please do not hesitate to call upon your State Director or any officer of the Association in any matter in which we may assist you. I would urge all to notify your State Director or Secretary at once in case of any death or illness of a member.

The dues are coming in fine, and to those who have not paid their dues, please send them along.

As of May 31, 1977, our membership stands at 1318.

Maine	68
New Hampshire	104
Vermont	64
Massachusetts	494
Rhode Island	94
Connecticut	185
Outside N.E.	38
Honorary Life	263
Life	8

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During the year of 1976-1977, the following changes were made in the membership.

New Membership added	66
Lost by death	21
Lost by resignation	6
Lost by non-payment of dues	12

All members removed for non-payment of dues were notified at least three times, and were removed from the rolls in accordance with Article 5, Section 2 of the Bylaws.

All members applying for Honorary Life Membership and meeting Association Bylaws were admitted.

I have attempted to serve you well as your Secretary-Treasurer, imperfect as some attempts may have been. Please do not hesitate to call upon your Secretary at any time. It is an honor and a privilege to serve you.

I wish to thank all of the Officers, Committees and the Members, along with my very dear friend, our President, Earl Andrews, for allowing me to assist you, and for your cooperation.

Respectfully submitted,-----

James F. Brennan, Chief
Sec.-Treas., N.E.A.F.C., Inc.

(Upon motion duly made and seconded it was voted to accept the report of the Secretary as read.)

REPORT OF THE TREASURER — 1977

BY CHIEF JAMES F. BRENNAN

To the Officers and Members of the New England Association of Fire Chiefs, Inc., I herewith submit the Annual Report of the Treasurer for the year ending May 31, 1977.

RECEIPTS

Balance on hand in checking account, June 1, 1976	\$ 1,454.97
Dues collected 1976-1977	8,270.00
Received from Exhibit Committee	4,498.00
Red Book Account (includes \$600 on 1975-76 contract)	4,100.00
Conference Badge contributors	175.00
Sale of Ladies' gifts	556.75
Return of Conference money	295.00
Registration, 1976	4,475.00

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Refund from meeting	47.70
Hingham Coop. Bank Interest	385.64
Room repayment	79.20
Transfer from Savings Account	2,000.00
	<u>\$26,337.26</u>

Receipts	\$26,337.26
Expenses	23,508.31
	<u>\$ 2,828.95</u>

June 1, 1977

Shawmut Merchants Bank	\$ 2,828.95
Salem Five Cents Savings Bank	15,573.73
Hingham Coop. Bank	7,000.00
	<u>\$25,402.68</u>

EXPENDITURES

Flowers, fruits, memorials, I.A.F.C.	\$ 520.71
Safety Deposit Box	12.00
1976 Conference Expenses	9,832.37
Mailing	819.93
Secretarial Assistance	195.83
Photography	200.00
Salary	2,428.44
Plaques	115.75
Ladies' gifts	1,073.80
Committee Expenses	2,247.77
Association Paper Weights	456.42
Conference Badges	225.27
Printing	997.82
Insurance Bonds	244.00
Taxes, Social Security	908.20
Transfer to Savings Account	3,000.00
Legal Assistance	250.00
	<u>\$23,508.31</u>

James F. Brennan, Chief
Sec.-Treas. N.E.A.F.C., Inc.

PRESIDENT ANDREWS: Before I ask for a vote on the Treasurer's Report, may I ask for a report of the Auditing Committee at this time?

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 5. To recommend and sponsor the adoption of measures of safety either through State Legislation or local ordinances.
 6. To accumulate and distribute facts and information pertaining to the experience of its members at typical fires and suggestions as to the best methods of coping with such situations.
 7. To aid in the formation of Volunteer Fire Departments and to give the Fire Chiefs of such organizations all the help possible.
 8. To adopt such resolutions and go on public record in respect to all measures of safety which will advance the fire service.
 9. TO PROMOTE THE WELFARE OF ITS MEMBERS.
-

**REPORT OF THE AUDITING COMMITTEE
CHIEF EDWAD B. BOROWIEC, CHAIRMAN**

Mr. President and Officers and Members of the New England Association of Fire Chiefs, Inc.:

The Auditing Committee examined the books of the New England Association of Fire Chiefs, Inc. on June 21, 1977. Also the related statements of revenue, expenses, equity and changes in the financial position for the year just ended.

In our opinion, the financial books and statements are correct, and indicate the financial position of this Association.

Respectfully submitted,

Chief Edward B. Borowiec, Ch.
Chief Merton S. Dyer
Chief Carl Sawyer

(Upon motion duly made and seconded, it was voted to accept the report of the Auditing Committee, as read.)

(Upon motion duly made and seconded, it was voted to accept the report of the Treasurer, as read.)

**NOMINATION AND ELECTION OF OFFICERS
FOR THE COMING YEAR**

President — Chief Merton S. Dyer. Nominated by Chief Fred Hast. Motion duly seconded and carried, unanimously.

PRESIDENT MERTON S. DYER: I would like to take a moment to thank you gentlemen for the privilege of serving as your President during the coming year. It is my pleasure to present Chief Andrews with the Past President's Pin.

PAST PRESIDENT ANDREWS: I want to thank all of the committee members for their part, for we have had many favorable comments. Congratulations to your new President, and the best of luck to everyone, for many happy years ahead.

PRESIDENT DYER: We shall now continue with voting for the Officers, the first on the list is First Vice-President.

First Vice-President — Chief Carl P. Sawyer of Poquonock Bridge, Connecticut. Nominated by Chief James L. Grote, Chester, Connecticut. Nomination seconded by many members and carried, unanimously.

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Second Vice-President — Chief Patrick Brown of Burlington, Vermont. Nominated and seconded from the floor.

(The Vermont delegates raised the issue of who shall and shall not vote for the Directors of all states, arguing that only they should vote for the second vice-president. After a reading of Article 7 of the Rules of Order it was decided that every dues-paying member present has the right to vote for all officers.)

Treasurer — Chief James F. Brennan of Salem, Massachusetts. Nominated by Chief James L. Grote, Chester, Connecticut. Nomination was duly seconded by many members and carried, unanimously.

Secretary — Chief James F. Brennan of Salem, Massachusetts. Nominated by Chief Hanson. Nomination was duly seconded and carried, unanimously.

DIRECTORS FROM STATES

Chief James Roland, to be Director for Maine. Nominated by Chief Wayne Murray of Cape Elizabeth, Maine. Duly seconded and carried, unanimously.

Chief Wilbur Perkins of North Hampton, to be Director for New Hampshire. Nominated from the floor, duly seconded and carried, unanimously.

Chief Ernest Flanders of Montpelier to be Director for Vermont. Nominated by Chief Al Galfetti of Barre, Vermont. Duly seconded and carried, unanimously.

Chief Larry Lamson of Hamilton, to be Director for Massachusetts. Nominated by Chief Creighton of Marblehead, Massachusetts. Duly seconded and carried, unanimously.

Chief Clinton L. Hughes of Wethersfield, to be Director for Connecticut. Nominated by Chief James L. Grote, Chester, Connecticut. Duly seconded and carried, unanimously.

Chief Angelo R. Cappelli of Johnson, to be Director of Rhode Island. Nominated by Sergeant-at-arms Joseph Monahan of Narragansett, Rhode Island. Duly seconded and carried, unanimously.

Salary of the Secretary to remain at \$1,500.00 per year.

Salary of the Treasurer to remain at \$1,500.00 per year.

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CONFERENCE SITE FOR 1980

After a discussion pertaining to food problems and exhibition space at the two locations nominated, the Wentworth and Dunfey's Hyannis Resort, Dunfey's Hyannis Resort was selected as the site for 1980.

CHANGE OF SITE LOCATION FOR 1979

At the last Annual Conference the Mountain View House of Whitesfield, New Hampshire was selected for the 1979 conference site. However, neither of the dates offered by this establishment were acceptable to the Directors. Consequently the Board of Directors voted to hold the 1979 conference at the Wentworth Hotel from June 24-27.

REDUCTION OF CONFERENCE LENGTH

Because of the expense and the fact that the Association is faced with three conferences within a six month period, the Board of Directors voted to reduce the Annual Conference by one day. The Conference next year will start on Sunday, the banquet will be on Tuesday night, and the Conference will end with the business meeting on Wednesday morning.

After a brief discussion of the possibility of keeping the four day conference length by scheduling it over a weekend, President Dyer referred the matter to the Board of Directors for consideration.

To further reduce the cost of the convention for the members a suggestion was made that the modified American Plan for meals be considered instead of the full American Plan, as presently used. President Dyer referred this matter to the Board of Directors.

(There was no new business nor resolutions.)

Chief Michael Moise of Providence, Rhode Island announced his city's Fire Recognition and Fire Prevention Day on October 2. He invited a delegation of Fire Chiefs to participate.

Chief Jerry Carle of Dracut, Massachusetts advised all the members planning to go to Denver to contact him for space reservations on the charter flight from Logan airport. He also announced that participants would be receiving all necessary information within the next two weeks.

The lack of press coverage was discussed and President Dyer stated that he would like to appoint a Publicity Committee to assure publicity prior to and during next year's conference.

The 55th Conference was adjourned at 10:30 a.m., June 23, 1977.

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MEETING OF THE NEW ENGLAND ASS'N OF FIRE CHIEFS, INC.

KING'S GRANT — DANVERS, MASS.

The meeting was called to order by President Earl Andrews at 2:25 p.m. with the following in attendance:

President Andrews, 1st V.P. Dyer, 2nd V.P. Sawyes, Sec.-Treas. Brennan, Directors Rulman, Hast, Schneider, Brown, Cappelli, Hughes, Past President Ed Borowiec, Committee Members Leddy, Moise, Creighton, Mongeau, Quinn, Murray, Ma'oney, Sgt.-at-Arms Monahan and Press Representative Frank Mahoney. Also present representing the manufacturers were Andy Monahan and Dave Deane.

Secretary Brennan gave the report of the May meeting at Lawrence, Mass. which was read and approved.

Secretary Brennan's Treasurer's report was read and approved.

Chief Leddy gave a report of progress for the program committee and suggestions for this committee were held over for new business. Paul did state that the New England Division would not be using Monday morning for their meeting as in the past. Chief Leddy suggested that two programs be held in the morning with one in the afternoon for a total of nine.

Mike Moise spoke about attempts to satisfy the needs and desires of all segments of the fire services, i.e., urban, suburban, rural, etc.

Chief Brennan suggested a panel discussion relative to the fiscal problems of the city and the ramifications. The program committee report was approved.

Chief Ed Creighton submitted his report of the finances of the last conference and other suggestions were delayed for new business.

Chief Murray's report for the registration committee was read and approved.

Chief Dyer reporting for the entertainment committee related that he was looking for help and direction.

Reservation Committee Chrm. Casavant said he would contact the hotel management people as he had many questions.

Public Relations Director Frank Mahoney reported that a lot of publicity work and releases were sent out prior to the conference. He also highlighted the difficulty of getting space in the paper because of the increased competition from newsworthy items. Frank stressed the fact of needing good speakers and/or programs and topics of interest. Mr. Mahoney while continuing with his new job as night editor, would also be attending the conference in Hyannis.

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Under unfinished business Secretary Brennan read letters from the Mountain View House in Whitefield, N.H.; the first letter was the one presented to the annual meeting at Bretton Woods and dated June 30, 1976 wherein the hotel offered the association a choice of June 10-14 or June 17-21, 1979.

The annual meeting members decided the June 10-14th dates were too early while the June 17-21 dates conflicted with the New York Conference. The members, at that meeting left the decision as to the dates up to the Board of Directors.

Chief Brennan read a letter from the same hotel, dated August 4, 1976 saying that they had released those dates so that other groups could have them. (Because we had refused to accept them.)

Another letter dated August 24, 1976, was placed in the records which stated that the hotel could not offer assurance on any other dates other than June 14-17, June 21-24, 1979 which are Thursdays to Sundays. And both of these are held tentatively by other organizations.

Actually, as to 1979 and the Mountain View Hotel, we were without a conference site. However, after receiving the August 24th letter from the Mountain View, I wrote Jim Smith at Wentworth to ask him if the dates June 24-28, 1979 were available. He answered in the affirmative.

Faced with the problem of not having a 1979 conference site, the Directors unanimously voted to request the dates of June 24-28, 1979.

This action was taken under Article IV, Section 4, "Nothing in Section I shall be construed as prohibiting the Board of Directors in case of extraordinary emergencies from changing the place of the meeting."

Under new business, Chief Borowiec suggested allowing for more exposure for our exhibitors. A closer relationship, where possible, between the exhibit committee and the program committee was another proposal. Another thought was more demonstrations by our exhibitors but Chief Creighton said there was little interest in this, while Andy Monahan said that often times the facilities and supplies were inadequate for a good demonstration.

Dave Deane reported that he was stimulating interest and enthusiasm amongst the dealers for the New England Association. He asked for and received some applications for membership. Dave and Andy Monahan both expressed theirs and other distributors' displeasure of the lack of chiefs registered at the last conference. The dealers need and want exposure to the people who can purchase their product or service, namely, the chiefs.

Dave also thought that streamlining the event to three days might prove beneficial. Several suggestions were made regarding registrations, i.e., that the exhibitors' registration be included in their booth fee. Change the registra-

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tion tally sheet to show active and retired chiefs separately. Have badges for male committee members.

The meeting adjourned at 4:30 p.m.

Respectfully submitted,
James F. Brennan, Chief,
Sec.-Treas., N.E.A.F.C.

NEW ENGLAND ASSOCIATION OF FIRE CHIEFS, INC.

MAY MEETING

The spring meeting of the New England Association of Fire Chiefs, Inc. Officers and Committee Members was held on May 3, 1977 at Dunfey's Hyannis Resort, Hyannis, Mass.

President Earl Andrews called the meeting to order at 11:00 a.m.

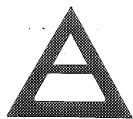
All officers and committee members were in attendance with the exception of 2nd V.P. Carl Sawyer of Ct. who was admitted to the hospital.

Secretary Brennan read the minutes of the November 9, 1976 meeting held at King's Grant in Danvers, Mass. which was read and approved.

Treasurer Brennan's report of the financial assets of the association was read and approved.

The following were admitted to life membership:

Chief Kenneth B. Ramsdell	— Rockland, Mass.
Captain Philip Renta	— Brookline, Mass.
Chief George H. Sweeney	— Bridgewater, Mass.
Chief Merton E. Churchill	— Attleboro, Mass.
Chief Raymond Buck	— North Easton, Mass.
Ass't Chief William Willard	— Manchester, N.H.
Lewis R. Aikman	— Belmont, Mass.
Deputy Chief Philip Hanson	— Kittery, Maine
Chief William Haldane	— Ridgewood, N.J.
Chief Lenwood Lowell	— Mendon, Mass.
Chief Angel Ortiz	— Montpelier, Vt.
Chief John Borden	— Swansea, Mass.
Chief Walter Roach	— Sharon, Mass.
Ass't Chief Fred W. Graham	— Stoughton, Mass.
Chief William Hoysradt	— Torrington, Ct.
Chief Albert B. Galfetti	— Barre, Vt.
Chief Eldred Harmon	— Scarborough, Maine
Chief Vincent Thayer	— Bellingham, Mass.
Chief Francis Gallant	— Pawtucket, R.I.
Chief Robert Ulm	— Bedford, Mass.



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Chief Creighton reporting for the Exhibit Committee has reserved space for 33 dealers; 23 are booths with 10 vehicles. This number at this time of year is about par. Report accepted and approved.

Chief Casavant reporting for the Reservation Committee is awaiting word from Mr. Nelson Cook, Conference Coordinator and Jim will give a report when he has the information. At 3:00 p.m., Jim was still looking for Nelson. Report accepted and approved.

Motion made by Chief Brennan to reduce the conference by one day. Motion seconded and carried. Conference will now be from Sunday through Wednesday.

Chief Murray reporting the activities of the Registration Committee indicated that new registration sheets would be available. This will indicate active and retired chiefs, associate members, exhibitors, etc. Wayne reported that new badges would be ready for the committee members. Report accepted and approved.

The Entertainment Committee report by Chief Dyer was acted upon with the suggestion that because the Tavern on the Green and Last Harrah Bar both had entertainment perhaps the association should rely on these. Report accepted and approved.

Chief V. Paul Leddy gave the report of the Program Committee with assists from Mike Moise and Clayton Higgins, both members of the committee. Report accepted and approved.

Frank Mahoney, City Editor of the Boston Globe and P.R. man for the association stated that television coverage should be good. Both A.P. and V.P. will also send media people provided the sessions warrant the coverage. It has to be newsworthy.

The open letter by Sec. Brennan was discussed relative to the course of action with regards to the Quinlan Publishing Company contract. It was decided not to pursue the issue but to search for other means of income. President Andrews stated that it would be appropriate for the new president at the fall meeting to appoint a Ways & Means Committee relative to the Red Book.

Chief Pat Brown made a motion to drop the cocktail party because of the expense. Lacking a second motion it failed.

A letter from Chief John Cashman of Barrington, R.I. asking for the support of our association was read. The issue is a conflict between the town manager and the fire chief as to whether a certain school should have sprinklers. After much discussion and reading of documents and letters of support, it was unanimously voted to support Chief Cashman.

A raffle was discussed to help defray some of the expense of the association conference. Chiefs Pat Brown and Ed Borowiec were appointed by President Andrews.

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Dave Deane and Andy Monahan representing the dealers displayed great generosity in helping with some of our expense by donating \$500. Thanks from President Andrews and the members were profuse.

Motion to adjourn at 12:35 p.m.

Signed:

James F. Brennan, Chief
Sec.-Treas., N.E.A.F.C.

NEW ENGLAND ASSOCIATION OF FIRE CHIEFS, INC.

1977

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Bergeron, Emile, Chief, Fire Dept., Biddeford 04005
Berry, Ted, R.F.D. #2, Livermore Falls, 04254
Boivin, J. Eugene, Chief, Fire Headquarters, Rumford 04276
Brown, Ralph J., Chief, Fire Headquarters, Cumberland Center 04021
Butters, Robert, Chief, Fire Headquarters, Norway 04268
Chandler, John P., Chief, R.F.D. #2, Gorham 04038
Clark, Ronald F., Chief, Fire Headquarters, Brewer 04412
Cleaves, Freeman G., Jr., Chief, Fire Headquarters, Falmouth 04105
Daye, Ernest F., Chief, Fire Headquarters, Calais 04610
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Edwards, Harold R., Chief, 12 Spring St., South Paris 04281
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Emerson, Arthur R., Chief, Town Hall Place, Brunswick 04011
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Finch, Ralph B., P.O. Box 11, Boothbay 04537
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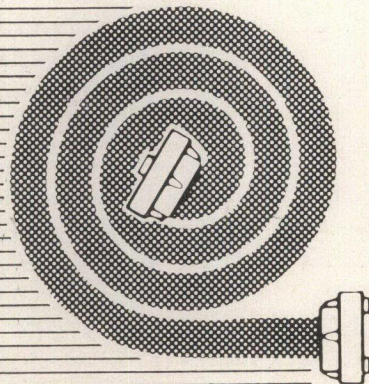
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Grafton, George, Chief, Fire Department, Thomaston 04861
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Kenney, Norman, Chief, Fire Department, Bath 04530
Labbe, George, Chief, Pleasant Hill Rd., Brunswick 04011
Landers, Thomas J., Director of Public Safety, Orono 04475
Lesard, J. A., Fire Department, Portsmouth Naval Ship Yard, Kittery 03904
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Randall, Carl D., Chief, Fire Headquarters, Topsham 04086
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Redman, Robert G., Chief, Fire Headquarters, Bucksport 04416
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Robichaud, Gary J., Chief, Fire Department, Orono 04473
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Rulman, James F., Chief, 790 Main St., Westbrook 04092
Ryan, James J., Associates, Fortunes Rocks, Biddeford 04005
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Waterman, Willard, Chief, Fire Department, New Gloucester 04260
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 Dutton, Arthur, Chief, Hillcrest Apts. 2-22, West St., Milford 03055
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 DuVarney, Victor C., Chief, Conant Rd., Nashua 03060
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 Eaton, Melvin R., Chief, Farmington 03835
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Glidden, Walter, Asst. Chief, Atkinson St., New Castle 03854
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Gorski, Edward F., Deputy Chief, 2 Wentworth St., Exeter 03833
Grady, John, Deputy Chief, 65 Alger St., Manchester 03100
Grimes, Alfred E., Asst. Chief, Durham-UNH Fire Department, Durham 03824
Hast, Fred, Chief, Fire Department, Pittsfield 03263
Hal, Frank J., Asst. Chief, 1 Hall Ave., Merrimack 03054
Heon, Robert, Chief, 14 Morning St., Somersworth 03878
Hersey, Eugene C., Deputy Chief, 36 Dodge Ave., Portsmouth 03801
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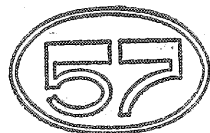
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