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of the

New England Association

of

Fire Chiefs, Inc.

Annual Conference

June 25-28, 1978

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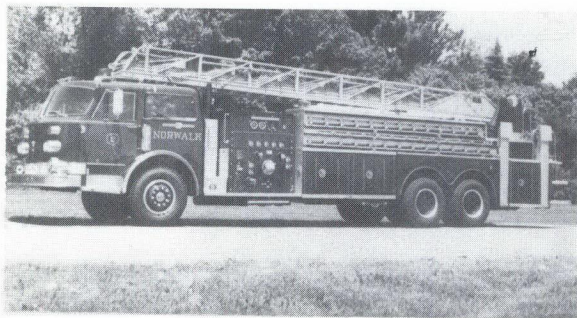
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Places and Dates of Past Conventions

- 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. RANDLETTE, 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 CARMI J. DUSO, Enosburg Falls, Vt.
- No. 47—THE WENTWORTH, 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.
- No. 56—THE WENTWORTH, Portsmouth, N.H., June 25-28, 1978
PRES. CHIEF MERTON S. DYER, Peterborough, N.H.

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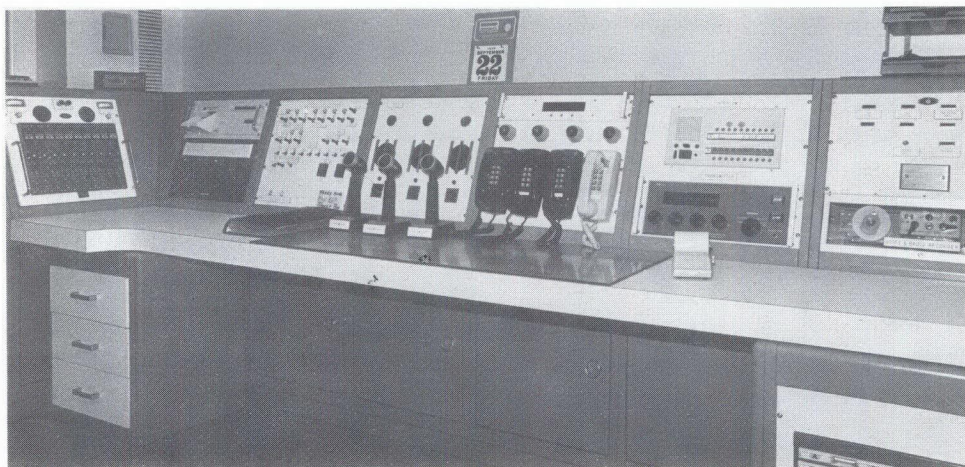
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56th Annual Conference**NEW ENGLAND ASSOCIATION OF FIRE CHIEFS, INC.****Wentworth By-the-Sea, Portsmouth, New Hampshire****June 25 - June 28, 1978****SUNDAY EVENING SESSION — JUNE 25, 1978**

The Sunday Evening Session of the NEW ENGLAND ASSOCIATION OF FIRE CHIEFS, INC. convened in The Ship, at THE WENTWORTH-BY-THE-SEA, New Castle, New Hampshire on June 25, 1978, with President Merton S. Dyer calling the meeting to order.

PRESIDENT DYER: Ladies and Gentlemen, it is a distinct pleasure for me to welcome you here this evening, to the 56th Annual Conference of the NEW ENGLAND ASSOCIATION of FIRE CHIEFS, INC.

I am going to ask Chief Moise of Providence, Rhode Island to lead us in the Salute to the Flag. [Salute to the Flag was then recited by those present, with Chief Moise as the leader of the Salute, and also the singing of the Star Spangled Banner.]

PRESIDENT DYER: The Invocation will be given by Reverend Charles F. Hood, our Chaplain, from Beverly, Massachusetts.

REVEREND CHARLES F. HOOD: We thank you, O God, as we gather together and as we remember our comrades, that we may convene here at this meeting, and we ask this, O God, in your infinite mercy, in the name of Christ, our Lord, in the Name of the Father, and of the son and of the Holy Spirit. Amen.

PRESIDENT DYER: Our Address of Welcome will be given this evening by Chief Clayton A. Higgins of Concord, New Hampshire.

CHIEF CLAYTON A. HIGGINS, of Concord, New Hampshire: Ladies and Gentlemen, it is with a great deal of pleasure that I welcome you to New Hampshire, for we are proud to have you within our State. But, more importantly, we are proud once again that we may host the Annual Conference of the New England Association of Fire Chiefs, Inc.

We welcome you to the State of New Hampshire, and we are proud to be your host for this 56th Annual Conference! [Applause]

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PRESIDENT DYER: Thank you, Chief Higgins. The Response to the Address of Welcome will be given by our First Vice-President, Chief Carl P. Sawyer of Groton, Connecticut.

FIRST VICE-PRESIDENT CARL P. SAWYER: I didn't know what Chief Higgins was going to say, but I want you to know that it is, indeed, an honor and a privilege to be here this evening to deliver a Response to the Address of Welcome for our 56th Annual Conference.

We have enjoyed the hospitality of our gracious hosts, the Smiths, as has been the case for many years. Since our Conference in 1946, which was our twenty-fourth, twenty-eight of our Conferences have been held right here at The Wentworth-By-The-Sea, and I believe that this is an indication that we all enjoy your hospitality.

ROLL CALL OF DECEASED MEMBERS

James F. Brennan, Secretary-Treasurer

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

<i>Name</i>	<i>Died</i>
Chief Russell P. Eddy, Swansea, Ma.	August 8, 1976
Comm. C. C. Rounselle	January 15, 1977
Chief Frank Amico, Winchester, Ma.	July 27, 1977
Chief Fred E. Whelan, Milton, Ma.	August 17, 1977
Chief William H. Clifford, III, Cape Elizabeth, Maine	August 11, 1977
Chief Clayton T. Ashmore, Winchendon, Ma.	December 15, 1977
Chief Victor M. French, Palmer, Ma.	December 1, 1977
Chief Ernest H. Gunther, Jr., Dracut, Ma.	March 12, 1978
Dept. Chief Lawrence K. Putnam, Goffstown, N.H.	May 8, 1977
Chief Clayton W. Bishop, Plymouth, Ma.	November 15, 1977
Chief Russell Montgomery, Roxbury, Ct.	November 23, 1977
Comm. Thomas P. Sampson, Springfield, Ma.	May 8, 1978
Chief Michael J. Fox, E. Providence, R.I.	May 8, 1978
Chief Walter P. Spellman, Jr., Lexington, Ma.	May 15, 1978
Chief Raymond W. Fogg, Groton, Ct.	January 24, 1978
Chief Romeo D. Monast, Pawtucket, R.I.	June 7, 1978

MEMORIAL ADDRESS

Reverend Stephen Foley, Chaplain

Mr. President, Officers and members of the Association, Ladies and Gentlemen. It is my distinct privilege to address you at this 56th Annual Conference on the occasion of this Memorial Service, and I thought that we might consider this evening; since we are honoring those who have gone on before us, it might be en-

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tirely correct to reflect for a few moments the call for which God summoned each one of us. There is no call more certain than there is the call of eternal life, and we read in the old Testament that you have been called to share in the service of God, and those of you who represent the fire service have, indeed, been called to share in that service of God in a very special and unique way.

Any one of you here this evening who aspires to be a great Chief must reflect well upon the words of Jesus Christ:

“If any one of you wishes to be great, he must become the servant of all.”

And therein lies the true greatness of leadership, the leaders who have served in this Fire Service. It is very easy for us, the way the world is today, to be caught up in the flood of complacency, to see if we happen to be Chief of a paid Department, and “these union problems are a little bit too much for me, so I’m going to call it ‘quits.’ ”

Well, if Christ had called it “quits” you and I wouldn’t be sitting here this evening. If He had called it “quits” our Fire Service would be that much less excellent, and it would be that much less a service of love. Yes, it would be that much less a service of beauty and dedication to our people.

I am often reminded of the words in the Scripture:

“The way, the truth and the light, and no one comes to the Father except through me.”

Christ also said:

“Whatsoever you do for the least of your brothers, you do for me.”

Gentlemen, if you do not see your job as Chief as a job of service, first and foremost, you are going the wrong way on a one-way street; your direction has been reversed. Your goals are not in the proper perspective. And, how often it is easy to put things aside? How often it is easier to take the simpler way out? Oh, yes, sometimes the demands are difficult.

The highest ideals of the Fire Service and the call of God are essentially one and the same - service to the people of our communities, and any one who sees the Fire Service in a different light is falling far short of our noble calling.

Christ reminds us of this in startling words when He says in St. Matthew:

“Any one who acknowledges me before my Father in heaven, I will acknowledge, but he who disowns me, I will disown before my Father in heaven.”

Let us pray this evening and hope that because of the lives and examples of those who have gone on before us, those whose names we have heard read this evening are going to be those who remain fifty-five years before us, and let us pray that by our example we will carry on the ideals of those who embodied these examples in their styles of living.

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PRESIDENT DYER: This concludes our Memorial Service for this year, Ladies and Gentlemen.

[Meeting was adjourned at 9:40 o'clock P.M. on June 25, 1978.]

MONDAY MORNING SESSION — JUNE 26, 1978

PROGRAM CHAIRMAN MICHAEL F. MOISE: Good Morning, Gentlemen. We are about to commence our technical sessions, and I believe that we have a very interesting and a very good program for you.

CHAIRMAN MOISE: It gives me great pleasure at this time to introduce your Moderator for this part of the program this morning, Chief Paul J. Roach of Stoughton, Massachusetts! [Applause]

MODERATOR PAUL J. ROACH: Good Morning, Gentlemen.

We are very fortunate this morning to have two speakers opening up our Program and opening up the Conference for the Technical Sessions who are well qualified in their field. Their names, I am sure, are familiar to every one of us. They are on a very busy and tight schedule, and yet they have some information that I am sure you will all find interesting as well as educational.

Our speaker is a very young-looking gentleman; he is one of the young people left in Washington, and he is George W. Jett. At the present time, Mr. Jett is General Counsel, Office of the General Counsel, Headquarters, DCPA, Pentagon Building.

As to his duties, he is responsible for all legal aspects of, and all legal services required in the formulation, development, execution, content and administration of the National Civil Defense Preparedness Program.

The young man will speak on the subject of the "United States Fire Administration Reorganization Overview" and it is my very great pleasure to present to you at this time our first speaker of this Technical Session, George W. Jett! [Applause]

UNITED STATES FIRE ADMINISTRATION REORGANIZATION OVERVIEW

George W. Jett, General Counsel
Office of the General Counsel
Headquarters, DCPA, Pentagon

What I want to do this morning is to cover, briefly, what we are doing down in Washington with the Fire Program and the reorganization of the project, and, hopefully there will be some time left for any questions you may want to ask.

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I am the General Counsel, but for almost a year I have been on assignment to the White House to work on this project. When I was brought into the White House Staff, the first thing they asked me to do was to put the Civil Defense hat aside and take an objective look at what the President wanted to do in an emergency program.

If you read my background, you will note that I have had around seven, eight or nine different jobs in Washington. And these Fire people have been twenty-five or more years in the Fire Service, so I know what dedication it takes to give to one job for your entire work experience.

Let me talk a little bit about what reorganization is all about. The President came to Washington with some strong ideas on this whole subject, and he put Jim McIntyre in charge of the Office of Budget Management. At the present time, there are some twelve to eighteen different studies going on. This is not one of the major studies, but there are several studies that are going on to reorganize several large segments of the government, and more, in particular, to reorganize all of the natural resources project.

Our project started August 25th, and the President asked us to do two things. He asked us to set aside the Federal role of assistance, as he said that the primary role is that of the State and local operations. Then the question was: What should the Federal government's role be, in order to do the job? Secondly, what kind of organization in the Federal government do we need to carry that mission out?

Greg Schneiders, was appointed by the President to help the project out. Basically, we tried to find out the options we had, and the loose programs. We had a lot of the State and local programs, having to do with the Mayors and the County Executives, and throughout the country they helped us out on matters pertaining to their operations. We had regional meetings, and we had several experts and consultants who gave us advice. I would make a note that there are about forty-five Federal agencies that are involved in the assistance programs, and there are about a hundred and forty actual programs for emergency assistance; some of them, you may not have heard about, and indeed, some of them I have not heard about. We did find that many programs were involved in the states and local regions.

Frankly, Emergency Assistance, and this is the key to the reorganization recommendations that were made, were varied. This includes the Fire Program. I mean that they were buried under several layers of departmental chaos.

We had four categories of solutions. First, to do nothing. That was an attractive one. The major agencies didn't want much to happen. Each one had its own program and they liked operating and managing it. They didn't like the authorities moved away from them, and there really is a question of moving agencies around which creates destruction.

Then, there is the question of keeping the budget split; if you keep small programs spread all around, then it is easy to keep a lid on the budget program, whereas if you bring them together under one heading, then the guy who is leading it up becomes a good advocate for increasing it.

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Another category is to do very little, which means to create a group to handle the matter. We rejected that, because it had been tried before. You may remember that the Office of Emergency Management was closed in 1974.

The third option was creating a super agency, which is what a lot of people wanted to do. There are about 45,000 in the Federal agencies and that constitutes a large operation that is almost a major level function, if you brought all of those agencies and people together in one super agency.

Our problem, there, was that it would have created a bureaucratic maze and it would cause disruption to programs and there would have to be a big expertise in the department to handle the programs, particularly the hazardous materials. We did want to break all of those linkages which were so important. We wanted to create a small line of agencies and the key operation responsibilities in several areas.

Next, and very important is that of Emergency Prevention, and that is where the Fire Program comes in, with such things as coordination for earthquakes, flood insurance, which is a major program, as well as housing and urban development and the Fire Prevention Program.

First, we have asked the President for a direct commitment for a responsibility to those programs. We told him that we were not getting the effective cooperation that we should have and that we need. We said: "We are asking you to make a personal commitment of your administration that these are important programs and deserve your attention." He made that commitment in the formation of the agency.

The structure of the agency is going to be important. There will be a new Federal Emergency Agency in Washington, independent, and reporting directly to the President, and the head of that agency will have access to the President.

Quickly, I may talk about why we intended to bring this program in and why we think it is important. The Joint Council's efforts here were very keyed up. The Fire Chiefs in this room were represented by the International Association and all of the other Joint Councils were committed strongly.

The Congress had called for legislation creating the Administration, and giving it a start. The head of the Fire Program will report directly to the Administrative Agency. He will be appointed by the President, with Senate confirmation.

Right now, the Fire Program, on paper, reports to the Secretary of Commerce. As a practical matter, that is not the case. It is through the chain of command, just like other agencies in the Department; there is no difference. That chain of command is a long and cumbersome chain, and many good agencies fall by the wayside.

The agency is going to have about ten operating major programs, and this guy will be charged with coordinating and directing all the Federal Programs. He will have the final decision on how programs are operated in the Department of Agriculture, Small Business operations, the Department of Transportation, or whatever. This guy will be the Emergency Assistant to the President, and he is going

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to have the directive authority over all of the other agencies, even though he does not manage them on a day-to-day basis.

Let me quickly tell you where we are.

The President approved the package creating the new agency, announcing it to the Congress, on June 19th. And, there is a Reorganization Plan attached. We have had Senate hearings on it on June 20th, and we have House Hearings this morning, which is the reason that I am so glad to be here.

Let me tell you what the Approval Process is, so that you can understand it. When a Plan goes to Congress, it can be understood in two different ways. Congress can fail to act against it in sixty days. The reorganization is a fact. The other way is for the members of Congress to introduce a resolution of disapproval, and they vote that down. That is the procedure set forth by law.

The Reorganization Plan was submitted June 19th, so that the calendar is running right now, and we will be keeping very close tabs on how that does up there on the Hill.

First, do we bring the Fire Program in? The Fire people have raised this question. And I guess the background of that is this. Our studies stem from previous Congressional studies, which say that we need to bring Civil Defense into Emergency Planning, which is planning for any mishap on a national level within the major Federal and Disaster Relief situations, where we need to bring all agencies together, and the question is, why did they decide to bring the Fire Program into that structure? The issue goes back to what we asked the President for. We say it's a gift and that everybody wants to bring those things together.

The question is: Is Fire going to be dominated by Civil Defense and Disaster Relief? That is a tough one. When a major disaster occurs and the President gets on the spot, there is a lot of attention given, and the question gets to be: "Well, is the Fire Program going to receive adequate attention on a day-to-day-operation?"

With big fires, big floods, big tornadoes or whatever, they are major disasters. Well, we think that we have designed a program that will make sure that that does occur, and that the newer program receives the attention that it warrants, because we have made the program and headed it by a Presidential appointee, and that is a high position, I can assure you. For, that guy is charged with the total Fire Program, and we think that he will be able to respond. You can call this guy and he will be listening to you and taking your problems under his jurisdiction.

The President has asked Congress to create ten new Regional positions, so that he can appoint people to run the regions. You can have a Civil Defense Regional Director, and in Denver he has been there for a number of years, and now are we going to get rid of him? Just so that a non-career person can be appointed?

The fourth question is this: Are we going to consolidate the training?

My answer was that they couldn't. The Fire Services needs for training are so

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enormous that you would be conducting the Fire Training Program. And, in any event, the Civil Defense Program has gone from a central training operation to a regional one. They still have a Civil Defense College in Battle Creek, Michigan, where most of the training, now, is at the local level, through training units.

We are very hopeful that we have minimized this matter of a possible disruption. The plan calls for the new agency to be together by April 1, 1979. Our target date is three or four months earlier. We hope to bring it off by December or January, and we hope that we will have a new agency that will be responsible. I know that the Fire Service is responsible. I was down in Memphis recently, and there were more people at that convention than there are constituent groups of all the other element groups that we are dealing with. I get letters from the Volunteer Fire Council, telling me that they represent two million Firefighters, and that is a very large constituency, and we are glad to have that element in the new agency.

On the state and local level, we want a key element and a key connection with the Fire Service. We are very much delighted to have you, and we say to you that the Plan will definitely be approved. We don't see any road blocks at all. By this time next year, the NFPCA in Washington will be a new agency, and we will be able to tell you more about the operation of it at that time.

It is our intent to enhance the performance of your program and to make it better all around, and we are sure that we are going to do that.

If there are questions that I haven't answered, I would love to answer any questions that you may have at this time. [Applause]

MODERATOR ROACH: Are there any questions that any one wishes to ask our speaker?

QUESTION: I have one main factor in the back of my mind that jeopardizes my position in the community. I am in complete control of any operation that occurs in my city.

Are there any other questions that any one has?

QUESTION: In regard to the LEAA and education, and talking about Fire Prevention, the Fire Prevention Program costs *X* amount of dollars, as we all know. Will your organization be able to send me information, and I could hand this out to my citizens without any cost to me, and, in fact, it would reduce my costs.

MR. JETT: We are not going to change the program. Quite simply, we are going to take the program from the Department of Commerce, as you now know it, and move it into a new agency. We don't have any intention of doing that right away.

Very frankly, the Fire Program has the appeal, and it is tremendous, thereby having this great appeal. If the Federal government is going to pay a great deal of attention to the program without much appeal, then it doesn't make sense and the Fire Program deserves a lot more attention than it has had.

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Are there any other questions? If not, I guess that does it, Mr. Moderator. [Applause]

MODERATOR ROACH: If there are any other questions we can have a question and answer period after our next speaker.

Our second speaker on the subject of United States Fire Administration Reorganization Overview, concerning the National Fire Academy and Present and Future Programs, is Superintendent David M. McCormack, of the National Academy for Fire Prevention and Control, of Washington, D.C. He is a former Deputy Chief of the New York City Fire Department and he served for twenty-two years in all ranks from Fire Fighter to Deputy Chief.

He has a Master's Degree in Administration from Columbia University. He was appointed Superintendent of the National Fire Academy in January of 1976.

I am delighted to present to you at this time Superintendent David M. McCormack, of the National Academy for Fire Prevention and Control, of Washington, D.C. [Applause]

**NATIONAL FIRE ACADEMY
PRESENT AND FUTURE PROGRAMS**

David M. McCormack
Superintendent
National Academy for Fire Prevention
and Control
Washington, D.C.

Thank you very much. I certainly do appreciate the opportunity to be with you at the 56th Conference of the New England Association of Fire Chiefs, Inc., and I want to thank Mike Moise for the invitation to be here, particularly on the day when they have hearings down in Washington, as was mentioned here.

The President delivered a message on June 20th, in which he directed the creation of a Federal Emergency Management Agency, which is involved in preparedness and recovery from natural and man-made disasters. The decision was to include Fire Prevention and Control as a part of that new agency.

The Plan has gone to the Congress, and there will be Senate hearings next week, such as will be held today in the House. In all probability, the Reorganization Plan will go forward and, hopefully, we will have this new agency operation, as the previous speaker stated, by December of this year, regardless of prior arguments and discussions on this matter, and there are matters pro and con, but I think that we are beyond that, now.

The President has made his decision, and I regard it as an opportunity for the Fire Service of this country to exercise a leadership role, not only in control of fires, but in reaction to the emergency significance, natural or man-made, as they occur.

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The Public Law of 1974 is not going to be substantially altered. There will be some adjustments made in the months ahead, but the thrust and the intent of the legislation is made clear. It charges the Fire Academy to improve the professional performances in the nation's Fire Service in training and education. I haven't heard one person, yet, say anything differently, and we are committed to this. We will do it with this International Control Administration and the Federal Emergency Agencies of the United States, or whatever other name is given to it.

The nation's Fire Service, is involved in whatever the disaster is, whether it be fire, earthquake, tornado, flood, a burst dam, terrorist activities. Every man in this room knows that he has been involved at one time or another in emergency situations that are unrelated to fire. As a matter of fact, with reference to the Martin Luther King incident, we were the only people at 145th Street, and that includes the Police.

So that in the new agency, there will be approximately 2400 employees, and a budget of 600 million dollars. The Federal Disaster on Floods, the Federal Insurance Administration, the Federal Preparation Agency, which is out of the GSA, they are the big ones as far as the consolidation is concerned. But, the big agency, the big competent one of the new agency, unquestionably is Fire. It is the most diverse, and we have people involved with us, and as I have said, they will be in every village, town, hamlet, of the United States, without exception.

We have had three major initiatives, the first is to develop the agency with a program, and we will be delivering some eighty-nine courses in forty different states before the end of this calendar year of 1978.

The Fire Academy, which is located in Washington, is the Fire Academy on a national focus, the Hub of the Network in Fire Education and training, and our Program will better assist the State and local communities in putting their own act together, as far as their training is concerned. The most successful program is operating in twenty-six States, and we expect to add nineteen more States and bring it up to a total of forty-five.

I have here some slides that I want to show you for a few moments on the Academy site.

The importance of the National Fire Academy has been brought home. There has been, and justifiably so, some reluctance on the part of the people in the Office of Management and Budget to support the concept of a National Fire Academy of bricks and mortar. A week ago last Friday, the Director of the Office of Management and Budget, and the Fire Department people, with the other people, as well as those of us in the commercial end of it, all got together and now we know that the OMB will support an Academy at the site; that is, a Fire Academy under certain conditions.

We are committed to the concept of the belief that Fire Protection in this country is and should be maintained as a State and local responsibility.

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We will develop a training package. We will pilot that, and get the kinks out of it, and then we will deliver it for a limited period of time for training, as you select and designate, through the plans that you are developing in training assistance programs. We will hand it out to you and you, then, will modify it as you see fit for your local needs, and the trainers you have designated whom we have trained in the delivery of this particular package will then go back to their home communities, so that you will be using that package as you see fit. Then, the National Fire Academy steps out, and lets you run it, and as appropriate, it will come back in, up-dated.

In line with the developments now, the delivery in 1979 will be a course in Educational Methods, too, along with Management and Administration of Emergency Medical Services, Management and Administration Programs in Physical Fitness for the Fire Service and Management of Disaster Control Systems for Hazardous materials. These are all needs, I assure you.

We are getting into non-training, and we are trying to help you in handling your own situations, so that we don't continually run into some of the problems that we have had in the past.

We have to turn away ten students to every one we accept. We do intend to have an application procedure, and we will also have a utilization consent. We are able to measure impact and we can also measure the effectiveness of what we are doing. I think that that is quite important. It is one of the problems that we have in any kind of training, and I am sure we can solve the problem. We don't intend to sit back and wonder and worry about what the new situation is going to be doing, and we intend to get out and lead it, if we can. We don't intend to have the Fire Service take a back seat for any one. The Fire Service should continue to be dynamic.

Gentlemen, if you have any questions, I shall be glad to answer them, if I can.

QUESTION: You have mentioned the potential of employees. But, do you know how many the Department of Commerce has?

SUPERINTENDENT McCORMACK: What Commerce has?

QUESTION: Yes.

SUPERINTENDENT McCORMACK: I am told it is 25,000.

MR. JETT: The new Agency is going to be 2300 or 2400 people to start with, and a large section of that element will be at the regional level, almost two-thirds, so that the Headquarters Programs that are operated in Washington will have only 700 or 800 people.

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MODERATOR ROACH: I want to thank our speakers of this morning, and I also want to thank you gentlemen who are here, our audience, for your interest and participation.

ACTING CHAIRMAN V. PAUL LEDDY: The Moderator for this morning is Chief John E. Riordan of Middletown, Connecticut, and I can say to you that he has had a great deal to do in the past with the Planning Committee and so on, so that he is pretty well up on all of this business.

MODERATOR RIORDAN: It is our pleasure, Gentlemen, to have with us this morning, Salvatore P. Russo, Ph. D., Administrator of the Burn Center, Boston, Massachusetts.

Dr. Russo received his B.S. in Business Administration from Suffolk University, and his M.A. from the same University, where he attended the Graduate School of Education. He received his Doctor's Degree from the University of Saratoga, where he majored in Higher Administration. He is presently the Administrator of the Shriners' Burns Institute of Boston, Massachusetts, the Boston Unit.

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Salvatore P. Russo, Ph. D.
Administrator of Burn Center
Boston, Massachusetts

Thank you very much, Chief Riordan. The Shriners of North America maintain twenty-one hospitals throughout North America, and they are in Mexico City, in Canada, and all the way to Hawaii; the rest of them are in the continental United States.

The particular hospital in Boston is a Burn Unit, and we have thirty beds for the care of the critically burned children, and also for reconstruction, we do plastic surgery for any child who was burned and cared for either at our hospital or at another hospital.

The Shriners maintain another hospital in Cincinnati, Ohio, with thirty burn beds there, and they also have in Galveston, Texas, another thirty bed unit for burned children.

We take patients from anywhere.

As to the Staff of our hospital, the doctors must have an appointment at the Massachusetts General Hospital. This is also true in Cincinnati, Ohio and in the University Hospital of Texas. Our doctors must also be Professors, or eligible for a Professorship at the Harvard Medical School. I mention this now because I am going to tell you about the care given at our hospitals, which is absolutely free. Our budget for the hospital runs slightly over 345 million dollars. Our hospital alone in Boston is 4-½ million dollars, plus another 2-½ million dollars of research.

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I have some slides that I would like to show you and explain the kind of care that we give, both acute and reconstructive, and also a little bit about prevention and a little bit about burns, with the kinds of patients we get through these burn accidents in the majority of the cases that we see.

Most burns are preventable; they are caused by accidents, and many times they are very careless accidents.

If a patient comes in, we find that most of them, besides being burned, that patient has other problems. Then, we have our other men come in. For instance, we had a child who swallowed some lye. This is a dye burn to work with, and we were able to call on experts from the Massachusetts General Hospital to help to rebuild this esophagus, and they couldn't, really, because it was all burned out. But, we created an esophagus form, and we were able to work on the voice box, so that he finally was able to speak again.

Going back to the original concept, we are involved in teaching. We go around the world, teaching doctors and nurses how to care for burns and, of course, our entire second floor is dedicated to research, and in the results of this research about eleven or twelve years ago, if you were burned between 40 and 50 per cent of your body, in other words, third degree burns, your chances of survival were *nil*.

I am going to show you a slide of a child's burn which is 91 per cent, with a survival. This is an on-going thing. And, you need a team of doctors and nurses, and also physical therapists, social workers, psychiatrists, and Chaplains who come in and help out. And, of course, the biggest problem, because we are better at treating burns now, and the children are surviving, but now we have created another problem. It reminds me of the stickers that we used to put on windows at home to tell the firemen that a child was in the house. And they were great, except that it is my understanding that when people moved out, they didn't take the stickers off the windows, and the poor firemen may be in the house when there is a fire, looking for a child that doesn't exist. And, firemen have lost their lives as a result of that.

So that problems are created when a child is disfigured, and we try to get them back into the school system and into the community, and we find that the school system and the community doesn't want that child; the neighborhood kids won't play with him because he is ugly-looking, and friends and neighbors look upon that child as a foreigner, and they are no longer speaking to each other, because the burned child, a beautiful looking kid before, is burned.

Here is a technician [showing slide] who is doing a bacteria study, which is very important. This is some of the research that I mentioned earlier, for there is research that is going on all the time.

Here is our ward area, and in here [showing slide] the nurses are working with the patients; they work with the patients all the time. Well, you can't see the nurses, actually, but the stations are right there, and right next to the stations there is a bacteria-control nursing unit, and in this unit here, there is sterile air coming down

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over the patient, into the floor, re-cycled around the patient, which makes the sterile environment, so that the patient lives in that sterile environment and he doesn't become infected. But if the air circulated is on bacteria, then the patient might be re-infected. So that it is very important that the air be allowed to flow, and it goes down over the patient and washes through him, by him and through the floor, circles around, re-cycles, re-filters and then goes back over the patient again.

This is our physical therapist [showing slide]. She is making some particular braces and other prostheses for patients. Every burn is different, and as a result of that, these prostheses have to be made to order.

This slide shows the tanks that the patients are put through, with hot and warm water, as well as salt water, and these tanks are very important in the care of burns because if you don't keep these limbs moving and the fingers moving and the legs moving, then the patient will freeze up. But when they are doing their jobs properly, then you are able to get this child moving, shortly after the burn, through these tanks, and as a result the child will end up not having to have as much plastic surgery after the burn.

The nurse and the burn technician dress in surgical garb, with the mask, cap, apron, etc. When they are through working on this patient, they take all of that off, and then throw it away. They then dress again for the next patient. If they don't do that, they will carry the bacteria from this patient and infect the next patient, which again is extremely dangerous and could cause the other patient to die.

By putting the hand in this device, the position of the hand is set the way the surgeon wants it; the hand doesn't freeze up on surgery when using this type of a set-up.

This is one of the first of many cases that we had to use skin from the parents, and the body rejects foreign skin; it will only take your own. We had to use immuno-suppressions, various drugs, and not reject the foreign skin; it was the only way that the child could be saved. We also used a tremendous amount of blood, as you can imagine; in the first hundred days, 208 units of fresh frozen plasma were used.

What we do with these patients is this. We give them one procedure and send them home. Then, we take them back again and do another procedure. We try to do the procedures that the child wants done first, usually on the face, first, as well as the hands, and the parts of the body that others can see. We try to do those first, because the clothing will cover most everything else. And that is better for the child and the family.

Here is an injury of the hands. The hands are very, very difficult to work on. They have a difficult mechanism, and it takes real skill to get a hand that has been burned back to working again. Under the old procedure, in the old days, when the hand was burned, it became useless, and it just was allowed to heal. Through our procedures of primary incision, we remove the burn immediately, and within twenty-four or forty-eight hours, we covered it over with skin taken from other parts

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of the body, and within a few weeks, we had a hand like you see, there [referring to slide].

Here is a child from Puerto Rico who came in some years before and was left in these positions. They didn't have the expertise in physical therapy and plastic surgery. Also, note the position of the body; it is twisted; this patient is frozen that way, with all of that scarring on his skin and on his legs. Those legs are badly scarred, and with open wounds. We would never discharge a patient with open wounds. Look at this arm [referring to slide]; it is totally useless. In a fire situation, the arms will web.

In this situation, the hand will twist and freeze, and that is the way he was when he came in. The surgeon went to work on him, and he was able to release the webbing area, and now the arm and hand work, even though there is a lot of scarring there. His body was straightened out, and the wounds were closed, and they are now working on trying to remove as many of the scars as possible that he has everywhere else on his body.

The child is presentable and will be able to face society.

We are working right now on ears. Up to now if a patient was burned critically and lost his ears, we have a system whereby they would develop an ear, tone it and shape it, and then we glue it on. The only trouble with those ears is that somebody may tackle this particular patient, and sometimes the ear falls off, and this kind of shakes up the rest of the players. Our Chief of Plastic Surgery, in his large laboratory on the second floor, is working on an ear where we can develop it right from skin so that it will be firmly attached. He has to create it, shape it up and do all the rest of it, but he will create it in such a way that it will be firmly attached and it will be part of the head, and therefore, the child will have an ear that is really an ear, because these other ears just don't last, especially with children.

Many times, these burns are the result of matches. These two to six-year-olds like to emulate whoever they are watching, especially their parents. In this case and in many cases like this, they are striking matches. What happens is that when the match flares up, the child gets frightened, because he is not used to this. All they have is a plain match at first; it scares them and they drop it in their laps. The clothing is burned, and he ends up with a very severe, glowing burn, and it is very difficult to repair this type of burn.

These are Shrine Clowns [showing pictures] who come to the hospital. Our children, as you know, spend many, many days in the hospital. They come to the hospital and they do whatever they can. We have a group of recreational people who come to visit us and to see our children who are severely burned. You might think that they are very unhappy, but they are not; they are very comfortable there, and they feel safe there, because everybody has the same problem; everybody looks alike, and no one is giving them a hard time, and they are really very pleased being there.

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Indeed, many people say: "What a happy group of kids! Why are they so friendly, considering what they have gone through?"

Let me say that many times we have trouble in getting them home, especially around Christmas time, when they know that the Shriners are coming with all the presents.

We have a play area upstairs, where they watch movies, and they are able to do all kinds of things, and we treat them and take them out, down the street and down to the stores while they are recovering from their plastic surgery, so that they will be involved in as normal an environment as possible. We want people to see their injuries so that they can return to their homes and live with them, and I say to you that children can learn to live with these injuries. They are ugly and scarring, and it is not easy to live that way, but it can be done.

There are a great many people who have misconceptions about burns. They still think that you should put butter on them. Never! Always put cold water on them, to cool the burn down and put the fire out, before moving the patient.

Another thing that happens during the trauma of a burn is that the accident people tend to grab the victim, and rush him or her to the hospital, while the patient is burning; meanwhile, the patient is burning all the way to the hospital. Put the fire out, first. Get some cold water and put the fire out.

We have had one situation where somebody grabbed some gasoline, thinking that it was water, but you have to be careful to stay as calm and as cool as possible, which is not easy, especially in a burned child, and get the clothing fire out. If the clothing can be easily removed, remove it. If you want to leave it there because you might pull all of the flesh off with it, that's all right, too.

Those are some steps that you can take. We are in Boston, and we are ready and willing to help you at any time, and if you have any victims, or children who need help, just go to the nearest hospital, for that is very important; then, get them stabilized and get the fluid lines going. In other words, do all the work necessary to stabilize the child, for that is important.

After that, you might, as a friend, instruct the parents.

"Do you know of the Burn Institute in Boston?"

The local Shriners' Temple should be contacted, because they have ways of helping the children, families and what-not. And, if you come from a distance, the local Temple will usually sponsor the child and see that the child gets to the hospital. The local Temples usually do that. So that if the families cannot afford that transportation, the Temple will pick up the tab for it.

Are there any questions that I might be able to answer? If not, I want to extend to each one of you and to all of you an invitation to come to Boston and see our hospital. We are just ten years old, and we are very proud of our hospital. It is a Class 1 facility, instruction-wise, and we have passed all of the insurance inspec-

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tions, and that makes us happy. You are most welcome to come, and to visit us. Thank you very much! [Applause]

MONDAY AFTERNOON SESSION — JUNE 26, 1978

The Monday Afternoon Session convened in The Ship, at The Wentworth-By-The-Sea, on June 26, 1978, at 2:10 o'clock P.M., with the Chairman of the Program Committee, Mike Moise, calling the meeting to order.

CHAIRMAN MOISE: The meeting will please come to order. Our Moderator for this afternoon is Chief Thomas A. Smith of Old Orchard Beach, Maine, your Moderator!

MODERATOR THOMAS A. SMITH: Thank you, Members of the Association and Guests.

We have an excellent program for you today on the subject of "Master Planning for the Fire Service. What to do — How to do it?"

Our first speaker is Alan J. Greenwald of the National Fire Prevention and Control Administration, Washington, D.C.

MASTER PLANNING FOR THE FIRE SERVICE. WHAT TO DO. HOW TO DO IT?

Alan J. Greenwald
Master Planning Program
National Fire Academy

I shall be giving you the overview of the Master Plan from the Federal Perspective, what the program is, in theory, how to do it, what are some of the organizational schemes and some of the concerns that you can consider in using the Master Planning, and then I will not take up very much time, because the real meat and the real benefits to be derived are in the local perspective, which the two gentlemen who are so kind as to be with me here today will speak to you about, for I will turn the program over to Joe Russell and then to Chief Hurme.

Chief Leo Hurme, from Massachusetts, was involved in the Validation efforts for the Basic Guide. I am going to describe that to you in a little more detail.

Again, the intent is to provide for your examination of two localities that are involved in the Master Planning permanently, and how they approached it in some of the issues which they faced.

We are very fortunate to have with us some of the members of the Princeton, Massachusetts Planning and Advisory Planning Committee and they will be introduced to you.

I am going to try to keep this moving, so that we can have the maximum

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amount of time for your questions and more detailed time for you to voice your concern, for you to let us answer as best we can your own concerns.

We are one of the world's leaders in fire losses. Fire was a State and local obligation, and yet there was a lack of Federal focussing for the related fire activities. The Federal government did have a role in this.

What is the problem? As enumerated by the Commission on Fire Protection, the up-date is that there is an amount of \$480,000.00 worth of property damage.

Given our technical expertise and our ability to harness data and other than informational items, we think that it is too high a loss for us to have in this country. This is one of the motivating factors for the establishment of the Fire Administration.

We want to reduce human and economic losses with a variety of programs, and also we will want to improve the cost effectiveness of Fire Protection. It will get high priority on management and labor courses that we are offering now.

Again, the Superintendent is one of the operating arms of the International Fire Academy and one of the Management Programs of Master Planning.

What is Master Planning:

It is nothing more than the Act or process of making or carrying out Plans. We do it every day, when we set our administrative work schedule.

In Master Planning, in essence, we are trying to expand the view of the planning, to encompass the overall community and its protection with the Fire Community Service and to deliver to the community-at-large. In your departments, this has been very effective in doing the job, which is putting the fires out, and that is to our credit.

What are some of the elements that are involved, that you will be interested in?

There is the prevention of fire.

Also, suppression is a fact, and we want to get a better handle on those fires before they happen. You will always need a suppression force, and a little planning beforehand cannot hurt.

I know that in New Hampshire and in New England, the Fire Departments are unable to provide the amount of protection that they need.

Again, Master Planning came out of AMERICA BURNING, which was the submission of the National Commission's report, again, to the establishment of our agency four years ago. This is excellent reading, and I commend it to you as an excellent resource.

What is Master Planning?

It is in the form of these two guides, and I have these two representatives here to tell you about that. In the Urban Guide, this is a picture of a former version of the

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Manual, which is now bound up, and these are outlines and guides in the strict sense of the word, as they outline this Planning Procedure in step-by-step fashion. It is somewhat akin to model building.

Indeed, I am very pleased to have these two gentlemen with me here today. They took these Manuals and reflected their own community situation, to be used by a community, with your own resources, and that will define how much help you will need in using them. The difference is basically in the Guide, for a larger jurisdiction may have more technical expertise and, therefore, the Manual, which is larger, reflects the system, and basically it outlines the basic steps.

Now, this is our philosophy of Fire Protection as a local problem, and it must be dealt with on a local level. There is no kind of a processing set-up, here. You use these Manuals as you see fit, with no interference from us.

My personal interest in being involved in this problem, and I hope that this will be echoed by my other two co-workers, is that this involves more than just the Fire Department.

As a result of Proposition 13, in California, the use of service fees for a whole host of issues that are now being looked at, so that it is not incorporated into the building design, is a gift.

What is a Fire Protection System, and what will Master Planning enable you to do?

It is just a road map, a guideline, where you will be able to identify the functions of the various departments and come to an understanding of their responsibilities.

Again, that is all it is. It is a guide, a road map. There is nothing in these guides that we have stated where you have to do something. We state again that the steps are flexible, and you can arrange them.

As to how you do Master Planning, the Guide identifies two steps.

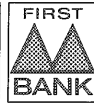
The first step is to identify whether you need a Plan or not, and whether it might be a good thing to explore. Again, that is the time to involve your local and your community leadership.

Again, we encourage the development of a Planning Team, which is a small group of people who have direct Fire Protection and responsibility. And you can see who might be on that team [referring to slide] and who might be responsible for the day-to-day duties to provide the alternative strategies to give you the adequate protection.

The Advisory Committee is the larger group, composed of those individuals and organizations that cannot be represented on a Planning Team, such as the labor unions, citizens' groups, Kiwanis, Elks, Lions and the like.

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Now, the glue that holds all of this together is the Planning Team leader. He is the individual selected to lead the Planning efforts, and again on the basis of your own community's resources. It could be a full-time job, and yet it might, in fact, be a part-time job. This individual runs the Planning Team, schedules the sessions, holds the meetings, makes sure that his contract is obtained between the city Mayor and the others.

Briefly, what you do in this stage is to meet the people of the Planning group. Then you identify your community and the area for which you want to plan. Is it your Town, or is it a three-party area? What is the scope of it? So, you define a fire situation. What is there to burn? What is the fire from? Also, the water resources have to be there in order to put out a fire in the Fire Management areas. You define the fire situation.

What is the program that you desire? Is it the reduction of property losses? Is it a fire fighting physical fitness program? Is it a more stringent code and inspection program?

These, again, are what you design as your Planning effort. And again, there is the language of the Urban Guide, and the basic guide is practically so, in more easily understandable language. In fact, even I can understand it! You can then go into the Council with a variety of the program, with some alternatives, some choices, and then, again, the choice element is very keen, and it is something that the Councils haven't seen to date.

What are some of the programs that I have mentioned that you can identify with Master Planning?

One of them may be the intra-departments. You might want to orient that. You might identify the need of an outreach program for community education on the Fire situation. If you can reduce loss, if you can get your population and the young people and all aspects of your community interested, then over a period of time you are going to see a reduction in your Fire problems.

These are some sample programs that may come out as a result of looking at the Guide and finding out what it is all about.

What is the third step? That is implementation, throughout the Planning effort; it doesn't have to be done at one time. There is the chance that there may be an appropriate time when the Council may see the Plan and, hopefully, they will buy one of the program alternatives and they will adopt the Master Plan and give you, as Chief Officers, a blueprint to continue your operation.

Several states have mandated that a locality may have a Land Development Plan, and it is a perfectly good Plan.

In New England, here, you are perfectly justified to get your clear costs and on a service basis as to what your needs are in Fire Protection, because as you know, you have to go up to your superiors at budget time for more money, and you have to

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have your systems of approach and your management techniques, for that is just the way they like to hear things.

Again, the business of the public services is one.

In the Administration for Master Planning, we have several more technically oriented bulletins in our Library, assessing the pumper, the fire flow requirements, and again in Master Planning, in all of your specific needs.

How do you identify these?

What about this Municipal Self Insurance?

These are the kinds of packages that we are developing in our office.

How do you get on with the Public Education?

Well, if you don't know, you just write in and ask me for the package on Public Education.

In addition to the Basic Guide, we are going to come out with a County Guide and also a State-Wide Guide for Master Planning.

These two gentlemen with me represent a growing array of people who have been involved in Master Planning, and we have technical assistance that is being made available on a one or two-day shot. You can call Washington and say that you need some individual or some advice or whatever regarding your situation, and we will be able to put you in touch with people like Joe Russell or Leo Hurme to give you any assistance you desire.

If you desire any of the Planning Manuals or any of the technical bulletins I have just mentioned, this is where you should write, and I would put on the envelope, "Attention of Gail Jones" in order to make it even more specific and you will get the Guide at this address.

If you have any questions that you wish to ask of me, you can just substitute my name, in care of the National Fire Academy, and it has the same address. We are all in the same building for the time being, at least, and that is how to get hold of us. I hope you have all taken that down.

I want to tell you how much I appreciate your attention to my part of this program and I hope that I'll be getting back here real soon. Thank you very much! [Applause]

THE MODERATOR:

I am pleased to present Joseph D. Russell, Jr. to you at this time, Gentlemen, for his comments on "Master Planning." [Applause]

Let us take a good look at Planning efforts. You Fire Chiefs, in particular, may be criticized for wearing blinders when it comes to reviewing their operation, and the criticism is usually crisis-oriented or reactive, and very few people are involved in the

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planning process. Planning often becomes a means to a pre-conceived end. So, to compound the situation, the public's perception of the Fire Department's functions and efforts may be total disorganization. Also, misconceptions within government may lead to lack of cooperation and understanding between fire officials on the one hand and the local politicians on the other hand, and so as not to fall into that trap, we, at Virginia Beach, decided to become involved in a new phenomenon called "Community Fire Protection Master Planning."

At this point, we have no finished document called a Master Plan, but more importantly, we have instituted a process whereby our community leaders are concerned with and involved in the direction of Fire Service and where we, as a department, are constantly looking at alternative ways to accomplish our goals.

Our Master Planning efforts have not resulted in any panacea for our fire problems, but we have received numerous benefits. We have increased our visibility and the public's awareness of our efforts to improve fire services.

For example, the head of the Public Utilities Department became acutely aware of our fire flow problems as a result of his participation, and he also found a mutual ally in getting support for the water system expansion. And even the hard-nosed economists had their eyes opened.

First and foremost, commitment is imperative from the top administrators down, and that means commitment in terms of time, resources and philosophy, and we should avoid just going through the motions.

We should avoid charging down one-way streets. You should keep an open mind to alternatives to the *status quo*.

Have your act together before approaching the Citizen Advisory Committee, and use the utmost caution in guiding this Committee to productive means.

Beware of the "data monster." Be prepared for an extensive and time-consuming data-gathering effort.

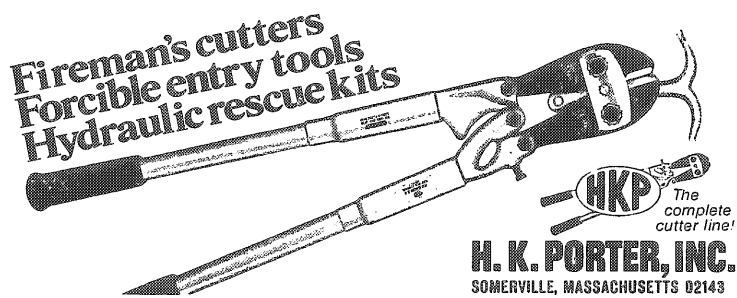
Keep all members and groups informed and actually involved in Master Planning efforts. Failure to do so could result in unnecessary conflict and animosity.

Finally, do your own Master Plan. You don't have to re-invent the wheel, and it is advisable to seek tried and tested guidelines. But, your City and your Fire Department are unique and deserve special considerations.

In summary, I believe that Master Planning can provide untold benefits to Fire Departments throughout the nation.

I encourage you to investigate this concept, and to read the Urban Guide with an open mind, as well as to talk with people who have undertaken Master Planning, and then to relate it to your own efforts and needs.

Thank you very much! [Applause]



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Chief Leo Hurme has a lengthy and extensive biography that I am not going to read to you, but in essence he has been for twenty-eight years as a firefighter and six years as Chief of his Department. Chief Hurme! [Applause.]

CHIEF LEO HURME: Thank you. We started this thing in Princeton, and we called it the Master Plan, and I am going to try to show you the different aspects of it in the fifteen or twenty minutes at my disposal. I can't show you the complete Plan, but I have here today the Plan of the Planning Committee, and I should like to introduce them to you.

We had on our *ad hoc* Committee an architect, a builder, a former Selectman and others. But when they say that you should get a Citizens' Committee, I would say: "Gee, what do they know about fire fighting?" I still go into a panic when the citizens want a Fire Committee. But, these people did the job.

Well, this is the Town of Princeton, Massachusetts, and we have 22,850 acres. We have 2,503 people, and that isn't very many people. Our fire rate went up, and yet the population went down, in 1975, to 2,072. You can see the various ranges on these slides, with Wachusett and Little Wachusett, with Wachusett being 2,060 feet high.

Now, starting with Public Education, we thought that people would not like it. It was stated that the homeowners do not realize the extent of all of this, and they can be in danger. They say: "It will never happen to me. I don't need it." And that was the familiar response from the citizens. It was just from a lack of knowledge. But we know that the majority of all of the fires and medical emergencies are caused by people.

We did have a program at the school. It is said that we only had five grass fires, with none of them child-related, which brought forth the comment: "My kid told me I shouldn't have done that."

In the matter of our Public Relations, we pump our cellars, and why not? We have a sump pump there. Now, there is some criticism about this, but we will go down and pump the cellars out. If they want to give us a donation, we will spend it for better equipment ourselves.

We have a chimney cleaning and furnace program. Three years ago, we had fireplace problems. We had seven of them right in a row, and all of a sudden, we had chimney fires. We sent out, at no cost, the right sort of mailing, and I want to thank you, Joe, for cleaning and inspecting the chimneys upon request. [Applause]

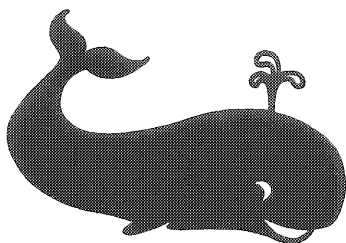
And here [showing slides], we see that the Highway Department must have the capability to handle these various situations that we have with our distribution system. We have our rural hydrants, and we have found that they are the answer. Also, we must have rural education. John Hitchcock has done a tremendous job, and also John Hayden of the W.R. Standard Company. There will be seven million dollars' worth of property down there at the present time, with no fire protection, and I think we are going to get it. We have taken places like this [showing slide] and

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purchased them, and then we have turned the area into a skating rink and they will all become involved, whether you want to believe the politicians or not!

Here is the station where we establish the response time, and there is a chart there which is very factual. We made a road map and we identified the population density that we felt and most of the committee felt would develop in the town. This is an example of what you can do economically. Each circle there [indicating on slide] represents eight to twelve to sixteen minutes, and the station you want can be selected as your station site.

Now, we are running a testing service in Montana and in Alaska, of all places. We have established a response time for seven miles, located about five-miles apart, and we have received a Class 5 rate. That is coming, and the rural Chiefs are pushing their services, and they will tell you about it. They know where the critical hazards are in an area. They know where the potential loss of life and property is located. They know where the schools, churches, multi-family dwellings above the average where five or more occupants are living, and also the infirmaries for the advanced age people. Also the livestock buildings.

Training is imperative, and even when the men are trained, you have got to chop through the ice to get to the water, thus making it more critical, and I will say that it certainly does.

A Plan is very necessary, and it should be a Master Plan. And furthermore, a Plan isn't any good unless you up-date it. No Plan is any good if it is just for today and not for the future. And, we can predict, of course.

Let me tell you about this, Gentlemen. In Colorado, in one week, I did get involved with their Task Forces. I am now producing a Plan for Fire Training in the State of Massachusetts for selective fire fighters. This guy says: "Yes." And this guy says: "You're going to do what?" One of the Selectmen was pleased. Then there was one fellow who said: "Not again!" Another guy said: "Yup." Well, we did have a few committee meetings, when the morning after some one would say: "It was a good meeting that we had last night." So we felt that we had a good Plan. That's the way we like things, and so I guess we may be ready to receive your questions. [Applause]

TUESDAY MORNING VOLUNTEER SESSION — JUNE 27, 1978

The Tuesday Morning Volunteer Session convened in the Avenida Room of the Hotel Wentworth-By-The-Sea at June 27, 1978 at 9:10 o'clock, with Chief Daniel R. Howard of Bellows Falls, Vermont as Moderator.

MODERATOR DANIEL R. HOWARD: Gentlemen, today, we have invited Ray to present the subject of "Innovative Fire Strategy and Tactics Program" which is the program followed by his City of Vergennes, population of 2,500 people, but they have a city form of government. I am very pleased to present Ray Davidson to you at this time! [Applause]

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INNOVATIVE FIRE STRATEGY AND TACTICS PROGRAM

Deputy Chief Ray E. Davidson
Vergennes, Vermont

Thank you very much, Chief Howard.

Let me indicate that I would like to share some information, and very definitely I do not want to indicate to you that I am a great specialist and that is why I say "share," some beliefs and some philosophy that I have.

Secondly, we are going to show you some transparencies and some slides.

Third, we are going to get somewhat involved in a little action phase of the situation, using our table-top set-ups.

I have been a member of our Vergennes Fire Department for two years and an instructor for the last fourteen years for the State of Vermont. My friend, Walt Read, said:

"Ray, get with it, and try to get something in the Officer's line. We will try to cover the basics."

I added to that, "Volunteer Fire-Fighters." We are all Officers at one time or another, depending upon the calls we get. So we sat down and we worked with a great many others, and we came up with this program of eighteen hours in length, and we will give you that impression in about an hour and fifteen minutes.

Being involved in the phases of Strategy and, Tactics is an interesting phase to most Fire-Fighters. I think I did a lot of copying in the developing of my course. One of the first things I copied was to refer to a note from the text, written by William B. Clark, the former Supervisor of Fire Education in Florida, a Fire-Fighter in his own rite, a retired Battalion Chief in the City of New York, and in the preliminary pages in his text, Chief Clark related this incident:

"I have never seen a fire lost for the lack of an understanding, for the lack of equipment or the lack of manpower, but I have seen many lost for the lack of proper strategy and tactics."

Another comment made by a Marshal Commander out of World War II is this:

"The battlefield does not give an opportunity for study. One does what he can to apply what he already knows."

That is the second note, when we are thinking of our strategy attacks. We don't have a lot of time for decision-making. As Fire Chiefs, we need to draw an X through decision-making. We have to have the computer mind so clicking that we automatically do the things that we do. That is why I think we have to have some order in what we do.

There are many philosophies. The Davidsonian philosophy is basically this. I haven't copied it from any one. I feel it very strongly. It seems to me that firefighting strategy is a lot like the knowledge that we are acquiring over the years,

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like we are attending many classes in school. I think that we need to couple that with some experience, with on-going things that happen to us. We say that it will work, or it will not work. When we put it with knowledge, we will come up with some kind of an idea. Then, we turn and add a little dash of skill. Skill is that particular attribute that we acquire by doing things over and over again until we get very good at it. Then, we develop a sense of skill. We have to have a dash of that, added to this formula of fire-fighting strategy.

Finally, and above all, at the end of my formula, there would be leadership, the ability to get others to function in your behalf. We do this as a firefighter in charge, a Lieutenant or a Captain, or an Assistant Chief or a Battalion Chief, a District Chief, Deputy Chief or a Chief of Departments, and we have to have leadership.

An umbrella expands when it opens up, and it provides an overall cover.

Isn't that strategy? An overall Plan? It has certain ribs that hold up that mass of material. Isn't that like your tactics, like your alarm and your response, your size-up and rescue, and all the other components that go together with it?

Then, there is one thing missing, if we stop at that point. It is the handle of that umbrella. Who controls that? Your Fire Officer.

There are three things, here, and as far as leadership is concerned, we have to identify these and put ourselves in order. The Chief of the Department or the Chief Officer plays the role of the strategist. They are the key people and they get the overall plan laid out. The Captain or the Lieutenant or the Company Officer is the tactician. Are we going to use ventilation at this particular point in time, or some other tactic at this particular item? How does it all fit together, to get the best results?

Finally, and very importantly, you know that we have a bracket that pulls them all together, and we call it a fire-fighting team, and unless we can have a fire-fighting team, with several people working together, we certainly can't be very successful in this team of fire-fighting strategy and tactics.

Out in front of us, we have a complete row filled with beautiful pumping engines, many of them with varying capacities of fire-pumping capability. It seems to me that with the fire-fighting problems that we encounter in today's society, we need to develop real knowledgeable utilization of the capabilities of these pumpers.

When I started in the Fire Service, we were talking about the pumpers and 500-gallons a minute, as that seemed to satisfy a lot of people. But, things changed in the society that we live in, and we have to have capabilities of a greater capacity, and yet time and time again we will go up to 1,000 or 1,250 gallons per minute pumpers, or even 1,500, and we still deliver 500 gallons of water a minute on a fire that may require 1,000 or 2,000 gallons of water per minute.

Fire-fighting tactics can be defined as the ways and means of implementing personnel, apparatus and equipment to control the extinguishment of fires. Then, there is precaution. We should not make the strategic error of planning for the usual and

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not getting it, unless we can answer momentarily, the answer, which many of us are unable to do. Then, we figure that when we arrive on the scene, the fire will be out of the waste-basket and into the kitchen.

Let us look at some purposes of fire-fighting strategy, and see why we expect a lot of time in development with John Smith in the Delaware Fire School, and let us look at the Wall Chart here, and if any of you are interested, my good friend, Captain Gibby, will give you the hand-out which will include this.

Let us look at the purposes of fire-fighting strategy. To provide a systematic method or methods of dealing with fires, don't we need a system of approach in our modern days of fire-fighting?

In providing these various things in a logical sequence, let me share with you an experience which will allude to this last statement that I have just made. It all comes about when we are arriving on the scene, and perhaps doing an initial survey of the situation. And then perhaps doing a follow-up.

A good friend of mine, just north of my community, in the small town of Shelburne, responded to an alarm that I know quite well about, because I know the channel. It was five o'clock in the morning. My Superintendent called me and said: "We have to close the schools for the day because the icing of the highways is so great that not a bus will move; it's too dangerous."

Then, just about the time that I hung up the phone, the tone went off, alerting them to call a house fire, a structure fire, right off the main route, going through the City of Burlington and the Town of Shelburne. They responded, but were ever delayed, due to the tremendous icing. They were all over the road in getting there with the apparatus. They had to move cautiously. The Masters had awakened about quarter of five in the morning, and they had determined that the house was involved in heavy smoke and he alerted the family.

As the Fire Department arrived, it was determined that the wife and three children had not left the building. The men had their breathing apparatus on, and immediately they entered the building. They quickly found the mother, a young son and a young daughter and they didn't realize at that particular time, during the first search, that there was a third child involved, an infant. They brought them out, and hurried them off to the medical until. Some bad news came back that all had succumbed to the smoke that was involved in the house. Then, some one said: "Gee, I think some one else is involved in there." They had moved in just two weeks to the time of the fire coming. One of the men turned off the handle and said: "Don't bother to go up to the end of the hall; we've been up there." But, Danny said something that really turned me on, as far as training is concerned, and to me, it is the greatest test of training that I have ever heard. Danny said:

"Training has taught me never to accept the fact that some one else had been there."

We answer all kinds of calls for all kinds of things, and we have to be ready for

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whatever the incident might be. Is it the dairy barn that we find in our rural areas that causes so much trouble and so many problems? Is it a cathedral or a major church fire? Is it a gas station fire or a still fire? Is it any of these specialized materials that we know about through our training programs that we are putting on now?

What have we got as to the water supply, and how available is it to us? What are the weather conditions that we are going to run into, because we are going to have to fight conditions like this [showing slide]? What equipment do we have to respond to the call, in order to function properly? How many personnel are going to be available to us, and how are they going to be alerted, and how fast are they going to respond? What are the traffic conditions that we have got to encounter? What time of the day is it, and how many people are involved with it?

Then, we respond quickly and fast, and we get things in order. We get under way, and we arrive on the scene. Then we start our size-up, and with size-up we have got to kind of put things in order again. Size-up gives us a lot of different things, doesn't it? The possibilities that are involved in this fire situation? What are the resources that we have available? What are the decisions that we have to make? Remember, not only are there those of us in the room, supposedly fire officers, but our volunteers.

How many of you think that this size-up is one factor, one part of the situation, to you? I share with you that it involves three basic things. Preliminarily or initially, upon receipt of an alarm, we have people involved, and that gives us a certain amount of information so that we can start sizing up what we need to do.

How about the secondary size-up? We refer to it as the windshield survey. As we see the fire, we look through the windshield, and perhaps we note a rising column of smoke, or a heavy display of fate. We know where it is. We drive by the fire or up to it and into the driveway, and we come up with our size-up, as we are making our arrival at the fire. We note the water supply that perhaps we are going to use, if it is available to us, under the immediate action plan.

Then, 1, 2, 3, what are we going to do, now that we have made our Plan? What is our first tactical priority? A person for whom I have developed a great respect in a limited amount of time is Allan Brunosini from the City of Phoenix, Arizona; he is an aggressive, dynamic Fire Chief, recently appointed last year, I believe it was. He says there are three things to our tactical priority list that we have to consider and do.

First, of course, is rescue.

Second, is fire control.

Third, is proper conservation.

And, in that order, as he said. Any one who doesn't take the time to set up that tactical priority order is doing great harm to the organization in which he functions.

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Do we have them when we start making our attack and to accomplish our goal? Is some one in charge? Or, is it chaos? Is our command personnel properly positioned? Are effective communications set up so that we can accomplish all of the goals that we wish to accomplish, in terms of getting our objective? Are information and guidance provided for incoming aid, or do we come in and sit by the side of the road and just stand by in a tight position, not knowing who is in charge or who is responsible to report to? Is staff assistance largely utilized?

Of course, I might turn to Public Works, the State Police, the Sheriff's Department, the local Public Works Department, or any number of different kinds of people we have in our general area to whom we can refer in order to have a good group of assistants upon whom I can call.

Public Information. Why aren't we as Fire Chiefs and Fire Officers, and I challenge you for this, giving out the information to our news media, instead of them getting it from us? Why aren't we giving it out? Who knows it better? Who knows the terminology better than we do? We have studied it for years; we have memorized it; we have practiced it.

Our press is bad. We are letting them seek it. That is why they don't write the things in proper order. Also, there is not the proper utilization of the different company names.

Finally, in personnel, whether it be the hot days of summer or the cold days of winter, they need to be refreshed with strength and food to sustain their bodies, and unless we think of that, we are going to start losing more and more people.

Have you read the latest statistics? Ninety-six Fire Fighters have lost their lives per 100,000 Fire Fighters, in the past year. Do you like that statistic? It is No. 1 on the Hit Parade.

We have got to learn to communicate, and there are many ways to do that. You folks have tried probably all of these. Hopefully, now, we have simplified and given sophistication enough to the point of providing good radio control activity with multi-channels, so that we can get our communications across. But, we do need to communicate, and it seems to me that we need to communicate clearly, and yet we need to be brief in our communications, and we need to use language that is understood.

You hear it said: "Lay me a line." And that is a typical command. Well, do you want a ¾-inch rope? Do you want an inch Worcester line, a 2-inch piece of hose, or a 4-inch?

You also will hear: "Lay me a 2½-inch hose line." And that does indicate something very definite.

Those are the things that we have got to think about, as far as communications are concerned, so that we can work on that area.

Preservation of self. If we aren't saved, then we are going to become one of

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those statistics. And if we don't preserve ourselves in terms of food and water and drink, how are we going to function? I am sure you have heard many stories about preserving life, and there are hundreds of them.

Then, there is the preservation of property. The losses and the insurance company claims and people's claims cause the rates to go up, and we will have to develop techniques and strategies so that we can preserve property.

Then there is the ventilation technique, teaching people how to ventilate safely and properly, for salvage fits in anywhere. This is one of the areas where we have to spend more time with our Fire Fighters to encourage them to properly raid rooms and set up situations so that it will end up in saving a tremendous amount of lives and property that are involved.

The basic steps in Fire Fighting that we have been involved here this morning, and better yet, that you have practiced for many years, are quick and easy to follow.

Rescue is our first priority. Then we come to the protection of exposures, confining the fire, extinguishing the fire, and the overhaul, and the next two [referring to chart] are going to be sandwiched in wherever needed.

Problem solving gets involved in many different things. It seems to me that it involves five or six steps. First, there is an analysis. What is the fire situation versus our available resources? You will have to analyze that. Do you know whether you are self-sufficient, or whether you need to call your neighbor or neighbors for assistance?

Secondly, what are your choices? Do you have an aggressive attack, a limited attack, or other choices, or alternatives that you can refer to? Then, you make some decision on how you are going to use tactics, and how will you use the apparatus and the equipment. And then the action is the application of the forces depends upon how you train.

Then, let us note this important factor of evaluation. It is a kind of critique. It is a kind of a follow-up, a kind of a check-list, telling us how things are, and should they be approved. Can they be approved, to make us more efficient? If so, then we ought to be doing that.

You folks are Chiefs and Chief Officers and you have had many years of experience, and perhaps you don't need this. But, Fire Fighters need that in order to build up a certain basis of information, so that we are all talking about the same thing, the Triangle, the Fire, how Fire spreads, and that sort of thing. You know that there is a great dispute about the different phases of Fire. The only reason that I like to continue using the phases of Fire is because what I preach up here is systematic and logical. I think that people learn better that way.

My Company did a little survey, and we found out that 35 per cent were due to poor heating installations or poor utilization of heating stoves and that sort of thing, and the next year, we put on an extensive program, and last year when we did our

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follow up, we found that people were more mindful of the situation, and perhaps due to the Fire Prevention Program — I don't know and we have no way of measuring that — but we have had a tremendous reduction in our situation and we have all done the same thing. That is why we need to know why a fire starts, so as to prevent them.

Let us set up a training situation with them, and go out and go through the gamut of things, the training procedure, and the whole application of this type of a training program, and let us make sure that they are well-informed about it, almost like a pre-fire Plan, and then the next time we go out and some one comes out and says: "I wasn't at the last drill, as I had something more important to do," you probably won't be able to function.

A lot of departments are doing that, now, and they are finding out that the real stimulation to training is the one that has meaning, including new things. Then, attendance starts going up, and we are going to be more efficient.

The summary of the Action Plan is simply this. Find the fire, rescue the inside occupants, search for victims, take safety precautions, establish communications and control, exposure, call for help, if needed, ventilate, and forcible entry, if needed, and, of course, extinguishment of the fire, and then the overhaul. The numerical sequence is no different. We know that it can change according to various situations.

Well, the action part of it is the third phase, as we say, that we want to share with you. And, after all of this garbage that we have given to you, I give you a step further. We have to act, which is a strategy.

Let me say that it is helpful advice to train people in the utilization of tactics and strategy.

Now, this sheet tells the situation in detail. Let me have five minutes to share it with you. I love this stuff, and I want to show it to you.

After the course, we say: "That's fine. Perhaps the instructor has said too much; maybe."

We really want to see if this has any meaning, and we select teams of four. I play the role of the Coordinator or the Dispatcher. Sometimes we use radio and sometimes we don't. We use Citizens Band Radio and we use terms worthy of different problems. Sometimes we say: "Would you like to establish a problem?" And sometimes they say: "No." And then the instructor has to be ready for it. He may say: "Let us take Situation No. 5." Now, this is very important. We have sheets made up. We give the time of the alarm, the weather, the address, and we even give them some questions. And we say:

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vice in that way. And so we give them this assignment sheet and one other sheet, which identifies the size of the pumpers and other information. Then, they go into a sealed room, which is shut off, and they can't hear anything. Then, we say to them, the class members, that this is the deal that we have for them. Then, we set up an answer. We use cotton batting. We have columns of fire and sometimes smaller amounts of fire, and we establish whatever the program says, whatever they want set up, such as a building on fire.

Then, we indicate to them that we have an alarm of fire. The population is 893, as it says here by the County Court House, and that is just in case anybody comes in and wants to know the particulars about the town. The comment has been made, and a police cruiser is circulating around at midnight. The fire is at 80 Merchants Row, and we would like to have you respond to that call.

So they say: "All right. Fine."

The usual response is to take Engine 1 down. The scale is 1-inch to 10-feet. We have a 1-½-inch line, and we have to have it to scale, because we might want to work out a hydraulics program. We do have some hydrants, and you will see them with the green, on red. We use the N.F.P.A. code. We found that the main size didn't help them very much. We indicate what the flow of the hydrant is by the color, and we have 2-½-inch hose.

We have a ladder truck, and we have a Chief's car. We have to go through police cars, the Sheriff's patrol, the tank truck and the whole gamit so as to simulate a lot of situations.

In terms of a village, where there is a block or a residential fire, or a fire in a kind of an industrial area, in a rural area, we can know each and everyone of the rural communities which are served.

Now you, as class members, will now respond, for we will ask: What didn't you like, and what did you like that is different?

We have three boxes here [referring to table demonstration] and we even have snorkles, and we can have any kind of a set-up here. We can go to seven or eight companies of mutual aid and para-medics, and the whole gamit, and we have had a lot of fun doing it, and we think that we have really gotten somewhere in our Fire Strategy.

There are four kinds of bones, and it seems to me that that is what the whole nitty-gritty bit of the Fire Department is all about.

There are wishbones, all times wishing someone else would do the work.

There are jawbones that do all of the talking, but they do very little else.

There are knucklebones, who knock down everything that everybody else tries to do.

Finally, there are backbones, who get under the load and do the work.

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And I would hope, today, that the New England Association of Fire Chiefs, at their 56th Conference, would have this backbone, as Fire-Fighting Officers and as Fire-Fighters to do the best possible job in promoting and training the Strategy of Fire Fighting, and I think the way we can do it is to put on innovative and stimulating Fire Training, to accomplish that goal.

It is my pleasure to be identified with this group and to share with you these experiences that I have had. Thank you very much! [Applause]

MODERATOR HOWARD: Gentlemen, if you have any questions, please give your name and state and city or town so that you may be recorded.

MODERATOR HOWARD: Thank you, Chief.

Without further ado, I am going to turn this meeting over to Chief William Sullivan of Claremont, New Hampshire, who will take on the next part of our program. [Applause]

MODERATOR WILLIAM SULLIVAN: Thank you, Dan. It is a pleasure for us in Claremont, New Hampshire, to be with you all today.

It is my very great pleasure at this time, Gentlemen, to introduce to you for our next spot on the agenda, Captain George Gibby of West Topsham, Vermont, the Training Officer of the Tri-Village Vermont Fire Department! His subject is, "Training Programs of Interest to the Volunteer Fire Chief." Chief Gibby! [Applause]

It is my very great pleasure at this time, Gentlemen, to introduce to you for our next spot on the agenda, Captain George Gibby of West Topsham, Vermont the Training Officer of the Tri-Village Vermont Fire Department! His subject is, "Training Programs of Interest to the Volunteer Fire Chief." Chief Gibby! [Applause]

TRAINING PROGRAMS OF INTEREST TO THE VOLUNTEER FIRE CHIEF

Captain George Gibby
West Topsham, Vermont

Gentlemen, you have given me a very hard act to follow, with Ray Davidson being the previous speaker, but I will do my best, and before I get started, I want to acknowledge the fact that I would not be here this morning were it not for the dedication and readiness to share and to help by others for whom I have a great respect. There are three gentlemen I want to recognize as having had a great deal to do with my being in the Fire Service and the Training of our young men.

The first is my original Training Officer, Albert (Jerry) Wyman, later Deputy Chief of the Winthrop, Massachusetts Fire Department, a man who, today in his middle 70's and in retirement, is as keen and sharp as anyone in this room.

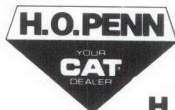
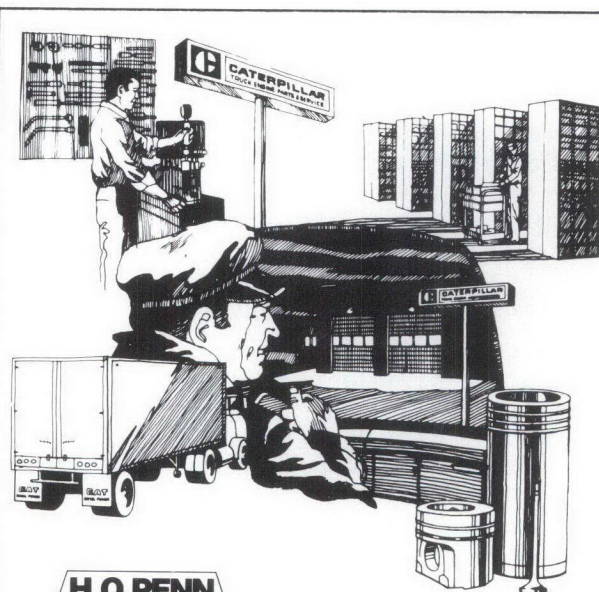
The next is the Supervisor of Fire Service Training in Vermont. That man is our own Ray E. Davidson.

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Having been closely associated with men of such caliber has been a great honor to me.

Why do we have a Training Program? Well, a smoothly working, efficient Fire-Fighting force does not just happen. It is the result of planning, thinking, researching, study, discussion, acquisition of skills, thus turning them into habits, by a group of interested, dedicated people who put in much time intensively working toward perfection.

Today, we will attempt to lead you into and towards planning a program of training designed to meet the particular requirements of prevention and suppression in your own area, whatever they may be. They may well be: spread out rural, heavy industrial, downtown commercial, suburban residential, or any of a number of possibilities with some sleepers such as Interstate Highway travel thrown in for good measure.

WHO WILL DO THE TRAINING?

You, the Chief, may think that you should be the one to take on this responsibility. But, would that be wise? You have ample responsibilities, without taking on this one. Besides, to be honest, would you be the one best qualified to be the instructor?

Can you be an effective Chief at the Fire-Ground if you insist on operating the pump or being the nozzleman? Of course not! Your job there is to plan the strategy and to direct the attack, making use of others in their own capacities to work as a team toward the objective, the conquest of the fire.

Your Training Officer will, of necessity, be one who will have some ability to teach and who will have the desire to find ways to constantly improve that ability. He will have to be allowed time to research, study, plan, prepare and do a number of things to make each lesson of interest and value. He will have to be relieved of many of the menial chores required of most Fire-Fighters. It will undoubtedly be of value to remove him from the line duties on the Fire-ground in order that he may observe, take notes and pictures for use in detecting good and bad points of Fire-ground operations and teaching improvements for the next one.

A Reference Library, which can be built over a period of time, is very necessary.

A good instructor is one who takes the time to research, dig out pertinent information, draw on experiences of his own and others, pull it all together, condense it into understandable language, maybe use a little showmanship through the use of aids and then present it as a usable capsule for all the others to take as they do not have the time or available means to obtain the needed information.

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WHO WILL BE THE SUBJECTS OF YOUR PROGRAM?

The answer to this would seem to be very obvious, of course.

1. The Recruits, or Probies - and who else? They surely need it.
2. The Regulars, and there will be some who will deny the need, but are they really that good?
3. And, who else could there be? Why you, the OFFICERS!!!

Your Training Officer, if he is a good one, will be one busy person instructing at a variety of levels. At times, he will require that all groups train together, especially in the field, in order to gain a sense of teamwork. And teamwork pays big dividends. That is one of the principal objectives of a training program, for everyone to know his part very well and to know almost to a split second when others on the team will make their moves and when you must make yours to dovetail with theirs. The crew on an America's Cup Yacht trains and trains until each crew member knows exactly what is expected of him and when. A simple, understood signal is all that is necessary to tell each what, when, where and how much. No shouting to let the opponent know what they are up to.

THE RECRUITS OR PROBIES

Orientation probably should be the very first order of business. Unless a new Fire-Fighter knows and understands the "pecking order" in the Department, he could have some moments of confusion or embarrassment. It is important that he really knows that it is a municipally owned Department, or owned by the Fire-Fighters themselves, or possibly a private corporation. If he does not understand what will be expected of him during his probationary period and how he might advance, once he becomes a regular, then there could be some real doubts in his mind which would have an effect on his interest and the quality of his work.

Then the Training Officer gets down to the nitty-gritty of bringing this group into a learning situation that will bring them along, step-by-step, in easy stages, through the basic fundamentals of the following:

Chemistry of Fire.

Behavior of Fire.

Safety — Clothing, Breathing Apparatus. The use of equipment.

Hand Tools — the care and storage.

Forcible Entry — Safe procedures, and the least amount of damage.

Ladders — Kinds, uses, carries, raises, securing, climbing, care, checking.
Hose, sizes, kinds, care, loads, rolls, carries, advancing, picking up.

Hydraulics — bare basics, understanding of water hammer, friction loss, nozzle pressures.

Fire Streams — from hand lines, special appliances. Working with and assisting fellow Fire-Fighters.

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THE REGULARS

The development of HANDS-ON SKILLS will be part of the program. Continued practice of the many evolutions of Fire-ground procedures must be a part of training, until the moves not only become second nature, but also in order that each Fire-Fighter will have confidence that his fellow Fire-Fighters will react in an expected manner and in order to accomplish this, certain standard procedures must be taught and adhered to. Development of these will fall heavily upon the Officers of the Department and the Training Officer. However, the Fire-Fighters should not be left entirely apart.

As the program continues, the Training Officer undoubtedly will begin to observe special interests and abilities among the individual Fire-Fighters in his classes. And now comes the time for him to work towards developing the group into a team of coordinated Fire-Fighters of whom the Officers can expect improved efficiency, upon command.

Nor should there be overlooked the indirect Fire-Fighting efforts of Surveys, Inspections, Pre-Planning and Public Relations. The better the members of a Fire Department become acquainted with the area within their jurisdiction, the better they will be in a position to cope with incidents as they arise.

Probably preparation in Public Relations should be tackled before becoming heavily involved in the other public activities. Your image with the public will have much to do with the way your representatives will be received and could well have an effect when time comes for you to request appropriations for added equipment or improvements.

Inspections have been proven to be an excellent tool in the reduction of many fire hazard situations.

Pre-Planning is still another step forward, during which much can be learned about a property and its surrounding area. What may be the probabilities and possibilities, under varying conditions?

Making use of a table-top Plan, depicting a problem area, will be most helpful. With Department members gathered around, each will have an opportunity to see an incident worked out in its entirety, and to offer suggestions.

All of these activities should become a part of your Training Program.

THE OFFICERS

The Commanding Officer must prepare himself to make his size-up, develop his strategy, make the best use of the available manpower, to consider the safety of those in danger, as well as that of his Fire-Fighters, to consider the possibilities of a

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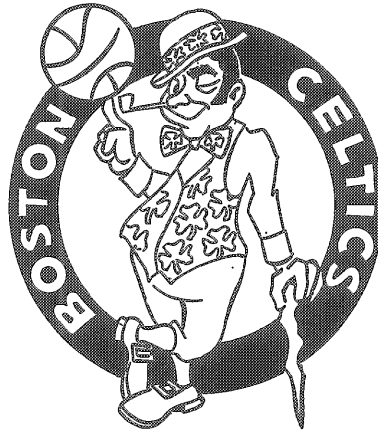
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badly developing situation, the need for assistance, special services from the utilities and others, to attempt to determine the cause and then to secure the property.

None of this can be done effectively, if the Officers themselves have not been trained to work together under stress.

In fact, the Officers should not feel it to be beneath their dignity to attend the regular training sessions of the Fire-Fighters. During these times, each will get to know the other better and will react more positively when the chips are down.

The Training Officer is going to need your help just as much as you need his. He is in a sort of betwixt and between position. He will be planning his work around your principal objective of a smooth working team and, in turn, trying to bring it all to fruition. It will not be easy for him, and yet much relies upon his ability to work with the overall architects' Plan and to lay each building block in its proper sequence.

And, last, but not least, Officers must learn to become leaders.

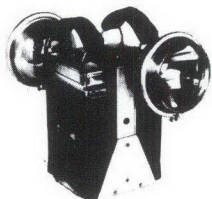
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Outside of the individual Fire Department, there are available a wide variety of offerings which require some effort and possible expense on the part of individuals, but which result in unexpected returns. It would be wise to take advantage of these as intensive courses, which will be taught by expert instructors, at which many fine points may be learned.

Vermont and other States have available a range of courses which may be brought to your own locality. Such courses are taught by instructors who have been specially trained for this activity. This method individualizes instruction, and comes in on your own needs and the apparatus and equipment you have available to you.

To Summarize, Gentlemen:

1. If a Fire Department is to be effective, there must be a program of training.
2. First, there has to be the idea — the Master Objective.
3. Then, an Okay from the Administration, and also from all concerned.
4. It takes dollars, and it has to be budgeted.
5. Someone to do the instruction, and to develop and present the program.
6. Of course, there have to be students, from the newest recruit to the Chief.
7. Then the series of lessons, in a logical order, each with its measurable objective.
8. Aids of many types, which give interest and meaning to each lesson.
9. Field work drives home the classroom lessons by actual hands-on, developing manual skills.

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10. Testing will prove whether the lessons have been learned or whether the instructor has taught.

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Thank you, again, Gentlemen.

MODERATOR SULLIVAN: Thank you for a job well done, Captain Gibby. Are there any questions? If not, I shall now recognize the Cardinal, Chief Jim Grote from the State of Connecticut! [Applause]

CHIEF JAMES L. GROTE of Chester, Connecticut: Mr. Moderator, I represent the New England Division of the International Association of Fire Chiefs, the Volunteer Committee, and I have so represented this Committee for several years. I am most pleased that I have been for sixty-six years a Volunteer, and I am still active, and it was just great to be here this morning and to hear and see this program that was put on this morning, and when I report back to our Committee at the Cincinnati Annual Meeting of the International Association of Fire Chiefs, it will be my pleasure to give a glowing report, for this is one of the best meetings that I have attended over a period of years, and I have gone to all of them.

Mr. Moderator and my good friends, a few of the old boys! Old Chief Grote will never let you down, and may you all be brought back to the Home Plate, where you belong, with the help of Almighty God! [Applause]

[Announcements were then made by the Moderator.]

MODERATOR SULLIVAN: I want to take this opportunity to thank these wonderful men from Vermont for putting on such a fine program here this morning, and let me say that I am very proud of you, for you did an excellent job.

[The drawing was then made. The meeting was adjourned at 12:00 noon on June 27, 1978.]

TUESDAY AFTERNOON SESSION — JUNE 27, 1978

The Tuesday Afternoon Session of the 56th Annual Conference of the NEW ENGLAND ASSOCIATION of FIRE CHIEFS, INC. convened in The Ship, at The Wentworth-By-The-Sea, New Castle, New Hampshire, at 1:56 o'clock, with the Program Chairman, Michael Moise calling the meeting to order.

PROGRAM CHAIRMAN MOISE: Good Afternoon, Gentlemen. It is a real pleasure for me to introduce to you Chief William J. Cremins from the Cambridge Fire Department. [Applause]

MODERATOR CREMINS: Good Afternoon. I am the substitute, today, for Commissioner George Paul of Boston. In any group of Fire Chiefs, we always bring up a little story of the Fire Service, and one that I think of now is one that I heard recently. It concerned a story of the terrific oil fire in Texas, in the oil fields where

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they were having a difficult time, there. The President of the oil company was bringing in some special oil fighters from all over the country, paying thousands of dollars a day, without much success in the actual work. The closest they came to the fire was 2,000-feet. In desperation, he thought of the Volunteer Chief of the local Fire Department, so he went to him and he told his story; the Chief said he would see what he could do about it.

So they headed for the fire, and he passed the 2,000-feet, and he passed the professionals; he went down to 1,000-feet, and then down to 500-feet. They were getting closer and got to 50-feet, and with a lot of coolness displayed, they extinguished that fire, without too much trouble.

The President of the oil company was overwhelmed, and he sent the Chief a check for \$2,000.00, and he asked this fellow what he was going to do with the money. The Chief said: "The first thing I'm going to do is to get the brakes fixed on the old pumper!" [Laughter and Applause]

It is my pleasure today to introduce to you a gentleman who didn't need to have the brakes fixed in order to get him within 50-feet of Boston and the surrounding neighborhood.

He is a graduate of St. John's Seminary in Brighton, 1941; Pastor of St. Sebastian's School in Boston in 1942; Chaplain of the Senate; Chaplain of the Boston Fire Department since June of 1969. He is, of course, a magician of some great note, and we know that Monsignor Keating follows the things that a Chaplain does in the Fire Service. We know that he brings great encouragement to the Fire-Fighters during serious fires. He does the unpleasant task of notifying the nearest of kin, on serious injuries.

I know that the Monsignor has a great program for you, and it is my extreme pleasure to present to you at this time Monsignor James J. Keating, Chaplain of the Boston Fire Department! [Applause]

PUBLIC RELATIONS IN TODAY'S FIRE SERVICE

Msgr. James J. Keating
Chaplain, Boston Fire Department

Thank you very much, Bill. Gentlemen, it is not my province here today to attempt to teach you anything that you haven't already learned, and I am sure that you have picked up many problems along the way.

I want to show you today something that I think is absolutely necessary and completely mandatory, if we are going to maintain an official set of Public Relations.

In the case of Proposition 13, every one of us could get as dramatic as possible. If the public knows what we are doing and why we are doing it, and we are realistic in attempting to perform for them, they will attempt to give us their support.

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However, if we are in a group that is flying up and down the street, and in general creating havoc as they stand on the sidewalks, then we are not going to have the support of those people. And, if we don't have the support of those people, when the chips are down, we might have trouble.

I have talked with Chief Paul and Commissioner James Kelley at great length. Chief Paul would be here today if it were not for the fact that he is back in Boston City Hall, tied up with the Evaluation Program, which is a burden, but it is a necessary thing. I talked to him and the Commissioner and they gave me their blessing, and I started out on this business of going to the public and trying to present a picture of what was a Fire-Fighter, and how do you make one, and what constitutes a Fire Department.

I am not going to say to you gentlemen, putting myself in the third person; I am not going to do that. I am going to give it to you as if it were St. Swithins. I will make you an offer, which I have made to many, many Chiefs, and it is this: that within reason, I will travel anywhere to give this lecture, and the only stipulation there is in regard to it is that there is no stipend.

Every once in a while, I get some affluent people, just bulging with their stocks out of their vest pockets. If I get anything from those people, I will just sign it over to the Pine Street Inn, that extraordinary institution for unfortunates in the South End of Boston.

You might be interested to know that I am the only Monsignor with a prime appointment in a Fire Department. There is a Monsignor Siblonsky, and he has a Polish Parish in the shadow of the Brooklyn Bridge, and that is his prime appointment. My prime appointment is the full status in the Boston Fire Department. It was sometime ago that Vice-Mayor Ed Sullivan thought that I should be carried full-time, and so I am.

I do a kind of a clerical job. I sandbag my friends. I went down the other day and got loaded up with clothings. There must have been twelve or fifteen sport jackets there. I also have a collection totaling \$626.00. I saw a few of the customers down there, eyeing the jackets, and I said: "Aha, today is Saturday, and methinks some of these will be hanging in a hot shop window." In any event, they can help me out on Pine Street!

If we can have the lights out, now, I can show you some pictures. First, let me say that I am a native of South Boston, and whenever there is a pillar of fire by night and a pillar of smoke by day you will always get the curious to flock to it, with the exception of the person like this one [showing slide] to visit the neighbors from England and Ireland. He is just interested. Everybody else goes to the fire, and ends up like this poor Deputy. When he saw the potato shed, then they went to work, and up on the side streets, they are pounding away and snorting and pulsating, and the people say: "Isn't it wonderful?" And, they make remarks about our smashing the windows, and letting things down.

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Then, the people go home. Then, during the night, they wake up at the sign of the apparatus, and they smell the smoke and they say: "Thank God it's not my house." And then they go back to sleep.

My first word is this. Before you go back to sleep, say a prayer for these people, for I want some spiritual support for the Fire Service.

People forget about things, not knowing that there was a use for a bucket on wheels, put together with a hand brace [showing slide] so it could be trundled about on an express wagon and taken to a fire, and it squirted this pulsating stream.

Then things went on to a betterment, in the middle of the 19th Century, for there was this piano function. It is like the old square piano, and it was not able to turn out a good stream of water, and the longest period of time that anyone could pump this was ninety (90) seconds, and it was immediately by one of those on the second team. These were all private properties.

Here is American's Engine No. 6 in New York City, and it was owned by a group headed by the famous Boss Tweed, and this was the piece that was the pride and joy of Tammany Hall. Tammany Hall became, in time, the great Democratic Center in Manhattan, and it was for that reason that the cartoonists used this picture of a tiger [showing slide], and the tiger became the symbol of Tammany Hall.

These pieces were drawn through the streets with all kinds of excitement, so that it was not a business of an over-imagination. They often had more bloody noses than these homemade hoses, and frequently the building burned down.

In the last half of the 1880's, in the Navy, they had a group in Washington who felt that steam was only a fad, and once again it would be replaced with sails. Make a note of that. Line 521, on the switchboard of the Boston Fire Department. Here is a horse-drawn carriage, a fire carriage, and it has its steam lines. And, they have here a steam reciprocating engine and the pressure balls, so that they could have a constant stream all the time.

The Captain of the Training Academy was with Ladder 3. And there is old Ladder 3 [showing slide], from Bristol Street, and later on, it came out from behind the Cathedral. Note the manpower; make a note of that, please. I used to say: "Look, Captain," and you might see the Captain up there. I tell the boys about this. Here is the old Grand Opera House [showing slide], near Dover Street, and here is one of the newest aerial ladders. This is from the San Francisco Fire Department, and it is amazing for persons to realize that until a man rode behind three horses — and note the height of these horses in relation to the size of the carriage — these horses were really a high size, and they had to be.

One of the best pictures that I have ever seen is that of one of the fire boats up in Buffalo, and it is just amazing [showing slide]. Now, here is the famous picture of Engine 1, from Cambridge, on Trowbridge Street. There are only two famous pictures, and this is one of them; the other is Engine 18, of Harvard Street in Dorchester, a facsimile of which you will find, and that is the famous Boston Herald pic-



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ture of Engine 18 [showing slide]. This was taken by somebody who gave it to Gunnar House, and he retired, he was the Assistant Superintendent there.

We had Engine 2, and the second pump was Engine 43; it sported not one, but two Dalmatians. The Dalmatians were originally in middle Europe. By virtue of that one, he became a member of the Fire-Fighting Service. His job was to keep other dogs away from the horses.

I went through the motorized age. The guys from the South Shore Shriners gave me their word of honor, and they kept it, too [showing slide].

Then, we come to the 1920 era, and this is one of the four pieces brought up by enthusiasts by a club in South Brookline [showing slide] and here is one of the old Brookline pieces; this one here is 1926, 500-gallons of service up in Wilmington. Then, it seems so strange to see Newburyport No. 6 pictured [showing slide].

Now, these boys are all volunteers [showing slide]. They are called the Dandy Veilers, and they go up to these heights [showing slide]. They go up and over and they repeat that, until they are blue in the gills. Then, they do this thing, saying: "Look, Ma, no hands!" I always stop, there, particularly if I am addressing a ladies' organization, and I say: "Girls, are you going to Slenderella? Are you spending a fortune on diet food? Forget it. Just come down here, and we will give you a belt, and you can put it on" and within twenty minutes, you will scare all the fat people!

This picture was taken, of course, for a demonstration in the Navy, for us, with our own Training Academy, and this is looking south from Moon Island, across and over to the Long Island Hospital. Here is the Smoke House, and here is the railroad, and so forth. This Smoke House is a marvellous thing, and this combination here [indicating] is used to turn out some of the loveliest molasses-like black smoke, and it is a magnificent array, on the blower. We could put smoke there, and the boys had to get down on their hands and knees and crawl over. Sometimes we would have a pretty good fire going, and then we got up to 150-degrees, and then they were told what they should know. We point out the business of every type of detection device and alarm devices, as well as the cut-away.

Here is a close-up of the boys on the roof [showing slide], and we explain all about the roofs to them.

We give them an explanation of the hose drill, and this is the hose line [showing slide]; this is half way down the length of it, so that this fellow won't kill himself going up the ladder. So that this man, for example, has the hose between his feet, so that he, too, won't trip, in order to take the low man on the totem pole and send him to me in the Boston City Hospital.

Then, they take out the lines, and they go to work on a 2-½-inch line, on 64-pounds to the cubic foot, and you can really have something. Otherwise, you will have something decapitated.

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Now, a taxpayer never saw one of those before, but he knows that you are not standing around there stupidly. He is out on the street, and the police officers are keeping him there. If he knows you are using one or a half a dozen of these, he knows that you are putting out a fire. And that's all we want. We want him to know that we are putting out a fire or fires.

I explain this to them, too. I explain this Service type of mask and how it is a regenerated thing. I don't explain the chemistry of it, but I explain it by virtue of the various carbons, and he is able to inhale free air.

Let me say that this man and a ladder [showing slide] can change from one window to another, how you can drop or raise it so that he has a versatile type of water power, and I also explain the end results. We take these kids over to Brighton, to the Drill Tower. There is the Home of District 9, which is about a mile from where I live. I have lots of fun meeting the members of the citizenry, who scoff at me regarding the residency law. So I say to them: "I want you to know something. I live on a street in Boston, not in Newton, and I live in District 11.

I remember reading in the FireHouse Magazine, sometime in early winter and late fall an article which had to do with the first organized Fire Department in the City of Rome, written by Trappists. First, there were Caesar and others. And when there was a fire in the city of Rome, the leader just jumped into his chariot post-haste to the scene, and when there was a ridiculous offer to buy the building on the spot, he whistled. The slaves came in; they had hooks, and line-men and they had ladder-men, and they put the fires out, and the next morning the bricklayers were there, and also the carpenters and other workmen.

The grandfather of one of our fellows in the Department had a bad fire in the Hotel Essex, and he took pictures. One of these pictures shows two floors, where a rescuer has a woman on his back, and he brought her safely down to Atlantic Avenue, where they would have some practical applications, and these, I shall have to explain.

Here is the standard training. They explain how you cannot make a pendulum out of it [showing slides].

Finally, I want to tell you that these kids are marvelous, and any lad who goes through this type of training has got it. Obviously, you have got to separate the men from the boys, but these kids are great.

For years, we suffered from that part of the city government known as Public Utilities. I used to say "Public Utilities." But now, these are Fire Houses, and you have to face the same thing. You have to go before the various Boards in order to have the Fire Houses worthy of the name for fire places, and for storage of the apparatus, and now we are getting something with which to work. Things are working out better and we are able to do something and this is somewhat of an improvement.

QUESTION: These are all Diesel, now?

MONSIGNOR KEATING: Yes; these are a great boon for us, as Commis-

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sioner Kelley said to me when it was demonstrated: "You are a chicken from South Boston." And I said: "No; I'm an ex-chicken from Roxbury."

Now, I always stop here, to say that if you have a fire in the house, you should do two things. If you can't put it out, then shut it down, and everybody should run out, and let somebody else call the Fire Department.

No fire touched that cart; that is radiational heating, and that is a great example of it [showing slide]. And do you know that nobody was even scratched? And do you know why? The kids were in school. And here is the same house, and this is in a matter of minutes [showing slide], and there it is again [showing slide]. The horror of fire can be brought home to persons when they see something like that.

The next slide is an advertising picture of the Thomas G. Plant Shoe Company that was put out many years ago in one of their brochures [showing slide]. Then we have this extraordinary fire there, where that picture was taken. The whole thing went, and it was just amazing that nobody got hurt.

Down at this end of the plant, there was a garage, and around the corner of Bickford Street, there is a house projected here; this is what it looked like less than an hour before. A young girl came along, a squatter in the studio, and said: "Excuse me, Sir, but I have three years of work for the doctor up there in my studio. May I go up and get it?" I said: "No." She asked why, and I said: "Because there's a fire underneath here."

I am allergic to the sound of falling masonry, but this is a picture of Commonwealth Avenue and Dartmouth Street when the fire started there, and there is the real old-fashioned Ladder 106, and there are the boys going up the ladder, and here is the alleyway of the building. Three times, the fire came out in this Section, and three times it was driven back, and there is no fire down here [indicating]. We were out front, and I was standing at the corner, and suddenly we heard three distinct crashes; this is what we saw, and that proves the fact that there was no fire down inside here [indicating]. Here is Ladder 15, and there I am, there.

I went to this fire at three o'clock, and I got back at 4:30 the next morning. We got one man out, and there were five bodies in here [indicating] and three bodies in here [indicating]. We worked there all night. Here is the Reverend John Barkley; this is McLaughlin, Lieutenant on Ladder 15.

This is Sunday morning, June 18th, and I felt a great responsibility towards my people, and this means a great deal to me. I have seen the families, and as a matter of fact, it was two weeks ago.

This engine was taken apart, to make sure about everything, and I put it together again, and today it is over in East Boston.

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I ask God to bless all of you! Thank you very much for your kind attention.
[Applause]

MODERATOR CREMINS: Monsignor Keating, I know that everybody who is interested in the Fire Service has been particularly interested in your presentation here today and we thank you very much.

BANQUET SESSION — JUNE 27, 1978
CHIEF MERTON S. DYER

Toastmaster

President, New England Association of Fire Chiefs, Inc.

TOASTMASTER DYER: Reverend Clergy, Guests at the Head Table and Members of the Association. It is my pleasure to welcome you here this evening to this Banquet Session.

First, I want to introduce to you the wives of the Officers and Directors of this Association. To these ladies, we owe a great deal for the way this Conference has gone. [Applause] Next, I would like to make a little change and introduce some of the Past Officers who are here this evening. Would they please stand? [Applause] Past Secretary, Albert W. Kimball and Mrs. Kimball; Mr. and Mrs. John Donovan; Past President from New Hampshire, Chief Ralph Seavey; Chief and Mrs. Joseph Cremo of Portland, Maine; Chief and Mrs. Edward B. Borowiec of Chicopee; Chief and Mrs. Albert B. Galfetti of Barre, Vermont; Chief and Mrs. Earl Andrews of Lincoln, Rhode Island. [Applause] It is so very nice to have these Past Officers and their wives present here this evening. They have been coming to our Conferences for many, many years. [Applause]

There is a young lady here who has been at as many Conferences as anybody else in this room, for she has been recording these meetings since 1946. [Applause]

Also, Mrs. Helen Devine is with us this evening. [Applause]

At this time, I want to call upon our genial host, Mr. Jim Smith, and wouldn't you like to say a few words to us?

MR. JAMES BARKER SMITH, Manager-Owner of The Wentworth-By-The-Sea: Thank you, Mr. Toastmaster. Instead of addressing the distinguished Head Table, I would like to say that Miss May and Chief Calley, and I know there may be one or two others but they are the ones who are here tonight, were here in 1946, the first year the Chiefs came here! It was a great pleasure then to say "Hello" and it is a great pleasure to say "Hello" tonight.

Ladies and Gentlemen, we are looking forward with the greatest of pleasure to seeing you in 1979, and we are very hopeful that we will see you again in 1981! [Applause]

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You have a great speaker tonight, Judson Hale, the Editor of Yankee Magazine, so I shall not encroach upon his time.

Thank you very much! [Applause]

TOASTMASTER DYER: Thank you, Mr. Smith. At this time, I want to introduce to you our Head Table. At the far right, we have the Director from Maine, Chief James F. Rulman of Westbrook, Chief Angelo R. Cappelli of Johnston, Rhode Island, Chief Ernest Flanders of Montpelier, Vermont, Chief Clinton L. Hughes of Wethersfield, Connecticut.

Our First Vice-President, Chief Carl P. Sawyer.

Immediate Past President, Earl Andrews, Lincoln, R.I.

Reverend Charles Hood, Beverly, Massachusetts.

Chief Joseph A. Monahan, Narragansett, Rhode Island, our Sergeant-at-Arms.

Chief James F. Brennan, Salem, Massachusetts, the fellow who pulled all of this together.

Chief Wilbur D. Perkins, North Hampton, N.H., our Director from that State.

Chief Lawrence Lamson, Hamilton, Massachusetts, our Director from that State.

Chief Patrick T. Brown, our Second Vice-President.

Reverend Stephen Foley, one of our Chaplains.

Next, we have a gentleman with whom I have worked for sometime, Fire Marshal, and I would like to ask Ray to say a few words this evening.

FIRE MARSHAL RAYMOND DEWHURST: Reverend Clergy, Mr. President and members of the Head Table, Ladies and Gentlemen. President Dyer has asked me to appear before you this evening in behalf of the New Hampshire Fire Service. I immediately agreed, and believe me I feel very honored to be here tonight.

I would like to take the time to discuss the Fire Service in the State of New Hampshire. This Fire Service is basically made up of 250 Fire Departments and it includes 1,000 career, 7,000 volunteers and call Fire-Fighters and Officers. The Departments are categorized as follows: 200 volunteer call men, 45 career call men, 2 military, and also one private company here in the State.

At the State level, the Fire Services include Fire Service Training for the Fire Service, in the office of the State Fire Marshal.

Some of the organizations for the mutual benefit of those in the service are the New Hampshire Fire Chiefs Association, the New Hampshire Fire Prevention Society, the New Hampshire Arson Investigation Association, the Fire Instructors Association of New Hampshire, the Permanent Fire-Fighters Association, the New Hampshire Fire-Fighters Association, the New Hampshire Forest Fire Wardens Association, the Associated Fire-Fighters of New Hampshire, and the Federation of Fire Mutual Aid Associations, and I've probably missed some; if I did, I apologize.

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We also have, as you know, an Associate Degree, a Fire Protection Program, here in this State. And we also have a Fire Service Minimum Training Standards Commission, as well as a State Advisory Board of Fire Control.

The principal function of this Board is to be the contact for education, for NFPCA, and also to develop Fire Protection and Master Planning, as well as to determine the appropriate fire agency to handle the specific requests of the NFPCA.

Already, we have available a report on the Statewide organization, designed for Fire Training and Education, and this report is many pages long, but it really gets to the heart of the problem, here in the State of New Hampshire, something which has been needed for a long time.

And so, my friends, New Hampshire, in my opinion, is continuously moving forward, maybe not as fast as some of us would like, but we are moving.

Thank you very much! [Applause]

TOASTMASTER DYER: I was fortunate, this evening, to have a neighbor of ours, of mine, anyway, come over here as our Guest Speaker, and he is the Editor of Yankee Magazine as well as the Old Farmer's Almanac, and he publishes books and calendars and other things.

Judson D. Hale was born in the State of Maine, and I understand that he entered some private schools, too. He is a graduate of Dartmouth College, and he also told me that he did serve with some distinction in the Rhode Island Division as a Tank Commander for a while. I don't know what the distinction was, but he did serve with them.

At this time, it is a great pleasure for me to introduce to you, Mr. Judson D. Hale of Yankee Magazine, and the Old Farmer's Almanac! [Applause]

ADDRESS of JUDSON D. HALE

Editor — Yankee Magazine

Thank you, Mr. Toastmaster.

I am really honored to be here tonight. I mean that. I am really honored. I have really no credentials to speak to you Fire Chiefs. I was a member of the Dublin Fire Department for eighteen years, but I was very definitely at the bottom rung of the ladder, so to speak. I am very un-mechanical and inept in crisis situations, and I really don't think I should have joined, but the reason I did was because we were next door to the Fire Department, and so it was my duty to join. In other words, the Yankee Magazine building is right next to the Fire Department, and when the whistle went off, I felt that I ought to go. I was the first one there, and I guess I was expected to drive the truck. I was trained to drive the truck, but I couldn't remember how it started! [Laughter] Honest to goodness. I had a sheet in my wallet, and I would take it out, and it started with: "Open the door." And then there were all of

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the different things that were to be done. But, even in that way, I couldn't start the thing. I found another way to do it. This is the first time I would admit it, but I would get to the fire truck and nobody would be there, and I would run around, around and around; they would never notice me, and I guess they thought I was in a hurry! [Laughter]

Now, the Almanac claims it is 80 percent accurate in its weather predictions, and I really proved that about a year ago. It was about a year or two years ago when I was speaking before an insurance group. I looked at the Almanac to see what it said for that particular day, and I found exactly five words there: "Clear, hot, north; showers, south." And so I analyzed the five words, and I said, "Clear," okay. "Hot" was okay, too. "North," okay. "Showers," that was wrong. But "South" was okay. So there was one wrong out of five, which was 80 percent. So that will give you some idea of the Almanac.

Let me give you a couple of examples of why I do think that the weather can be predictable at long-range. I am not saying that we can, yet, but there is circumstantial evidence. I am not going to prove anything. But let us take a look at things the way they are. The earth goes around the sun, taking 365-days and 5-hours and 46-minutes and 46-seconds to go around the whole year. One hundred years from now, that same trip, and with millions and millions of miles traveled, it will take one second less. The sun and the planet and the moon, and that is our galaxy cycle. And our galaxy, which is the Milky Way, is moving around the thousands of galaxies 350,000 miles per hour. So that right now, while we are all sitting here and while I am standing here, we are spinning at 700-miles an hour. At 66,000 miles, the sun is traveling 481,000 miles an hour. The Milky Way, also. And that is the super-galaxy. But, here is the point. All of this goes in cycles that are so precise that it could be the position in reference to any other heavenly bodies that could be predicted 1,000 or 2,000 years from now, because the patterns are so exact and the cycles are so precise.

Now, of course, that would include the weather. But the weather does not occur at random; it is not haphazard. In that case, the weather is predictable. I think that it would be about as difficult to predict the weather, long-range, a week ahead as it would be to take black ink and throw it on the white wall there, and before you do so, you could circle it with a crayon, where every drop would land, before you threw the pail of black ink on the wall. Do you think that is possible? No; it probably isn't.

Now, conceivably it is possible. I think that if it was thrown by a machine, and you knew the density of the air and all the molecules of the air and the atmosphere, if you know all of these things, and at least a million things that we don't know exist, then it might be possible. And that is about where we stand, in long-range weather forecasting. But, I still go back and say that it is possible; it is a possible thing to do.

Now, weather has been predicted accurately, and also inaccurately. We have some of these old sayings that some people give us, that they swear by, and we even have some from the Bible. "Like sunset weeping in the holly," which I believe is from Shakespeare in Richard II. People of all types have said these things and many

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more quotations too numerous to mention, and I think they are right. Of course, some of them are a little too subjective, like: "If Candlemas Day be bright and clear, we will have two winters in the year." And, February 2nd, groundhog day, is exactly halfway through the winter. But, I doubt if that is true.

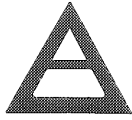
There are other ways of predicting the weather, long-range. I am now reading an article of experimental studies, where predictions are made, and every thirteen or fifteen years, the author calls it the Chandler Motif. Dr. Bryson said that his wife's name was Chandler, and that's what he calls this motion of the earth, as he says, just a little bit, like a few feet. Suppose you are going down the stairs, carrying a pail of water; even though you are careful, the water can slosh significantly, and that is what he says the atmosphere does; it gives it the Chandler motion. He predicted certain things last winter, and he has been right. But, he did his prediction in December. We did ours the previous May, and we were also right, although a little bit off. I take this right out of the 1978 edition of the Almanac, which is the only way to prove it. It says that the winter in the east will start out cold, with sleet and snow, and the second week of January, we will get help in offsetting the cold waves in Mid-December and January. Then we get the prediction of Mid-January to Mid-February, with the major snowstorms at the end of January and the first part of February.

There are a lot of people who have made studies on the moon. I am convinced that the moon has that effect. For instance, the sun and the planet, and the sun, itself, just the sun, is one of the greatest predictions of all times; for the great Halifax storm, it was predicted by a man named Sacks a year in advance, and that was written up in many of the Journals. He made this prediction, based on the position of the planet, and the gravitational pull of the sun and the planet.

I am not talking astrology, when I get into this, because astrology would indicate that it has a force on us, individually, when we were born, and that force would affect all of us all at once. But Dewey theorizes and says that we can theorize that something is somewhere, and it can be acted upon, and that the field affects the chemistry of our bodies and makes us optimistic, energetic, philosophical.

During 1953, in the New Hampshire primary, Eisenhower was running against Taft, and the people looked in the Almanac to see the forecast for the primary, and the forecast was for a blizzard. So that when it came, it did snow a little, but only about a half an inch. And that night, the Boston Globe said that we only predicted a blizzard, but we only got a half-inch of snow, so they said that we were wrong. Well, that is a sort of half-in-half situation, and the people asked us if we believed in our prediction. I like to reply by saying, how can you expect people to go to your funeral unless they believe in you? So I guess I'm off that line of questioning.

We did have a chicken ad that laid colored eggs, and the copy indicated that you could call your own color; in other words, you could look at the chicken right in the eye and say: "Red." And they would give you a red one. Well, we sent for that chicken and we found out that that wasn't so, and that you would have to take whatever color he wanted to give!

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Let me conclude with the real purpose of the Almanac, and this is not necessarily all this kind of nonsense and the weather and all of this that you have heard here tonight.

The calendar of the heavens is a basic thing and it is not to amuse, nor is it to entertain with our many editorial features. It is not to forecast the twelve months of weather for the continental United States. But, rather our basic function is to present to you the structure of the forthcoming year, and that means the seasons, the sun and moon rising and setting, the length of daylight, the tides, and so forth.

This is information which can be applied not only to the practical part of our lives, as in farming, fishing, gardening, boating, but also and perhaps more important, it is information which can be a strengthening force when applied to our inner lives.

In the words of Robb Sagendorph, who was the Editor of Yankee Magazine from 1939 to 1970, we have been useful in guiding all of us in what I like to call the edges of creation, so that we may feel not care-worn, but that we may care for life. Thank you very much! [Applause]

TOASTMASTER DYER: Thank you so much, Jud, for a very fine presentation.

I am now going to ask Earl Andrews to come up to the rostrum for a moment.

Last year, Earl, for one reason or another, we weren't able to present you with the Helmet at the time of the Banquet. And so now, I would like to present you with this Helmet, in honor of your year as President of the New England Association of Fire Chiefs!

PAST PRESIDENT, CHIEF EARL ANDREWS: Thank you, and this is a kind of an extra bonus, and that's all I can say! Thank you very much! [Applause]

FIRST VICE-PRESIDENT CARL P. SAWYER: Ladies and Gentlemen. Perhaps the reason we couldn't do that last year was because we didn't have the money, or enough money in our Treasury. This year, we do have a little extra money in our Treasury, and Chief Merton Dyer, it is a very great pleasure for me to present you this Helmet, and we say to you, wear it with grace, and hook it over your fireplace! [Applause]

TOASTMASTER DYER: Thank you very much [trying on the hat]. Before we have the drawings, I am going to ask that the Benediction be given by the Reverend Charles F. Hood, our Chaplain.

REVEREND CHARLES F. HOOD: Eternal and everlasting God, our Father,

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we thank Thee for the gathering together of our friends and our neighbors, and the good times that we have had together at this Conference.

We ask that Thou wouldst surely bless us in several ways, until we meet again. And now, may the Lord bless us all and may His face shine upon us all and give Thee our best. Amen.

TOASTMASTER DYER: Thank you, Reverend Hood. And now, I am going to call upon Chief Ed Creighton for the drawings of the prizes.

CHIEF ED CREIGHTON: Before we get started, I want to give you the rules of the drawings. We will draw the names out of a box that has been handed to me by a Registered Chief. You have to be a registered Chief, to be receiving one of these gifts, and you have to be present in this room.

In order to expedite the whole situation, I will call the name twice, and if nobody answers, we shall go right on to the next name.

[Adjournment at 10:30 P.M. June 27, 1978.]

WEDNESDAY MORNING SESSION — ANNUAL MEETING

The Annual Meeting of the NEW ENGLAND ASSOCIATION of FIRE CHIEFS, INC. convened in THE SHIP, at The Wentworth-By-The-Sea, New Castle, New Hampshire, on June 28, 1978 at 10:00 o'clock A.M., with President Merton S. Dyer calling the meeting to order.

PRESIDENT DYER: I am going to call this Annual Meeting to order, Gentlemen, and we will begin with a Salute to the Flag.

[The Salute to the Flag was conducted by Chief Moise.]

PRESIDENT DYER: Reverend Hood will now give the Invocation.

REVEREND CHARLES F. HOOD: O Lord, our God, in whom we live and move and have our being, we thank Thee for all the blessings of life and the beauty and magnificence of this day. We thank Thee that we are alive and that we could serve Thee, and we ask you, O God, to bless this Session, and as we go our several ways, Thou wilt surely go with us.

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

PRESIDENT DYER: We shall have the reports of Committees, and we would appreciate it if you will please use the microphones on the floor, so that we may all hear what you say.

The first report that I would like to have is the Report of our Secretary, Chief James F. Brennan.

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REPORT OF THE SECRETARY — 1978**CHIEF JAMES F. BRENNAN**

To the Officers and Members of the New England Association of Fire Chiefs, Inc., I herewith submit the Annual Report for the year ending May 31, 1978.

Your Officers and committees held two meetings since our last Annual Conference. The first one was held at King's Grant Motor Inn in Danvers, Ma. on October 25, 1977, with the second one being held on May 12, 1978 at The Wentworth-By-The-Sea, Portsmouth, New Hampshire.

Both meetings were well attended and association business was discussed and acted upon as the Plans for the 56th Annual Conference were formulated.

During the year, all association business was handled promptly by President Mert Dyer and your Secretary. A full and complete report of the meetings will appear in the 1978 Book of Proceedings of the Association, commonly referred to as The Red Book.

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

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, we urge you to do so.

As of May 31, 1978, we have 1,344 members of the Association.

Maine	71	Connecticut	192
New Hampshire	107	Outside N.E.	38
Vermont	72	Honorary Life	266
Massachusetts	498	Life	8
Rhode Island	92		

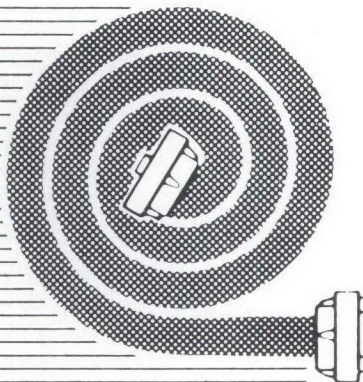
During the year 1977-1978, the following changes were made in the membership:

New members	68
Lost by death	14
Lost by resignation	8
Lost by non-payment of dues	14

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.

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

I have attempted to serve you well as your Secretary-Treasurer, imperfect as some of the attempts may have been. It has been an honor and a pleasure to serve you.

I wish to thank all the Officers and Members of the Association, and to President Mert Dyer for your many kindnesses and for your cooperation.

Respectfully submitted,

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

PRESIDENT DYER: Gentlemen, you have heard the report of the Secretary. What is your pleasure?

[*Upon motion* duly made and seconded, it was voted to accept the report of the Secretary, as given.]

PRESIDENT DYER: We shall now have the report of our Treasurer, Chief James F. Brennan.

REPORT OF THE TREASURER — 1978

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 11, 1978.

RECEIPTS

Balance on hand in checking account June 1, 1977	\$ 2,828.95
Dues collected 1977-1978	8,180.00
Red Book Account	1,300.00
Conference badge contributors	200.00
Sale of ladies' gifts	170.00
Return of Conference monies	312.40
Registration	6,150.00
Hingham Coop. Bank Interest	385.66
Transfer of funds from savings account	6,000.00
Raffle	1,300.00
Sale of Banquet tickets	2,560.00
Refund of overpayment — Post Office	2.05
Gift	12.30
Dealers' Association	400.00
Exhibit Committee	<u>4,111.80</u>
	\$33,913.16

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Receipts	\$33,913.16
Expenditures	<u>32,317.71</u>
Checking Account	1,595.45

June 1, 1978	\$ 1,595.45
Shawmut Merchants Bank, Salem	16,375.52
Hingham Coop. Bank	<u>7,000.00</u>
	\$24,970.97

EXPENDITURES

Flowers, fruit, memorials – I.A.F.C.	\$ 504.50
Conference Badges	212.61
Conference Expenses	15,773.47
Mailing	1,002.87
Secretarial Assistance	270.00
Photography	70.77
Salary	2,428.44
Plaques	118.70
Ladies' gifts	1,118.77
Committee Expenses	1,571.97
Dance Band	800.00
Prize Winners (Raffle)	175.00
Printing	1,295.87
Taxes, Social Security	721.99
Transfer to Savings Account	6,000.00
Refunds	35.00
Telephone	105.00
Insurance Bond	97.75
Safety Deposit Box	<u>15.00</u>
	\$32,317.71

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

PRESIDENT DYER: Gentlemen, you have heard the report of the Treasurer?
What is your pleasure?

[Upon motion duly made and seconded, it was **VOTED:** To accept the report of the Treasurer, as given.]

PRESIDENT DYER: We are next going to hear the report of the Auditing Committee, by Chief Earl Andrews, the Chairman of that Committee.

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UNION LEADER SUNDAY NEWS**

REPORT OF THE AUDITING COMMITTEE**CHIEF EARL ANDREWS, CHAIRMAN**

Mr. President and members of the Association. The Auditing Committee, composed of Earl Andrews, Pat Brown and Carl Sawyer, viewed the records of the Treasurer, and we have found everything to be in good order.

Earl Andrews, Chief
Chairman

PRESIDENT DYER: Thank you, Chief Andrews. Next, we have the report of the Reservations Committee, by Chief Ed Borowiec.

REPORT OF THE RESERVATIONS COMMITTEE**CHIEF EDWARD B. BOROWIEC, CHAIRMAN**

Mr. President and Members of this Association. I hereby submit the report of the Reservations Committee for the 56th Annual Conference at The Wentworth-By-The-Sea, Portsmouth, New Hampshire.

Application cards for room reservations were mailed to all members on March 14, 1978. On May 15th, I had been advised that we had reservation requests filling the entire hotel and available cottages. Room confirmation cards were mailed out promptly in reply for room reservations.

On Sunday, June 25th, 369 persons were checked into the hotel.

On Monday, June 26th, 407 persons were checked into the hotel.

On Tuesday, June 27th, 398 persons were checked into the hotel.

Since this was my first assignment as Reservations Committee Chairman, I wish to express my sincere thanks to the members for their cooperation and understanding during this Conference.

Respectfully submitted,
Chief Edward B. Borowiec
Chief Clinton L. Hughes
Chief Ernest Flanders

PRESIDENT DYER: You have heard the Report of your Reservations Committee. Do I hear a motion for the acceptance of this report?

[Upon motion duly made and seconded, the report of the Reservations Committee was accepted.]

PRESIDENT DYER: The next report is the report of the Exhibit Committee, by Chief Ed Creighton.

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**REPORT OF THE EXHIBIT COMMITTEE
CHIEF EDWARD CREIGHTON**

Mr. President, we had a total of 32 Fire-Fighting Vehicles, with 9 on the side of the hotel, making a total of 41 vehicles.

It is too early to give any financial statement, right now. Let me say that we had three No-shows, and a half a dozen complaints. And we had 51 booths, as inside exhibitors. Thank you very much! [Applause]

PRESIDENT DYER: I ask your pleasure, in the matter of this report.

[Upon motion duly made and seconded, it was VOTED: To accept the report of the Exhibit Committee.]

PRESIDENT DYER: Our next report is that of the Program Committee, by Chief Michael Moise.

**REPORT OF THE PROGRAM COMMITTEE
CHIEF MICHAEL MOISE, CHAIRMAN**

Mr. President and Gentlemen. The Program went off very well. This is my first year as Program Chairman, and I just had some minor problems, which I think we can resolve next year.

We had some most excellent and timely speakers, and I want to thank the members of my committee, Chiefs Leddy, Higgins and Andrews for their cooperation in making this year's program a fine one. Thank you very much! [Applause]

PRESIDENT DYER: You have heard the report of the Program Committee. What is your pleasure?

[Upon motion duly made and seconded, it was VOTED: To accept the report of the Program Chairman and his Committee.]

PRESIDENT DYER: Our next report is that of the Registration Committee, by Chief K. Wayne Murray, the Chairman of that Committee.

**REPORT OF THE REGISTRATION COMMITTEE
K. WAYNE MURRAY, CHAIRMAN**

Mr. President and Members of the Association. Your Registration Committee compiled the following report for the 56th Annual Conference.

On Sunday, June 25th, we registered 172 active, 38 retired, 4 associate members; 23 exhibitors, 11 male guests, 1 new member, and 188 female guests.

On Monday, June 26th, we registered 74 active members, 11 retired members and 14 associate members, 31 exhibitors, 16 male guests, and 53 female guests.

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On Tuesday, June 27th, we registered 9 active, 4 retired, 4 associate members, 3 male guests and 4 female guests.

Our total registration was 652, which was 37 more than 1977, and we received \$6,520.00 in registration fees. And, we had 255 active Chiefs.

I wish to thank all of the members of my committee for their fine help and cooperation. Thank you very much! [Applause]

PRESIDENT DYER: Gentlemen, you have heard the report of the Reservation Committee by Chief Murray. What is your pleasure?

[Upon motion duly made and seconded, it was VOTED: To accept the report of the Registration Committee.]

PRESIDENT DYER: Next, we have the report of the Entertainment Committee, by the Chairman of that Committee.

REPORT OF THE ENTERTAINMENT COMMITTEE

CHIEF ANGELO CAPELLI

Mr. President and members of the Association, we had our Las Vegas Night, which was a great success, and the gifts that we had came to \$110.00, along with the case of liquor.

I want to thank you all very much. [Applause]

PRESIDENT DYER: Again, I ask you for your pleasure with reference to this report.

[Upon motion duly made and seconded, it was VOTED: To accept the Report of the Entertainment Committee.]

PRESIDENT DYER: Next, we have the report of the Raffle Committee, by Chief Pat Brown.

REPORT OF THE RAFFLE COMMITTEE

CHIEF PATRICK BROWN

Mr. President and Gentlemen. We took in around \$1,200.00, with somewhere around \$90.00 net profit, and I want to thank everybody who cooperated with me in this venture. [Applause]

PRESIDENT DYER: You have heard the report of the Raffle Committee. What is your pleasure?

[Upon motion duly made and seconded, it was VOTED: To accept the report of the Raffle Committee.]

PRESIDENT DYER: Next, I am going to ask Chief Paul Leddy to give us a report of the Publicity Committee.

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REPORT OF THE PUBLICITY COMMITTEE**CHIEF V. PAUL LEDDY**

Members of the Association. President Dyer asked me to take over as Chairman of the Publicity, and I decided to try something new this year. I sent out over sixty copies of the program, with an accompanying letter, to practically all of the newspapers in New England, and I haven't as yet heard as to how much of this was received in the press, or was actually printed, but I would like to ask you this morning how many, actually, saw anything on this Conference at all in your hometown papers, because I want to know how many press releases were received any time last week.

I did hear some comments that it was printed in some papers in New England, and as you know, I was hoping to try it out, to see how it worked.

PRESIDENT DYER: I guess we all know that this is a tough time to get publicity. Gentlemen, you have heard the Report of the Publicity Committee. What is your pleasure?

[Upon motion duly made and seconded, it was VOTED: To accept the report of the Publicity Committee.

PRESIDENT DYER: We are now down to the election of Officers.

CHIEF CREIGHTON: Mr. President, I was remiss in not naming the members of my Committee, and I do want to thank Chief Harry Schneider, Chief John Quinn, Chief Larry Lamson and all of my committee members.

PRESIDENT DYER: Thank you. We now come to the election of a new President. First, I want to express my thanks to you for my serving as your President, and to say I hope that things have gone on well. Patti and I have been very pleased with the whole thing, and it was a good year for both of us, and we want to thank all the members of the Committees, the Chiefs and their wives, for all the help that was given to us during this past year.

Last, but not least, I want to say a great big Thanks for Jim Brennan and Louise, particularly, because in my way of thinking, it is Jim Brennan, as a rule, who keeps this organization together. He does a whale of a good job and I say many thanks to you for letting me serve as your President for this year.

I shall now call for nominations for the office of President, and I recognize Chief Jim Grote of Connecticut.

CHIEF JAMES L. GROTE of Chester, Connecticut: Can you hear me? It is a pleasure and a great privilege for me to present the name of Chief Carl P. Sawyer of Groton, Connecticut, as the next President of the New England Association of Fire Chiefs, Inc.

A CONNECTICUT CHIEF: I will second that nomination of Carl P. Sawyer as the next President of this Association.

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PRESIDENT DYER: Carl P. Sawyer has been nominated for the office of President of this Association for the coming year. Are there any further nominations?

FROM THE FLOOR: Mr. President, I move that nominations cease, and that the Secretary cast one ballot for the election of Carl P. Sawyer as President of this Association for the ensuing year.

[This motion was then duly seconded by many of the members present, and was carried, unanimously.]

SECRETARY BRENNAN: I have cast the ballot.

PRESIDENT DYER: And I declare Chief Carl P. Sawyer duly elected as President of this Association for the ensuing year! [Applause]

PRESIDENT DYER: Congratulations, Carl! [Applause]

[President Carl P. Sawyer was then escorted to the rostrum by Sergeant-at-Arms Joseph Monahan.]

PRESIDENT CARL P. SAWYER: I want to thank this Association most sincerely for the opportunity to serve as President of this Association, and I am sure it will be one of the highlights of my Fire Service career.

I told Jim a while ago not to hesitate to nominate me. I said twenty-two years ago that I didn't ever expect to be up here, but I am here! And I thank you all! [Applause]

At this time, it is my pleasure to present our Immediate Past President an envelope for his services [presenting an envelope to Immediate Past President Dyer]. Our sincere thanks to him! [Applause] Also, his Badge, we will present to him a little later.

I had an opportunity last night to present to him his helmet. Today, we will give him his Badge, and we will be on the road shortly! [Applause] Our sincere thanks for your term as President of this Association! [Applause]

This meeting is now open for nominations for First Vice-President.

CHIEF ERNEST C. FLANDERS of Montpelier, Vermont: Mr. President, it gives me great pleasure to nominate Patrick Brown of Burlington, Vermont, as our First Vice-President for the ensuing year.

CHIEF WALKER of Vermont: Mr. President, I will second the nomination of Chief Pat Brown for the office of First Vice-President of this Association for the coming year.

PRESIDENT SAWYER: We have the name of Chief Pat Brown for the office of First Vice-President. Are there any further nominations for this office? If not, I will accept a motion that the nominations be closed and that the Secretary cast one ballot for Chief Brown for the office of First Vice-President.

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FROM THE FLOOR: I so move, Mr. President.

[This motion was duly seconded; there was no discussion, and the motion was carried, unanimously.]

SECRETARY BRENNAN: I have cast the ballot.

PRESIDENT SAWYER: And I declare Chief Patrick Brown of Vermont duly elected as First Vice-President of this Association for the coming year. [Applause]

[The Sergeant-at-Arms then escorted Chief Pat Brown to the rostrum.]

FIRST VICE-PRESIDENT PATRICK BROWN of Vermont: I want to thank the people of Vermont. I know that last year, it was a lot different.

PRESIDENT SAWYER: Nominations are now in order for the office of Second Vice-President.

CHIEF WAYNE MURRAY, State of Maine: It gives me great pleasure to place in nomination the name of James F. Rulman of Westbrook, Maine, for the office of Second Vice-President of this Association for the coming year.

[This nomination was then duly seconded by a Chief from Maine.]

PRESIDENT SAWYER: We have the nomination of Chief James F. Rulman of Westbrook, Maine, for the office of Second Vice-President, and this nomination has been seconded. Are there any further nominations? If not, I shall entertain a motion that the nominations cease and that the Secretary cast one ballot for the election of Chief Rulman for the office of Second Vice-President.

FROM THE FLOOR: I so move, Mr. President.

[This motion was then duly seconded by many of the members present, and was carried.]

Thank you very much! [Applause]

PRESIDENT SAWYER: Thank you, Jim. Nominations are now open for the office of Treasurer of this Association for the coming year.

CHIEF EDWARD CREIGHTON of Marblehead: Mr. President, I take great pleasure in placing the name of Chief James F. Brennan in nomination as Treasurer of this Association for the coming year.

SERGEANT-AT-ARMS JOSEPH MONAHAN of Narragansett, Rhode Island: I will second that nomination.

[This motion was then duly seconded by many of the members present, and was carried, unanimously.]

TREASURER BRENNAN: I want to thank the membership. I had intended, this year, that this would be my swan song, but I have thoughts otherwise, because nobody seemed to want to take the job. I heard yesterday that a young man was interested in it, and perhaps next year he will step in.

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CHIEF JAMES L. GROTE of Chester, Connecticut: Mr. President, it is a pleasure and a great privilege to nominate James F. Brennan to be the next Secretary-Treasurer for this year, but with the help of Almighty God, for many years to come.

CHIEF EDWARD BOROWIEC of Chicopee, Massachusetts: I will second that nomination of Chief Jim Brennan as Secretary.

[This motion was then duly seconded by many of the members present, and was carried unanimously.]

CHIEF PHILIP MCGOULDRIK of South Portland, Maine: Mr. President, it gives me a great deal of pleasure and pride to present a good friend and progressive Fire Chief to be the Director from Maine, and I nominate Chief Thomas Smith of Old Orchard.

CHIEF NORMAN KENNEY of Bath, Maine: I will second the nomination of Chief Smith as Director from the State of Maine.

[This motion was then duly seconded by many of the members present, and was carried, unanimously.]

PRESIDENT SAWYER: Nominations are now open for Director from the State of New Hampshire.

CHIEF PAUL D. LONG of Portsmouth, New Hampshire: Mr. President, it gives me a great deal of pleasure to nominate the former President of the New Hampshire Fire Chiefs' Association, Chief Wilbur D. Perkins of North Hampton.

CHIEF FRED HAST: I will second the nomination.

[This motion was then duly seconded by many of the members present, and was carried.]

PRESIDENT SAWYER: Nominations are now in order for a Director from the State of Vermont.

CHIEF PATRICK BROWN: Mr. President, it gives me great pleasure and pride to nominate Chief Ernest C. Flanders of Montpelier as the Director from the State of Vermont.

[This nomination was then duly seconded by many of the members present.]

PRESIDENT SAWYER: Nominations are now open for Director from the State of Massachusetts.

CHIEF EDWARD CREIGHTON of Marblehead, Massachusetts: Mr. President, it is my pleasure to nominate Chief Larry Lamson of Hamilton as the Director for Massachusetts for the coming year.

CHIEF HARRY SCHNEIDER of Agawam, Massachusetts: I would like to second that nomination.

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[This motion was then duly seconded by several of the members present, and was carried, unanimously.]

PRESIDENT SAWYER: Nominations are now open for Director from the State of Connecticut.

CHIEF JAMES L. GROTE of Chester, Connecticut: It is a great pleasure and a privilege, to nominate Clifton L. Hughes of Wethersfield, Connecticut.

PRESIDENT SAWYER: Are there any further nominations for the office of Director from Connecticut?

If not, all those in favor of Chief Hughes as Director from the State of Connecticut will please signify by saying "aye." Those opposed by the opposite sign?

[There was a chorus of "ayes" and the motion was carried, unanimously.]

PRESIDENT SAWYER: Nominations for Director of the State of Rhode Island are now open, Gentlemen.

CHIEF O'DONNELL of Rhode Island: We are last, but not least. I want to place in nomination the name of Chief Robert C. Wilder of Portsmouth, Rhode Island, as Director from the State of Rhode Island.

A CHIEF from Rhode Island: I wish to second the nomination of Chief Robert C. Wilder as the new Director from our State.

[This motion was then duly seconded by many of the members present, and was carried, unanimously.]

PRESIDENT SAWYER: The next item of business is the Conference Site for 1981.

[Secretary Brennan then read four proposals for the 1981 Conference Site.]

It was voted to hold the 1981 Conference at Wentworth-By-The-Sea, June 28-July 1, 1981.

PRESIDENT SAWYER: Thank you, Jerry. I would like to announce that I have reappointed Reverend Stephen Foley of Windsor Locks, Connecticut and Reverend Charles F. Hood of Beverly, Massachusetts as our Chaplains of this Association for the coming year.

Also, I have reappointed Chief Joseph Monahan of Narragansett as our Sergeant-at-Arms.

The other committee appointments will be made within the next month, and the Secretary will be sending notices to the persons selected to go on the Committees.

CHIEF LEO McCABE of Medford, Massachusetts: Mr. President, I wonder if the Board of Directors would consider discussing the probability of an alternate to the full American Plan.

PRESIDENT SAWYER: We will make an attempt to do so. This was discussed last year.

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PRESIDENT SAWYER: Gentlemen, what I would like to do with this letter, if you give me the authority, not that I need it, will be to appoint the Bylaws Committee to study this subject, because there are other things that enter into this. If this Bylaw change is enacted the way it is, we will have to make a decision as to whether or not one of these persons could hold any offices here.

What I would like is that I be empowered to appoint a Bylaws Committee, and refer it to the Board of Directors, so that the Secretary can give you some possible action at the next year's Conference.

CHIEF PATRICK BROWN of Vermont: Mr. President, I will make that motion.

[This motion was duly seconded by Chief Grote and other members present.]

CHIEF HIGGINS: As you look over the Bylaws as to who can vote and who cannot vote in this organization, it is a little bit confusing: We have the Superintendents of Insurance Patrols; they can vote. I am not sure who they are. We have the Chiefs of Private Businesses.

And so it seems that any one in New England can come up here and vote.

We do have some dedicated Assistant Deputy Chiefs, who can go on the Board of Directors, and one person in particular is Maurice McCarthy, who is a Battalion Chief. No one is more dedicated.

(Other speakers in the back of the room could not be heard by the reporter. Did the speakers want to be heard???)

Perhaps the Superintendent of Insurance is probably no longer an appropriate person to be active in voting. However, there may be other things in the Constitution that fall in the same category, so that I would ask your group to consider the whole of the Bylaws.

PRESIDENT SAWYER: Definitely, that will be done. What will be presented to the Bylaws Committee and presented here at the next Annual Conference will be this Subject.

Is there any further discussion? If not, all those who are in favor of the motion will please signify by saying "aye." Those opposed by the opposite sign?

[There was a chorus of "ayes," with no dissenting votes, and the motion was carried, unanimously.]

PRESIDENT SAWYER: Is there any further business to come before the Conference?

CHIEF WILLIAM S. DUSH, West Suffield, Connecticut: Mr. President, I am not sure that this matter is in the Bylaws or not, but we have been meeting on this business for so many years, and most of us are all checked out and all cleared up with our business, as far as the hotel was concerned, and many of us had a long way

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to go to get home. Is there any reason why this meeting has to be called for ten o'clock? Is there any reason why it should not be called for 9:00 A.M. or 9:30 o'clock A.M.? I don't know whether it means a motion or not.

PRESIDENT SAWYER: I believe that the Conference Committee has a perfect right to set the date, but it does not specify the time, but I can assure you that the Board of Directors of the Conference Program for next year will take your request under consideration.

Is there any further business to come before this 1978 Conference?

If not, I am going to ask Father Foley to give the Benediction.

REVEREND STEPHEN FOLEY, Chaplain: Let us pray. Heavenly Father, as we come to the close of the 56th Annual Conference of the New England Association of Fire Chiefs, Inc., we thank Thee for the fellowships that we have shared, the lessons that we have learned, lessons of friendship, relaxation and progress in our great Association.

We pray, further, that you will continually richly bless us, and we ask all of this, in the name of the Father, and of the Son and of the Holy Spirit. Amen.

PRESIDENT SAWYER: Thank you, Father Foley.

I now declare this 56th Conference of the New England Association of Fire Chiefs, Inc. adjourned.

[Whereupon, the 56th Conference of the New England Association of Fire Chiefs, Inc. was adjourned on June 28, 1978, at 11:45 o'clock A.M.]

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Dimick, Richard H., Chief, Volunteer Fire Department, Box 54,
West Pawlet 05775
Dion, Valere R., Captain, 136 Winooski Ave., Burlington 05401
Duball, Edward G., Chief (R), 42 North St., Burlington 05401
Flanders, Ernest C., Chief, 61 Main St., Montpelier 05602
Fournier, Jerald, Chief, St. Johnsbury 05819
Gavin, Walter, 957 Gage St., Bennington 05201
Gibby, George, P.O. Box 96, West Topsham 05086
Haddad, Edward, Chief, 128 Northside Dr., Bennington 05201
Haley, Ralph S., Chief, R.F.D. #3, Brattleboro 05301
Harrington, Joe H., Chief, Fire Department, Manchester 05254
Hopkins, Edward L., Jr., Chief, Box 145, Manchester Center 05255
Howard, Daniel R., Chief, Fire Headquarters, Bellows Falls 05101
Howard, Leonard A., Jr., Main St., Putney 05346
Howard, Lloyd E., Department of Public Safety, Richmond 05477
Hoyt, Duane R., Chief, P.O. Box 13, Arlington 05250
Hunt, James E., 2nd Asst. Chief, Manchester Center 05255
Iverson, Robert H., Dept. of Public Safety, Montpelier 05602
Jackman, Fred, Deputy Chief, Bristol 05443
Jacob, Joseph C., Chief, 18 Drury Dr., Essex Junction 05452
Kilburn, Karl, 1st Asst. Chief, Box 607, Manchester Center 05255
Knapp, Richard, Asst. Chief, 232 Maple St., Bennington 05201
Knight, Carroll, Asst. Chief, Manchester Center 05255
LeBlanc, Joseph D., Deputy Chief, Fire Headquarters, Burlington 05401
Lindsey, Ronald P., Chief, Shaftsbury 05262
Mansfield, Wendall M., Asst. Chief, Fire Department, Stowe 05672
Mattison, Erwin, Chief, Gore Rd., Bennington 05201
Mattison, Howard, Chief, Fire Headquarters, Brattleboro 05301
McKinlay, Harry S., Chief, Pittsford 05763
Morancy, Walter, Chief, Highland Ave., White River Junction 05001
Morrisey, Robert G., West Rd., Bennington 05201
Myhre, Arthur, Asst. Chief, Fire Headquarters, Rutland 05701
Noyes, Philip, Sr., Chief, 97 South St., Essex Junction 05452
Nye, Lucius, Asst. Chief, Fire Headquarters, Thetford Center 05075
Paul, Jas. E., Chief, Fire Department, Woodstock 05091
Perry, Roger D., Department of Public Safety, P.O. Box 12, Marshfield 05658
Pitkin, Ronald, Asst. Chief, R.F.D. #1, Plainfield 05667
Read, Walter, Chief, P.O. Box 52, East Dorset 05253
Reen, Robert F., Chief, P.O. Box 735, Montpelier 05602
Sawyer, Charles J., Chief, 146 Imperial Ave., Bennington 05021
Simon, Robert, Chief, Box 234, East Montpelier 05651
Simons, Hubert G., Chief, Overclift, St. Johnsbury 05819
Smith, Arthur D., Chief, Fire Headquarters, Saxtons River 05154
Smith, Kenneth, P.O. Box 141, Arlington 05250

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Sturtevant, J. Paul, Director, Occupational Safety and Fire Prevention,
Montpelier 05602
Sutton, Donald, Chief, St. Michaels College, Winooski 05404
Swezey, Christopher, Sr., Chief (R), Fire Department, Manchester Center 05255
Taylor, Charles, 25 Williams St., Rutland 05701
Thompson, Clifton H., Chief, Fire Department, Stowe 05672
Venner, Thomas F., Chief, Barre 05641
Walker, Francis D., Chief (R), 222 Division St., Bennington 05201
Wassick, Joseph A., Chief, 108 Congress St., Bennington 05201
Welcome, Jonas R., Deputy Chief, 357 Summer St., Springfield 05156
Wilder, Francis, Jr., Chief, Fire Department, Waterbury 05676
Willard, John B., Jr., Chief, Lisle Hill, Wilmington 05363
Wright, Alfred T., 3rd, P.O. Box 36, Windsor Drive, White River
Junction 05001

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Advanced Safety Systems, Inc., 29 Cummings Park, Woburn 01801
Alarm Engineering, P.O. Box 7, Georgetown 01833
Albin, William B., Chief, 17 Pleasant St., Uxbridge 01569
Allsop, Earl, 34 Wellington Lane, Duxbury 02332
Almeida, Manuel, Chief, 868 Pleasant St., New Bedford 02740
Alvezi, Ferdinand, Chief, Harbor St., Sandwich 02563
Ambrefe, Joseph T., Deputy Chief, 7 Hickory Lane, Beverly 01915
Anderson, John R., 3 Center Plaza, Box 2057, Boston 02106
Anderson, Edwin C., Chief, East St., Petersham 01366
Arena, Charles T., Chief, Logan Airport
Atlas Alarm Corp., 1239 Washington St., Weymouth 02189
Audet, Raymond W., Fire Comm., 986 Walnut St., Fall River 02720
Baer, Louis, P.O. Box 154, West Boxford 01885
Baker, Clifton L., Jr., Fire Headquarters, Holbrook 02343
Banks, Frederick, 4 Boston Dr., Shrewsbury 01545
Barba, Michael V., Chief, 133 Madison St., Watertown 02172
Barnes, Kent A., 340 Main St., Falcomm Inc., E. Falmouth 02536
Barry, Edward F., Chief, 44 Summer St., Quincy 02169
Bartley, David L., Chief, Lions Mouth Rd., Amesbury 01913
Bartolucci, Albert L., 366 Somerville Ave., Somerville 02143
Bates, Drew T., Chief, 1194 Broadway, South Hanover 02339
Beaudette, Paul H., Chief, West Central St., Franklin 02038
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Blackinton, V. H., and Co., Inc., Attleboro Falls, North Attleboro 02763
Blanchard, Howard M., Chief, 668 Tremont St., Duxbury 02332
Blanchard, Wendell, Chief, 20 Circuit St., Hanover 02339
Blomquist, Robert C., Comm., Town Hall, Arlington 02174
Bogochow, Walter, Deputy Chief, 14 Dale Ave., Dracut 01826
Bonci, Fernando, Chief, Fire Department, West Boylston 01583
Borowiec, Edward, Chief, Fire Department, Chicopee 01020
Boudet, Raymond J., Chief, Fire Headquarters, 1535 Roosevelt Ave.,
Springfield 01109
Boudreau, Arthur J., Chief, Fire Headquarters, Wilmington 01887
Boudreau, John J., Chief, 15 Melba Ave., Auburn 01501
Box 52 Association, Inc., 17 Wesmur Rd., Malden 02148
Boyden, William H., Chief, Fire Headquarters, Russell 01070
Brennan, James F., Chief, 48 Lafayette St., Salem 01970
Brennan, James J., Deputy Chief, Fire Headquarters, Northampton 01060
Brickell, George A., Boston Sparks Association, 21 Lyman Rd., Framingham
01701
Brock, Edward F., Chief, Latisquama Rd., Southboro 01772
Brown, Norman S., Continental Fire Trucks, Inc., Hopkinton 01748
Buckle, Thomas G., 80 Church St., Wilmington 01887
Burbank, Richard, Chief, 68 High St., Rockport 01966
Burdick, John O., Chief, Fire Department, Harvard 01450
Burgess, George F., Chief, Fire Headquarters, Norton 02766
Burgess, Donald E., Chief, Fire Headquarters, Manchester 01944
Burke, Walter H., Comm., 96 Buckland Rd., Palmer 01069
Burton, Lewis C., Mayor, 26 Lambert Ave., Haverhill 01830
Burrell, Edward L., Chief, Fire Headquarters, Brockton 02400
Byrne, Jerome N., Chief, 420 Concord St., Framingham 01707
Cady, Willard B., District Chief, 242 Main St., Oxford 01540
Cahill, William L., Jr., P.O. Box 2037, Powell 01851
Caldwell, Lester E., Chief, 50 Elm St., N. Attleboro 02760
Callahan, Edward B., Chief, Fire Headquarters, Woburn 01801
Callahan, Joseph P., Chief, Fire Headquarters, Salisbury 01950
Capistran, William J., Deputy Chief, 99 Cook Ave., Chelsea 02150
Carbrey, George F., 147 Lynn St., Peabody 01960
Care, William J., Chief, 11 Church St., Erving 01344
Carey, Charles R., 6 West Grove St., Middleboro 02346
Carle, Gerard A., Chief, 156 Pleasant St., Dracut 01826
Carpenter, William G., P.O. Box 782, Marshfield 02050
Carroll, Francis M., Asst. Chief, 22 Pratt St., Millers Falls 01349
Casey, John F., Chief, Fire Headquarters, Abington 02351
Cathro, Alan, 650 New Ludlow Rd., South Hadley 01075
Cavanaugh, M. T., Chief, P.O. Box 548, Great Barrington 01230

Central Equipment (Howard Sarris), 116 Cottage Ave., Millis 02054
Chalmers, Ralph E., Blossom Lane, Groton 01450
Chandler, William A., Chief, Fire Headquarters, Tewksbury 01876
Charbonneau, William J., Chief, Cushing Hospital, Framingham 01701
Chase, Mahlon A., Chief (R), 6 Kelly's Pond Rd., West Dennis 02670
Chisholm, Robert S., 16 Bridge St., Watertown 02172
Cleary, John F., Chief, 19 Ferry St., South Hadley 01075
Clemence, John H., Chief, South Yarmouth 02664
Cloonan, Edward A., Chief, 100 Harland Rd., Waltham 02154
Clough, Glen B., Chief, Fire Department, Hyannis 02601
Clough, Norman F., Chief, 11 Echo St., Malden 02148
Clougherty, Charles H., Jr., 39 Miller St., Medfield 02052
Coffin, Glenn B., Chief, 2 Chadwick Rd., South Dennis 02660
Collette, William G., Chief, Fire Department, Hudson 01749
Connors, William J., Chief (R), State Road, MTD 10, Templeton 01468
Conway, Paul S., Jr., 693 Salem St., Groveland 01834
Cook, Leonard D., Chief, Central St., Rowley 01969
Crawford, Herbert W., Chief, Lexington St., Burlington 01803
Creamer, Alan A., 57 Reservoir St., Holden 01520
Creamer, Gordon H., Chief, 165 Highland St., Holden 01520
Creighton, Edward G., Chief, 1 Ocean Ave., Marblehead 01945
Cremins, William J., Chief, 115 Aberdeen Ave., Cambridge 02138
Cromack, Clayton D., Chief, 412 Main St., Greenfield 01301
Crowley, David F., Chief, 99 Revere St., Canton 02021
Cusson, Arsene J., Chief, Fire Headquarters, Acushnet 02743
Cutter, John F., 3rd, Deputy Chief, 24 Rawson Ave., Newburyport 01950
Daley, John P., Jr., 201 Rivermoor St., Boston 02132
Davis, Carlisle H., Chief, 61 Morgan Rd., West Springfield 01089
Day, Arland G., Jr., Chief, Warwick Fire Department, Warwick 01364
Day, Stanley W., Deputy Chief, Fire Department, Sterling 01564
Dean, George F., Chief, P.O. C73, Westport 02790
Deane, David G., 104 Washington Rd., Springfield 01108
DePaulo, John C., Chief, 8 Lavoie Ave., Milford 01757
Denelli, Albert P., Chief, American Legion Dr., North Adams 01247
Denzel, J. Jordan, 123 Felton Street, Marlboro 01752
Desmond, Robert J., Chief, Fire Headquarters, Lynnfield 01940
Dietz, Robert C., Chief, Fire Department, Wilbraham 01095
Dilworth, William E., 434 Old South Building, Boston 02108
Dion, Frank, 12 Pope St., Apt. A-803, Salem 01970
Doherty, John T., Chief, Fire Department, Amherst 01002
Dolan, Joseph L., Deputy Chief, 16 Oak St., Cohasset 02025
Dole, Lawrence, 16 Broadway, Lawrence 01840
Donahue, George L., Jr., Chief, 48 Jackson St., Ayer 01432
Donahue, William E., Jr., Chief, 45 Turner Rd., Wellesley 02181
Donavan, Joseph L., Chief, Fire Academy, Sudbury 01776

Douglas, Robert O., Chief, 11 Mark St., Ayer 01432
Downs, William T., Chief, Andover 01810
Doyle, John E., Jr., Asst. Chief, Goodwin Court, Essex 01929
Doyle, Robert A., 177 Depot Rd., Westford 01881
Dubois, Homer R., Chief, 31 Rood St., Ludlow 01056
Dubuc, Arthur L., Chief, South Hadley 01075
Ducomb, George W., Comm., 24 School St., Palmer 01069
Duff, Robert G., Chief, Fire Headquarters, Tyngsboro 01879
Dugas, Armand J., Chief, 406 Fairview St., Athol 01331
Duhamel, Clifford J., Chief, 24 Lowell St., Methuen 01844
Dunphy, Mat. J., 333 Lincoln St., Hingham 02043
Dupuis, Herbert L., Chief, 156 Fuller Rd., Centerville 02632
Dupuis, Francis D., 16 Albert Ave., Brockton 02402
Durgin, Herbert S., Chief, 120 Dutcher St., Hopedale 01747
Dyson, Joseph H., Comm., 60 Washington St., Hudson 01749
Ellis, Lawrence L., Chief, Eldredge Parkway, Orleans 02653
Elliott, Clifton P., Chief, 15 Arrowhead Rd., Topsfield 01983
Fahey, Richard D., Chief, Fire Headquarters, Natick 01760
Farrington, John M., Chief, 999 Main St., Osterville 02655
Fay, Edward A., Associates, 45 Egypt Beach Rd., Scituate 02066
Finnegan, Neal F., 75 North Beacon St., Boston 02134
Fischer, Arnold M., Chief, Box 37, West Tisbury 02575
Fitzgerald, William P., Comm., 65 Liberty Ave., Lexington 02173
Flehtner, Norman M., Chief, Fire Headquarters, Fitchburg 01420
Fogerty, Francis E., Chief (R), 87 South St., Brookline 02167
Ford, Earl W., Chief, 35 Mill St., Pembroke 02359
Fothergill, Herbert C., Chief, 117 Springvale Ave., Chelsea 02150
Fouche, Gerald J., Chief, 34 Broad St., Westfield 01085
Francesconi, Richard, Chief, Cheshire 01225
Fredette, Robert, Asst. Chief, 5 Glenwood St., Amesbury 01913
Freeman, David M., 30 Standish St., Duxbury 02374
Frost, Josiah F., Chief, Fire Department, Sudbury 01776
Fuller, Louis E., Chief, Fire Department, Belchertown 01007
Gardner, Robert M., Chief, Fire Headquarters, Walpole 02081
Gaspie, John, Jr., Chief, South Water St., Nantucket 02554
Gassett, Oscar, Chief, Fire Department, Halifax 02338
Gaudet, Arthur, Chief, Fire Department, Amesbury 01913
Gaudet, Robert E., 28 Lombard Ave., Amesbury 01913
Gerakaris, Nick, Chief, 4 Munroe Court, Peabody 01960
Gerdin, Gerard, Chief, P.O. Box 266, West Stockbridge 01266
Gibson, Edwin T., Chief, 120 Bryant St., West Bridgewater 02379
Gilmore, Howard M., Comm., 99 School St., Winchendon 01475
Goff, Walter A., Chief, Fire Department, Rehoboth 02769
Goodman, George A., P.O. Box 194, Belmont 02178
Goodrich, Forrest R., Chief, Fire Department, East Longmeadow 01028

Hamblin, George A., Asst. Chief, 2 Delaney Rd., Nantucket 02554
Hanks, Charles L., 6 Wildon Rd., Wellesley 02181
Hanson, William, Chief, 499 Webster St., Needham Heights 02194
Hardy, Clarence B., P.O. Box 265, East Dennis 02638
Harkins, Charles E., H. K. Porter Co., 149 Washington Ave., Revere 02151
Harrington, Edward J., Comm., 484 Sherman St., Fall River 02723
Harris, Nelson C., Chief, 150 Park St., North Reading 01864
Haskell, Everett J., Chief, 92 Norwood St., Swansea 02777
Hathaway, Arthur H., Jr., Chief, Notch Rd., Adams 01220
Haverty, William J., 1063 Washington St., Canton 02021
Hawley, Thomas D., 10 Eisenhower Ave., Natick 01760
Hedlund, John A., 330 Quincy Ave., Quincy 02169
Heffernan, Walter B., 41 Kingman St., Weymouth 02188
Hevey, Robert F., Chief, Fire Department, Ware 01082
Hersey, Robert S., Chief, P.O. Box 1317, West Dennis 02670
Hildreth, James D., Chief, Winchendon 01475
Hill, John J., 195 High St., Boston 02110
Hiller, Jay, Chief, Pleasant St., Marion 02728
Hinckley, Kenneth, Asst. Chief, Fire Department, Rockport 01966
Hitchcock, Calvin W., Chief, Otis Air Force Base, Rae Ave., West Wareham
02576
Hoar, Charles F., 92 Laselle St., West Roxbury 02132
Hochanadel, Paul, 123 Felton St., Marlboro 01752
Hodson Fire Equipment Co., Box 221, Acton 01720
Holmes, Wallace C., Chief, 246 Main St., Kingston 02364
Holmes, Walter, Dwight Ave., Plymouth 02360
Hood, Charles F., Rev., 3 Hickory Lane, Beverly 01915
Hopkinson, Allan G., Factory Mutual, Norwood 02062
Hurme, Leo, Chief, Beamon Rd., East Princeton 01517
Hyde, William R., Chief, 10 Overhill Rd., Swampscott 01907
Inglis, Charles, Deputy Chief, 35 Winter St., West Hanover 02380
Goodwin, Melvin E., 36 Lynnbrook Rd., Lynnfield 01940
Gorham, George F., 30 D St., South Boston 02127
Grant, John J., Chief, 105 Lyman Rd., Milton 02186
Gray, Walter E., 106 Rose Hill Way, Waltham 02154
Greene, John F., Chief, Fire Department, Blackstone 01504
Greenough, Robert C., Chief, Fire Department, Chatham 02633
Greenwood, Richard H., Chief, 206 Central St., Gardner 01440
Gregaire, Alva J., Chief, 97 School St., Southbridge 01550
Gunther, Katherine A., 1404 Lakeview Ave., Dracut 01826
Hackett, Edward F., Chief, 141 Grove St., Worcester 01604
Hadley, Leslie L., 109 King St., Reading 01867
Hall, Charles A., Chief, Fire Department, Harwich 02645
Hall, Joseph F., Chief, 1 Union Place, South Braintree 02184
Hallowell, Arthur, Weston 02193

Januse, Theodore, Chief, Fire Department, Raynham 02767
Jackson, Norman J., Chief, Attleboro 02703
Jeffrey, Donald, Asst. Chief, Logan Airport, Boston
Jenkins, John P., Chief, 453 Church St., West Barnstable 02668
Johnson, Everett, Chief (R), 4 Rowena St., Worcester 01606
Johnson, Frederick W., Chief, 19 Church St., Leominster 01453
Johnson, Walter A., 481 Pleasant St., Malden 02148
Jordan, Rex, N.F.P.A., 470 Atlantic Ave., Boston 02210
Kida, Robert E., Chief, Southbridge 01550
Kelleher, William E., 451 Pleasant St., East Bridgewater 02333
Kenneally, William E., Dist. Chief, 44 Kimball Beach Rd., Hingham 02043
Kennefick, John J., 168 Waverly St., Arlington 02174
Kerrigan, John T., Chief, Fire Department, Belmont 02178
Kershaw, Lawrence M., Chief, 203 Grafton St., Shrewsbury 01545
Kurtyka, Rudolph, Asst. Chief, Shirley 01464
Knight, Richard A., Comm. (R), 159 Main St., Hudson 01749
Krau, Richard M., 45 Wilson St., Billerica 01862
Lacey, Richard L., Chief, 65 Lowell St., Lawrence 01840
Lamb, Arthur H., Chief, Fire Department, Plymouth 02360
Lamparelli, Vincent H., 235 Bear Hill Rd., Waltham 02154
Lamson, Lawrence, Chief, 31 Bay Rd., Hamilton 01982
Landers, Patrick J., Fire Comm., Palmer 01069
Lawler, Joseph E., Chief, Fire Department, Wayland 01778
LeGrand, Roy A., Chief, Brimfield Rd., Monson 01057
Levesque, Alphonse P., Chief, 3 Leonard St., Shirley 01464
Levy, Clarence, Chief, Bridgewater 02324
Lukey, James C., Farrar Co. (Mgr.), 7 Winter St., Woodville 01784
Luxton, John F., Chief, 39 Larch Row, Wenham 01984
Lyons, Paul R., 60 Batterymarch St., Boston 02110
MacCollom, Welby F., Chief, Fire Department, Sterling 01564
MacGregor, Malcolm S., Chief, 256 Central St., Acton 01720
Madigan, Cornelius J., Chief, 1827 Providence Rd., Northbridge 01534
Mahoney, Frank, Boston "Globe", Boston 02174
Maloney, Walter V., Chief, Fire Headquarters, Wakefield 01880
Maroney, William W., Chief, Main St., Marlboro 01752
Martell, Harry, Jr., Chief, Fire Department, Billerica 01821
Martin, Leland E., Jr., Chief, 9 Greenleaf Dr., Danvers 01923
Martula, Bernard, Chief, 42 West St., Hadley 01035
Mastronardi, Anthony D., Chief, Fire Headquarters, Revere 02151
Matta, Joseph C., Chief (R), 4 Lynxholm Court, Hyannis 02601
May, Madeline A., 143 Allen Ave., Waban 02168
Maynard, Herman J., Route 3A, Marshfield 02050
McCormack, Edward H., Jr., 44 Pleasant St., Hopkinton 01748
McCabe, Leo F., Chief, 74 Clematis Rd., Medford 02155
McDermott, Robert J., West Stockbridge 01266

McDonough, John S., Jr., Chief, Fire Department, Pittsfield 01201
McElhinney, Robert W., Chief, 32 Mount Vernon St., Winchester 01890
McEnaney, Joseph P., 118 Cedar St., Wellesley Hills 02181
McGowan, Edward H., Chief, Fire Department, Williamstown 01267
McGowan, Fire Equipment, P.O. Box 123, Scituate 02066
McKnight, James P., Deputy Chief, 59 Wayne St., Fall River 02721
McNamara, Wendell J., Chief, 145 East St., Wrentham 02093
McWalter, David W., 57 Main St., Concord 01742
Meacham, Lawrence P., Chief, Ely Rd., Monson 01057
Means, Kervin E., Chief, 17 Manomet Ave., Hull 02045
Melvin, Robert E., Chief, Everett 02149
Menard, Raymond R., Chief, Belchertown 01007
Merritt, Warren P., Chief, High St., Norwell 02061
Miller, Richard C., P.O. Box 215, Newburyport 01950
Mitchell, Robert C., Chief, No. Easton 02356
Monroe, Philip E., Chief, Walpole St., Dover 02030
Moore, Thomas F., Chief, 42 Church St., Clinton 01510
Moore, Wayne D., 14 McIntire St., Lowell 01851
Morgan, Charles S., 470 Atlantic Ave., Boston 02210
Moriarty, Jeremiah A., Chief (R), 33 Mill St., Westfield 01085
Morse, Donald A., Chief, Fire Department, Ashland 01721
Mozdzisz, Theodore F., Chief, Linebrook Rd., Ipswich 01938
Mullarkey, John R., Fire Headquarters, Peabody 01960
Mullen, John J., Fire Comm., Flynt St., Palmer 01069
Murray, James C., Chief, Fire Department, Northampton 01060
Murray, Leo F., Fire Comm., 439 Central St., Winchendon 01475
Murphy, William E., Chief, 338 Washington St., Brookline 02146
Mussoni, Walter J., 58 Brantwood Rd., Worcester 01602
Nanof, Robert T., 8 Forestdale Rd., Paxton 01612
Nash, George W., Chief, Fire Headquarters, Middleton 01949
Noble, Albert E., Chief, 100 Thatcher Rd., Gloucester 01930
Nolan, Thomas A., Chief, 91 Vine St., Saugus 01906
Niemi, Ernest A., Asst. Chief, Fire Department, Rockport 01966
"9-L" Enterprises, Queen Ann Bldg., 570 Boulevard, Revere 02151
Oakley, Wilbur R., Maxim Motor Co., Middleboro 02346
O'Brien, Francis B., Chief, Fire Department, Melrose 02176
O'Brien, James E., Chief, Fire Department, Longmeadow 01106
O'Brien, John L., Chief, Fire Department, Dedham 02026
O'Brien, Michael F., 241 Upland Rd., Cambridge 02140
O'Brien, Danny, Asst. Chief, Pittsfield Rd., West Stockbridge 01266
O'Dell, Edward T., 30 Avery St., Lowell 01850
O'Keefe, Joseph A., Fire Marshal, 1010 Commonwealth Ave., Boston
Oliver, Joseph F., Chief, Middleboro 02346
Oliver, William V., Deputy Chief, 186 Highland St., Holden 01520
O'Neill, Edward J., 3 Colby Rd., Roslindale 02131

O'Regan, James F., 1 Walkup Dr., Westboro 01581
O'Reilly, Robert C., Chief, 99 Main St., Watertown 02172
Page, Warren O., Chief, 1 North Atkinson St., Newburyport 01950
Paine, Richard S., Chief, Baldwinville 01436
Palmer, Dean M., Chief, Fire Headquarters, Beverly 01915
Paolini, Rocco, Chief, Fire Headquarters, Westboro 01518
Paquette, Arthur C., Chief, 146 Washington St., Fairhaven 02719
Parent, Leonel, Chief, 25 Taft Ave., Somerset 02726
Patch, Fletcher K., Chief, 339 Main St., Hingham 02043
Paul, George H., Fire Comm., 115 Southampton St., Boston 02118
Peron, Walter N., Chief, 7 Fairview Rd., Westboro 01581
Perry, Arthur M., Chief (R), 131 Hilberg Ave., Brockton 02401
Perry, Russell J., Chief, Fire Headquarters, Provincetown 02657
Petkumas, Joseph D., 333 Lincoln St., Hingham 02043
Piepenbrink, Charles, Chief, Fire Headquarters, Cohasset 02025
Pierce, John S., Chief, 166 Howard St., Northboro 01532
Piper, William B., Chief, 330 South Main St., Orange 01364
Pizura, Bernard W., 136 Ash St., Stoughton 02072
Polito, James A., Chief, Sharon 02067
Pomfret, Richard, Hornbine Rd., Swansea 02777
Power, Walter S., Deputy Chief, 21 Fells Ave., Milford 01757
Pratt, Robert W., Chief, 267 Woburn St., Reading 01867
Preble, Harvey D., Chief, 1164 Centre St., Newton 02159
Prentiss, Robert J., Chief, 3 School St., Newton 01568
Proctor, David J. M., 34 Lothrop Rd., Reading 01867
Quinn, John P., Chief, Fire Department, Nahant 01908
Rafuse, Leander F., 70 Brook Rd., Weston 02193
Raymond, Richard V., Chief, 130 Main St., Buzzards Bay 02532
Rawson, Francis C., Asst. Chief, Old Howarth Rd., Oxford 01540
Reardon, James A., Chief, Wilbraham Rd., Hampden 01036
Reed, Waldo O., Chief, 261 North St., Georgetown 01830
Ricucci, Dominick, Warden, 27 Moonpenny Rd., Boxford 01921
Reid, Frederick H., Chief, 96 Park Rd., Chelmsford 01824
Reid, Charles A., Chief, 152 South St., Dalton 01226
Reid, John H., Chief, Fire Department, Avon 02322
Reidy, Thomas J., Jr., Chief, 271 Main St., Wareham 02571
Reis, Thomas E., P.O. Box 785, Middleboro 02346
Rehm, Harry E., 10 Munroe Ave., Watertown 02172
Reynolds, Walter F., Jr., Deputy Chief, Pine St., Medfield 02052
Rice, Lawrence F., Deputy Chief, 120 Francis Wyman Rd., Burlington 01803
Richard, Francis A., Chief, Fire Department, Yarmouth 02664
Richardson, Edward B., Deputy Chief, 58 Myrtle St., Millis 02054
Roach, Paul J., Chief, Fire Headquarters, Stoughton 02072
Roberts Co., Inc., Box 77, Wayland 01778
Roby, Louis J., Jr., Captain, 334 Taunton St., Wrentham 02093

Rogers, George P., Chief, 2 Boston Rd., Westford 01886
Roper, Paul H., Chief, 405 Boston Rd., Billerica 01821
Ruchala, Thomas P., Chief, Rutland 01543
Russell, Lory, Chief, 49 Lake Ave., Leicester 01524
Russo, James J., Fire Comm., 12 Central St., Palmer 01069
Ryan, Joseph E., Chief, Fire Department, Medfield 02052
Salvini, Hubert S., Chief, Fire Department, Becket 01223
Sampson, Thomas P., Comm., 730 State St., Springfield 01109
Sanderson, Howard R., Chief, Fire Department, Williamsburg 01096
Santucci, Palmer N., Jr., Chief, Palmer, 01069
Savioli, Henry J., Chief, Fire Department, Chester 01011
Scanlon, Joseph E., Jr., Chief, 40 Lebel Rd., Lynn 01901
Schneider, Harry W., Chief, 84 Oak Hill Ave., Agawan 01001
Seaverns, Dana L., 185 Franklin St., Rm. 1402, Boston 02107
Seiler, Dana K., Falcomm Inc., 340 Main St., E. Falmouth 02536
Shattuck, Wesley C., Chief, Mendon 01756
Shaw, John E., Chief, Seekonk 02771
Shea, James R., 12 Silverwood Ter., South Hadley 01075
Shea, Louis A., Jr., Chief, 165 Bedford St., Fall River 02720
Sherman, Edward D., 19 Congress St., Boston 02107
Shillady, Robert A., Jr., Box 52 Association, P.O. Box 444, Osterville 02655
Shub, Edward I., 40 Lee Burbank Highway, Revere 02151
Shurtleff, Morton D., Deputy Chief, 110 Morse Ave., Brockton 02401
Sibley, Robert J., Comm., 337 FrGnt St., Winchendon 01475
Sibley, David E., 19 Whitney Circle, Auburn 01501
Sieverts, Carl L., 333 Lincoln St., Hingham 02043
Silva, Manuel F., Chief, Fire Department, East Bridgewater 02333
Simons, Shep, 17 Sheridan Rd., Swampscott 01907
Sitnik, John J., Chief, West St., Millville 01529
Skinner, Clarence E., Chief, 51 Spring St., Plainville 02762
Slaney, Lawrence E., Chief, 444 Circuit St., Hanover 02339
Slein, John E., 16 Pine Grove Ave., Dedham 02026
Smiddy, Earl R., 8 Turnpike Rd., Fayville 01745
Smith, Darrell, Chief, Fire Department, Marshfield 02050
Smith, Edward H., 650 Ludlow Rd., South Hadley 01075
Smith, Kirk W., 31 Buena Vista Rd., Arlington 02174
Smith, Raymond, Chief, Hurlbut Papers, South Lee 02138
Smith, Marshal W., Comm., Old Centre - Fire Department, Winchendon 01475
Solid State Technology, Inc., Upton Dr., Wilmington 01887
Sorensen, Raymond L., Chief, 31 Bear Hill Rd., Stoneham 02180
Stank, Walter, Warden, North Main St., Upton 01568
Stanley, Norman W., Asst. Chief, 192 Main St., Whitinsville 01588
Stephenson, John, Chief, East Main St., Bolton 01740
Stetson, M. D., Co., 168 A St., Boston 02210
St. Germain, Roger D., Chief, New Boston Rd., Dudley 01570

Stevens, James O., Chief, Fire Department, Weymouth 02188
Stewart, Arthur P., Chief, Fire Headquarters, Hopkinton 01748
Stewart, Walter M., Chief, 55 Allen St., Scituate 02066
St. Onge, Joseph A. W., 333 Lincoln St., Hingham 02043
Stover, Howard, 32 Scandinavia Ave., Worcester 01603
Sturtevant, Howard F., Chief, 8 Wharf Dr., Groveland 01830
Swett, Walter J., R. 205 Western Ave., Gloucester 01930
Tanzi, Ralph, Chief, Rockland 02370
Tapper Club of Boston, Inc., 99 West Fourth St., Boston 02127
Taylor, Irving W., Chief, 30 Main St., South Ashburnham 01466
Taylor, Robert W., Comm., 15 Glenland Rd., Chestnut Hill 02167
Teece, Robert D., Chief, Fire Headquarters, Randolph 02368
Tenney, Robert A., Chief, 1 Union Place, Braintree 02185
Theodore, Gus, Chief, District #1, Palmer 01069
Thomas, Hawley D., Advanced Signal Corp., Needham 02194
Thorburn, John E., Chief, 394 Boston Post Rd., Weston 02193
Tibbetts, Bruce J., 1 Campbell Circle, Tewksbury 01876
Tilton, Everett E., Chief, Fire Department, Vineyard Haven 02568
Tluszez, Ludwik S., Chief, Box 98, Rte. 8, Sandisfield 02155
Togneri, Francis C., Chief, 59 Millers Falls Rd., Turners Falls 01376
Tonini, Lawrence, Asst. Chief, State Line Rd., West Stockbridge, 02166
Toomey, John J., Deputy Chief, 21 Oakland St., West Springfield 01089
Tourtellotte, William E., Chief, Brookfield 01506
Trottier, Roland J., Deputy Chief, 40 Orchard St., Bellingham 02019
Tuck, Charles A., Jr., 470 Atlantic Ave., Boston 02210
Vaughan, Hugh F., Iron Horse Park, North Billerica 01862
Volpicelli, Robert A., Chief, Millis 02054
Walsh, Milton C., Scituate 02066
Weeks, Harold, Chief, Fire Department, Barre 01005
Whalen, George F., Chief, Summer St., Maynard 01754
Whalen, Walter E., Captain, 121 Hawthorne Lane, Concord 01742
Whalen, James D., Chief, Fire Headquarters, Easthampton 01027
White, Manuel A., Chief (R), 21 Tremont St., Provincetown 02657
White, Joseph T., Chief, Fire Department, Dighton 02715
Whitehall, Roger G., Bay State Gas Co., 2025 Roosevelt Ave.,
Springfield 01101
Wiggin, Herbert J., Chief, 703 High St., Westwood 02090
Winsor, Robert K., Chief, 268 Bedford St., East Bridgewater 02333
Wilson, Waldo, Chief, Fire Department, Carlisle 01741
Winters, Roland G., Asst. Chief, 322 Converse Rd., Marion 02738
Woodsmall, John R., Deputy Chief, P.O. Box 401, Sterling 01564
Young, Murray, 2 Ashcroft St., Wakefield 01880
Zampogna, Edward P., Chief, Gardner 01440

RHODE ISLAND

Abreu, John F., Chief, Wyatt Rd., Middletown 02840
Andrews, Earl, Chief, 61 Tucker St., Lincoln 02865
Angell, Samuel E., Chief, Fire Department, Cumberland Hill 02864
Arcand, Raymond J., Chief, 1520 Atwood Ave., Johnston 02919
Aylward, Thomas, Deputy Chief, 309 West Allerton Rd., North Kingston 02852
Billington, James, Chief, 56 East Earle St., Cumberland 02864
Bonn, Thomas W., Chief, 140 Veterans Memorial Drive, Warwick 02886
Burgess, Joseph E., Chief, 240 Arnold Rd., Coventry 02816
Burns, John K., Deputy Chief, 40 Whipple Street, Cumberland 02864
Cappelli, Angelo R., Chief, 1520 Atwood Ave., Johnston 02919
Carlow, Everett A., Chief (R), 173 George Arden Ave., Warwick 02800
Cashman, John J., Chief, 1580 Wampanoag Trail, Barrington 02806
Champlin, G. Byron, Jr., Chief, Brood Street, P.O. Box 295, Ashaway 02804
Champlin, Richard, Chief, Dunn's Corners Fire Dept., Westerly 02891
Charello, Ralph J., Chief, 1967 Mineral Spring Ave., North Providence 02904
Church, Raymond A., Deputy Chief, 301 Pontiac Ave., Cranston 02910
Connerton, William H., Chief, 21 West Marlborough St., Newport 02840
Comolli, Claudio A., Asst. Chief, Fire Department, Westerly 02891
Corio, Salvatore, Chief, Cumberland 02864
Costa, Herbert R., Chief, Ashton Fire Department, Ashton 02864
Croteau, Frank E., Comm., 18 Spring St., Pascoag 02859
DelVecchia, Dominic, Captain, 19 Waterman Ave., Johnston 02919
DiGiulio, Edward A., Chief, Centredale Fire Dept., N. Providence 02911
Doorley, James H., Jr., 306 Fruit Hill Ave., Providence 02900
Dupointe, Francis, P.O. Box 194, Chepachet 02814
Ephremian, Joseph, Aide to Chief, 913 Broadway, E. Providence 02914
Fairley, Donald, Deputy Chief (R), 82 Galant Dr., Warwick 02800
Gareau, Raoul E., Chief, 7 Flynn Ter., West Warwick 02893
Gernest, Roger O., Eezee Lift Sling Co., 27 Foundry St., Central Falls 02863
Guilmet, Edward T., 89 Yale Ave., Warwick 02888
Hart, Ernest, Chief, 18 Webster St., Lincoln 02865
Hill, Daniel E., Jr., Chief, Station St., Coventry 02816
Hodges, Frederick J., Hodges Badge Co., Inc., Schoolhouse Lane,
Portsmouth 02871
Hopkins, Theodore H., Chief, N. Scituate 02857
Joly, Robert A., Chief, 13 Cushing St., Cumberland 02864
Jones, H. LeRoy, Jr., 400 Bellevue Ave., Newport 02840
Jones, Ronald S., Deputy Chief, 25 Althea Dr., Cranston 02920
Kane, Arthur L., Chief, 14 Maude Ave., Coventry 02816
Keena, Thomas, Asst. Chief, Westerly Fire Dist., Westerly 02891
Lajoie, Theodore P., Deputy Chief, 308 Park Place, Woonsocket 02895
Landry, Gerald P., Chief, 358 Robinson St., Woonsocket 02895

Lariviere, Denis, Chief, Fire Department, Albion 02802
Maher, James C., Chief, P.O. Box 188, Glendale 02826
Mackay, Robert F., Chief, Union St., Westerly 02891
Maine, William H., Chief, Box 8211, Cranston 02910
Manchester, Jon, Chief, Tiverton 02878
Martel, Joseph J., Chief, 34 Scott Rd., Ashton 02864
Matteson, Ralph R., Jr., Battalion Chief, 15 Eldridge Ave., Warwick 02800
McDonough, William F., Chief, Ladd School Fire Dept., Box 9, North
Kingston 02852
McLacken, John F., Chief, 155 Roosevelt Ave., Pawtucket 02860
Moise, Michael, Chief, Fire Headquarters, Providence 02900
Monahan, Joseph A., Chief, 68 Rodman St., Narragansett 02882
Mongeau, Henry J., Chief, 150 Grove St., Lincoln 02865
Moulson, Norman J., 14 Whipple St., Berkeley
Mowry, Robert E., Chief, RFD #2, Woonsocket 02895
Narciso, Frank, 2nd Asst. Chief, Union St., Westerly 02891
Notarantonio, Joseph, 1703 Mineral Springs Ave., North Providence 02908
Notarantonio, Joseph A., 451 Smithfield Rd., North Providence 02904
O'Donnell, Joseph H., Jr., 11 Getchell St., North Smithfield
Osborne, L. Wilfred, Chief, 88A Sayles Ave., Pascoag 02859
Parisi, Henry J., Chief, 45 Greenville Ave., North Providence 02911
Parker, John N., North Attleboro Rd., RFD #2, Cumberland 02864
Perry, Oliver H. J., Chief, 1674 Louisquisset Pike, Lincoln 02865
Pryor, James H., Chief, 27 Flynn Ter., West Warwick 02893
Rathbun, Herbert, 3rd Asst. Chief, Union St., Westerly 02891
Ricci, Domenico M., Dep. Chief, Johnston 02919
Schwarz, Charles M., Chief, Middletown 02840
Segee, Norman R., Chief, Fire Department, Greenville 02828
Segee, Walter I., Deputy Chief, 951 Greenville Ave., Greenville 02828
Silvia, M. C., Chief, Fire Department, Middletown 02840
Smith, Frank W., Jr., Chief, 161 Oakwood Dr., Peace Dale 02883
Stanley, Frederick A., Chief, Hope Valley Vol. Fire Assn., Inc., Hope Valley
02832
St. George, Lucien, Chief, Manville, 02838
Sykes, George F., 912 Trague Ave., Coventry 02816
Tessier, Lucien, Deputy Chief, 110 Church St., Manville 02838
Unsworth, John E., Chief, 913 Broadway, East Providence 02914
Varone, Francis J., Chief, 27 Scott Rd., Ashton 02864
Warrender, Duncan A., Chief (R), Hill Farm Road, RR #4, Coventry 02816
White, Frank H., Chief, 145 George Arden Ave., Warwick 02886
Ward, John, Editor, Firefighters Column, Providence "Journal",
Providence 02900
Wilder, Robert C., Chief, 2444 East Main Rd., Portsmouth 02871
Williams, Robert H., Chief, 71 Middle St., Lincoln 02865
Wyatt, Otis C., Jr., Battalion Chief, 53 Beechcrest St., Warwick 02888

CONNECTICUT

Abern Safety Equipment Corp., P.O. Box 843, 37 Warehouse Point Rd.,
Wallingford 06492
Aiken, Raymond, Chief, 17 West Shore Dr., Enfield 06082
Amatrudo, Andrew A., Chief, 1139 Foxon Rd., North Branford 06471
Anderson, Thomas, Dist. Chief, Cos Cob Fire Department, Greenwich 06830
Andresen, Jon, Chief, 8 White Rock Dr., Windsor 06095
Audley, Harry A., Chief, 1 Church St., Westport 06880
Bacon, Edward C., Chief, Fire Headquarters, Rocky Hill 06067
Barrett, John P., 185 Southport Woods Dr., Southport 06490
Bartolucci, Guido, Chief, 25 Braemer Place, New London 06320
Bar-Way Man. Co., P.O. Box 640, Stamford 06904
Basile, Anthony D., Chief, 181 North Main St., Bristol 06010
Black, Douglas R., Chief, General Dynamics, Electric Boat Div., Groton 06340
Bohlmann, Robert C., Chief, Nuclear Security Force, Stamford 06906
Brochu, Felix, Chief, 26 Jordan Ter., Waterford 06385
Brooks, Alfred E., Chief, 9 Haley St., Mystic 06355
Brodack, Chester H., Deputy Chief, 1485 Main St., Newington 06111
Bruno, Blase, Dep. Chief, 22 Locust St., Greenwich 06830
Buttery, Chester W., Jr., Asst. Chief, 45 Ogden Rd., Stamford 06900
Byington, Donald A., Chief, 238 Danbury Rd., Wilton 06897
Canzano, Peter F., Chief, 260 Turn of River Rd., Stamford 06905
Case, Walter P., Comm., 9 Pond Hill Rd., North Haven 06473
Catlin, F. Archer, Fire Comm., 16 Driscoll Rd., Branford 06405
Cavanaugh, Thomas B., Dep. Chief, Waterbury 06706
Ceccolini, John, Captain, 26 Palmer Wood Circle, Branford 06405
Clifford, James, Chief, Fire Co., Inc., Glenville 06830
Cloutier, Norman G., Chief, 28 Cobblestone Way, Windsor 06095
Corey, David, Box 268, 9 Old Grove St., New Milford 06776
Cotter, Edward J., Jr., Chief, 32 Mohawk Ave., Derby 06418
Crombie, Philip E., Chief, 73 Edgewood Dr., South Windsor 06074
Cyrulik, Francis O., Chief (R), 70 West St., Middletown 06457
Daly, Raymond D., Chief, RFD #2, Danielson 06239
Daly, Robert, Chief, Hartford Hospital, Hartford 06115
Danielson, Robert W., 73 Ferry Rd., Chester 06412
Dodge, John G., Chief, P.O. Box 68, Plainfield 06374
Doherty, James E., Asst. Chief (R), 18 Flagler Ave., Cheshire 06410
Donahue, John J., Chief, Pawcatuck 06379
Duncan, Howard N., Deputy Chief, Wethersfield 06109
Ellison, Raymond M., Chief (R), 229 Foster Rd., South Windsor 06095
Endee, Edward K., Chief, 1558 Poquonock Ave., Poquonock 06064
Farquhar, Robert, Chief, Greenwich 06830
Fennelly, Edward F., Chief, 275 Pearl St., Hartford 06103

Finger, Clyde M., Chief, 33 Reservoir St., Bethel 06801
Fitzgerald, Michael, Chief, 10 Brook St., East Hartford 06108
Foley, Stephen C., Reverend, 50 South Elm St., Windsor Locks 06096
Ford, Laurence M., Fire Comm., Fire Headquarters, Reading Center 06875
Franco, Mirano, 50 Yates St., West Haven 06516
Frangione, Luke T., Dist. Chief, Greenwich 06830
Freimuth, Charles J., Chief, 53 High St., Terryville 06786
French, Douglas, 1st Asst. Chief, 1240 High View Ter., Cheshire 06410
French, Paul E., Deputy Chief, 27 Pratt St., Rocky Hill 06067
Gallitto, William J., Chief, South Fire District, Middletown 06457
Gardner, Franklin, Asst. Chief, 5 Mill Rd., East Lyme 06333
Garside, David, Jr., Fire Marshal, Waterford 06385
Gasper, John, Chief, 41 Maple St., Naugatuck 06770
Gatti, Allyn A., Chief (ex.), Canaan 06018
Gilman, Donald, Chief, P.O. Box 548, Putnam 06260
Gowans, David J., Deputy Chief, 1758 Musso View Ave., Cheshire 06410
Griffin, Donald, Chief, P.O. Box 15, Hebron 06248
Grote, James L., Chief, 25 Grote Rd., Chester 06412
Gustafson, Norman, Chief, 68 South Main St., Colchester 06415
Haber, Edward R., Chief, 346 Spruce Brook Rd., Berlin 06037
Hageman, William, Chief, Hageman-Shean Rd., Goshen 06756
Haley, Ross, Chief, Fire Headquarters, Center Groton 06340
Harrington, Charles N., Deputy Chief, Simsbury 06070
Harrington, Kenneth, Deputy Chief, 51 Palmer Ave., Hamden 06514
Hartigan, John J., Chief, Sea Hill Rd., North Branford 06471
Haury, John W., Asst. Chief, 604 Skiff St., North Haven 06473
Hayes, Charles A., Comm., 7 Milton Rd., Quaker Hill 06375
Healey, W. A., Chief, 72 New Haven Ave., Milford 06460
Herrick, Ernest N., Asst. Chief, Storrs 06268
Heimer, Edward, 212 Clemant Rd., East Hartford 06118
Hill, Raymond, Battalion Chief, East Haven 06512
Holmberg, Rudolph, Capt., 114 Bartholomew Rd., Middletown 06457
Howell, Joseph C., Chief, 366 Elm St., West Haven 06516
Hughes, Clinton L., Chief, 135 Highland St., Wethersfield 06109
Jankovich, Daniel, Dist. Chief, Old Greenwich Fire Department,
Greenwich 06830/
James, Philip M., Captain, 39 Susan Lane, North Haven 06473
Johnson, Howard L., Chief, Canton Vol. Fire Assn., Box 30,
Canton Center 06020
Johnson, William M., Chief, Wilshire Rd., Vernon 06066
Jussaume, Ronald, Chief, RFD #1, Dayville 06241
Kalasky, Joseph, Chief, 110 Carr Ave., Newington 06111
Keichluff, Richard T., Dept. Chief, Woodworth Dr., Quaker Hill 06375
Kellogg, Charles E., Deputy Chief, Division of Fire, 505 Silas Deane Hwy.,
Wethersfield 06109

Kenneson, Ralph G., 22 Lovell Ave., Windsor 06095
Kerr, Mark, Simsbury 06070
Kiley, James E., Asst. Chief, 21 Willard Ave., Newington 06111
Koser, George N., Chief, Woodruff Rd., Litchfield 06759
Lamphier, Avery W., Chief, 935 Main St., Watertown 06795
Landry, Wilfred J., Dep. Chief, 51 Jupiter Pt. Rd., Groton 06340
Lawlor, John A., 1st Asst. Chief, 50 Hoadley St., Naugatuck 06770
Leddy, V. Paul, Chief, 22 Cumpstone Dr., Hamden 06514
Leland, Kenneth, Captain, 220 Thames St., New London 06320
Lenard, Jules, Chief, 120 Preston St., Windsor 06095
Leonard, James B., Chief, Banksville Ind. Fire Co., RFD #1, Greenwich 06830
Limerick, Francis J., Chief (R), 47 Strickland St., Manchester 06040
Littlefield, Theodore, Chief, Rt. 207, Box 25, Lebanon 06429
Linke, Richard A., Chief (R), 242 Patton Dr., Cheshire 06410
Loonam, Frank, Asst. Chief, Fire Department, Cheshire 06410
Lundgren, Hans M., Chief, 1145 North Ave., Stratford 06497
Maguda, Donald, Chief, 61 Franklin St., Rockville 06066
Mahaney, John, Asst. Chief, 29 Spruce St., Bloomfield 06002
Mahoney, Peter C., P.O. Box 613, Old Saybrook 06475
Manka, Joseph J., Dist. Chief, Byram 10573
Marr, James R., Cos Cob 06807
McAuliffe, John J., Deputy Chief, 149 Boulten Rd., Wethersfield 06109
McCarthy, Maurice, Battalion Chief, 345 Highland Ave., Waterbury 06708
McCullough, Robert, Chief, Banksville Fire Dept., Greenwich 06830
McInerney, Charles, Chief, Middletown 06457
McKeon, Robert, Chief, RFD #4, Occum, Norwich 06360
McTeague, James, Dept. Chief, 739 Old Main Rd., Rocky Hill 06067
Mead, Herbert, Dist. Chief, Round Hill Fire Dept., Greenwich 06830
Mihaly, Joseph P., Dep. Chief, Canton 06019
Milewski, Henry W., Chief (R), 22 Page St., Norwich 06360
Miller, Robert E., Chief, Glenbrook 06906
Millette, Roger, Dist. Chief, Old Greenwich 06870
Mills, Wm. J., Chief, Enfield 06082
Monahan, Andrew, 270 Brinsmayd, Stratford 06497
Montgomery, Russell, Chief, Bacon Rd., Roxbury 06783
Monzillo, Charles J., Chief, Willimantic 06226
Moore, Frederick J., Chief, 165 Goodhill Rd., Weston 06880
Morgan, Craig, Deputy Chief, 698 Kennedy Rd., Windsor 06095
Morgan, Wm. T., Chief, East Haven 06512
Mulrine, Joseph F., 501 Whitney Avenue, New Haven 06511
Novak, John, Dist. Chief, Fire Department, Byram 10573
Nielsen, Geoffrey, 41 Longview Dr., Wethersfield 16109
Norton, David J., Chief, 37 High St., Portland 06480
Oleksiw, Michael, Chief, 721 Kennedy Rd., Windsor 06095
Ottone, Charles A., Chief, Fire Department, East Hampton 06424

Pach, Joseph, Chief, East Haddam Vol. Fire Dept., Moodus 06469
Paffido, William J., Deputy Chief, Fire Department, Greenwich 06830
Peabody, Douglas, Chief, Cohanzie Fire Co. #5, 53 Dayton Rd.,
Waterford 06385
Pelletier, Kenneth F., Chief, Fox Run Lane, Newtown 06470
Peterson, Raymond W., Dep. Chief, Newington 06111
Phelan, Peter F., Battalion Chief, Milford 06460
Pickering, John W., Sr., Chief (R), P.O. Box 37, New Canaan 06840
Porter, William S., Fire Adm., Meriden 06450
Potter, Raymond, Jr., Chief, Prospect St., Suffield 06078
Prentice, John W., Comm., 10 Lanyard Lane, Waterford 06385
Redican, Robert E., Chief, 61 Pratt St., Meriden 06450
Regier, Frank F., Chief, 10 Cottage Grove Circle, Bloomfield 06002
Remlong, Daniel, Jr., Chief, 419 Strawberry Hill, Stamford 06900
Richards, James, Jr., Chief, Enfield 06082
Riordan, John E., Chief, 413 High St., Middletown 06457
Robbins, David C., Dist. Chief, Fire Department, Greenwich 06830
Romanski, Robert R., Chief, Wallingford 06492
Romegialli, Bruno, Chief, East Berlin 06023
Rosadini, John P., Chief, 26 Broadway, North Haven 06473
Rosso, Anthony M., Chief, 114 Cole Lane, Kensington 06037
Rourke, Raymond, Comm., 18 Kneen St., Shelton 06484
Russell, David W., Chief, Fairfield 06430
Sampietro, Victor L., Chief, 20 Admiral St., West Haven 06516
Sansevero, Michael, Asst. Chief, Village St., Northford 06472
Sawyer, Carl P., Chief, 13 Fort Hill Rd., Groton 06340
Sawyer, Carl R., P.O. Box 801, Groton 06340
Sawyer, Robert G., Chief (R), River Run of New Hartford, Rte. 44, Apt. 4-1,
New Hartford 06057
Scarano, William M., Chief, 140 Broad St., Groton 06340
Schaefer, Raymond A., Chief, RFD #1, Box 316, Gales Ferry 06335
Scheer, Charles F., Chief, 567 Orchard Rd., Kensington 06037
Schroll, Ted., Deputy Chief, Fire Department, Wethersfield 06109
Seymour, R. Eugene, Chief, 121 Connecticut Ave., South Norwalk 06854
Shanaghan, John, Chief, Box 4, East Haddam 06423
Shea, Joseph, Chief, 34 Robinston St., Pawcatuck 02891
Shipmans Fire Equip. Co., 122 Cross Rd., Indus. Pk., Waterford 06385
Shuttleworth, Walter F., Inspector, Fire Headquarters, Greenwich 06830
Silliman, John T., Asst. Chief, 1723 Poquonock Ave., Poquonock 06064
Sisitzky, Aaron, Chief, 8 Kellogg St., Windsor 06095
Skene, William, Asst. Chief, East Berlin 06023
Smallwood, Richard, Chief, West Haven 06516
Stevens, Henry M., Jr., Chief, Trumbull 06611
St. John, Edward B., Chief, 178 Bronson Dr., Middlebury 06762
Strain, Francis, Dist. Chief, Round Hill Fire Department, Greenwich 06830

Strain, William, Chief, Old Mill Rd., Greenwich 06830
Swanson, Howard A., Asst. Chief, Plainville 06062
Sweeney, Francis J., Chief, 952 Grand Ave., New Haven 06500
Sylvia, Richard P., Chief, 24 Stanton Rd., Darien 06820
Teichert, Charles, Chief, Fire Department, Greenwich 06830
Tice, Richard, Chief, 1725 Marion Rd., Cheshire 06410
Tiska, Thomas J., Dist. Chief, Greenwich 06830
Titsworth, John, Chief, Fire Department, Greenwich 06830
Tomanio, Eugene, Asst. Chief, 8 Beechwood Dr., Danbury 06702
Toth, Arthur W., Chief, 310 North Main St., Southington 06489
Tutolo, Rocco, Dist. Chief, Byram 10573
Tweed, John H., Jr., Chief, P.O. Box 4, Branford 06405
Uricchio, Mark A., Chief, 32 Filley St., Windsor 06095
Vinchetti, James, Deputy Chief, 14 West Brook Rd., Rocky Hill 06067
Wakefield, George J., Chief, P.O. Box 234, Dayville 06241
Walker, Raymond A., Marshal, Windsor 06095
Wallace, Samuel E., 122 Cross Rd., Waterford 06385
Wallace, Ernest P., 22 Porter St., Quaker Hill 06375
Walsh, William T., Jr., Asst. Chief, 109 Grove St., Windsor 06095
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Wildey, Kenneth, Pecksland Rd., Greenwich 06830
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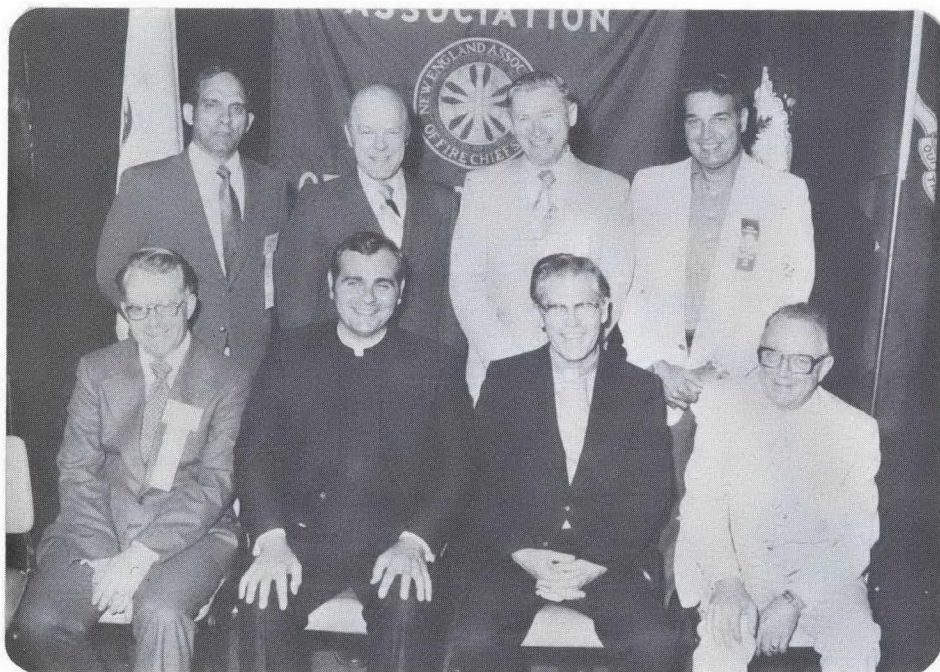
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Seated - left to right — 1st V. Pres. Chief Patrick Brown, Burlington, Vt., Pres. Carl Sawyer, Groton, Ct., 2nd V. Pres., Chief James F. Rulman, Westbrook, Maine, Sec.-Treas. James F. Brennan, Salem, Mass.

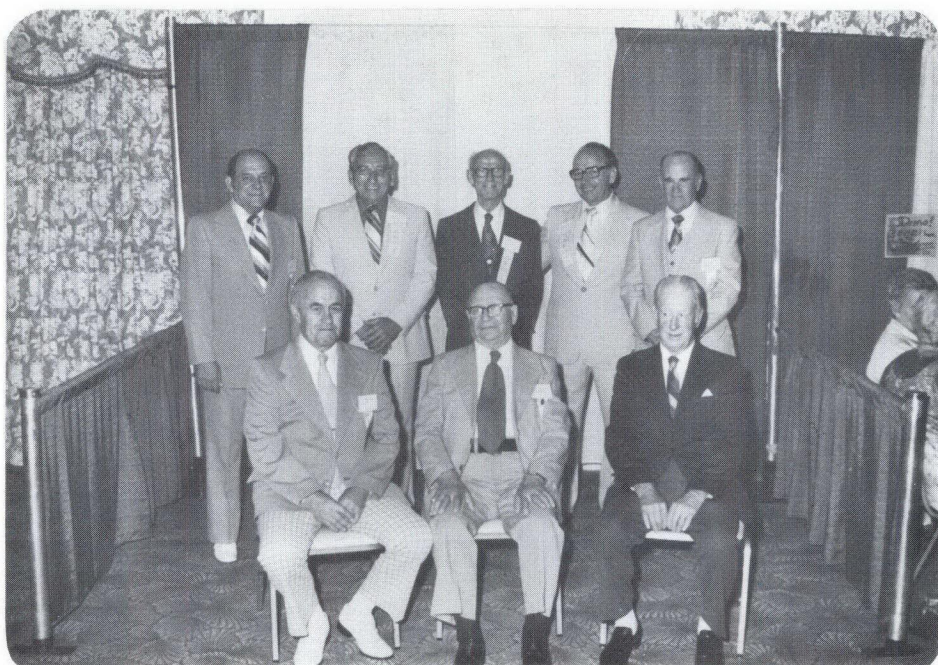
Standing - left to right — Past Pres. Merton S. Dyer, Peterborough, N.H., Directors: Chief Thomas A. Smith, Old Orchard Beach, Maine, Chief Wilbur D. Perkins, North Hampton, N.H., Chief Ernest Flanders, Montpelier, Vt., Chief Lawrence Lamson, Hamilton, Mass., Chief Clinton L. Hughes, Wethersfield, Ct., Chief Robert C. Wilder, Portsmouth, R.I., Sgt.-at-Arms Chief Joseph A. Monahan, Narragansett, R.I.



Memorial Services Participants

Front row - left to right — President Merton S. Dyer, Chaplain Stephen Foley, Chaplain Charles Hood, 1st Vice President Carl P. Sawyer

Standing — 2nd Vice President Patrick Brown, Clayton Higgins, speaker, Sec.-Treas. James Brennan, Michael Moise



Past Presidents (and Secretary)

Front row - left to right — Chief Albert W. Kimball, Hingham, Mass., Chief James L. Grote, Chester, Ct., Chief Ralph G. Seavey, Rochester, N.H.

Standing, left to right — Chief Edward B. Borowiec, Chicopee, Mass., Chief Albert B. Galfetti, Barre, Vt., Chief John F. Donovan, Durham, N.H., Chief Joseph R. Cremo, Portland, Maine, Chief Earl Andrews, Lincoln, R.I.



Bird's-eye view of the apparatus



Cocktails on the lawn with Jim and Mrs. Smith



President Merton Dyer, "all decked out".
Guest speaker Judson Hale



Yes, Vermonters eat lobsters, Al Galfetti, Ernest Flanders



Going and coming

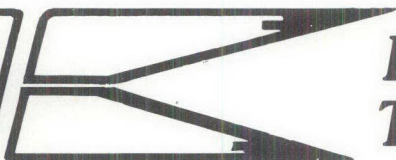
Left — Outgoing President Merton Dyer
Incoming President Carl P. Sawyer



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Medford - 20108
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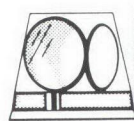


Class "A" Pumpers



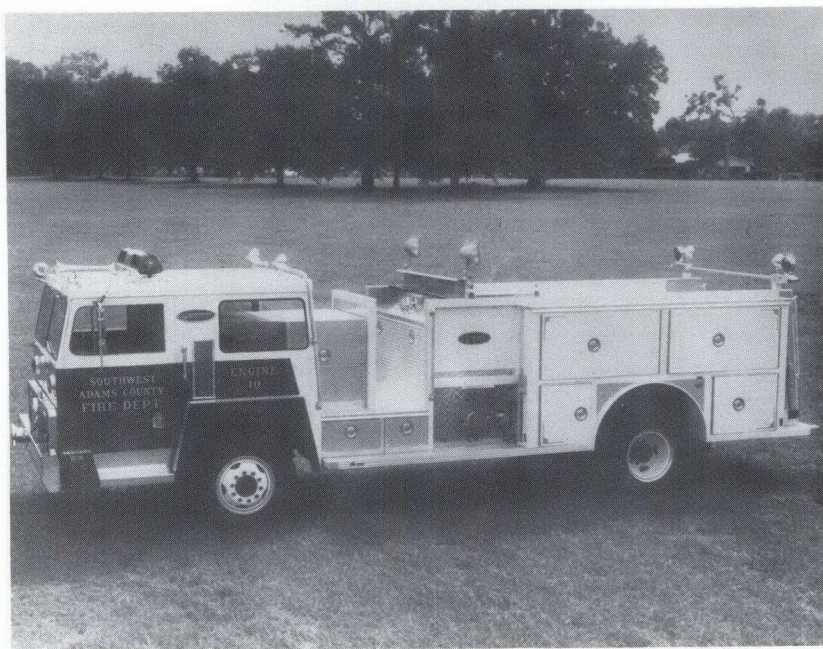
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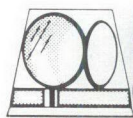
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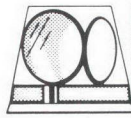
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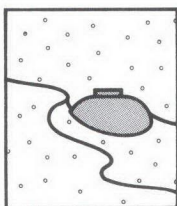
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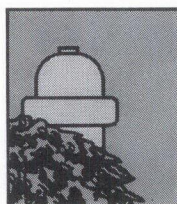
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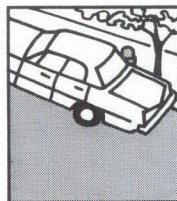
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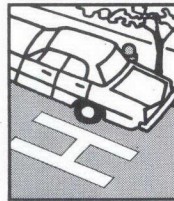
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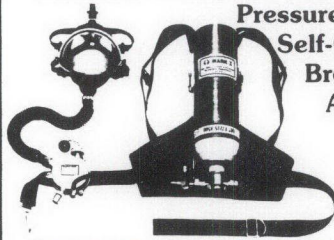


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