In The Matter Of:

Meeting

Fire Chiefs Annual Board of Directors Meeting April 02, 2019



Min-U-Script® with Word Index

NEW ENGLAND DIVISION INTERNATIONAL ASSOCIATION OF FIRE CHIEFS APRIL 2, 2019

ANNUAL BOARD OF DIRECTORS MEETING PROVIDENCE HILTON HOTEL, PROVIDENCE, RHODE ISLAND

HEARD BEFORE:

CHIEF/FIRE MARSHAL TIMOTHY McLAUGHLIN, PRESIDENT

BOARD MEMBERS PRESENT:

2ND VICE PRESIDENT, CHIEF JOHN DUROSS
MA DIRECTOR, CHIEF CHARLES DOODY
VT DIRECTOR, CHIEF MICHAEL BUCOSSI
NH DIRECTOR, CHIEF STEVEN ACHILLES
INTERNATIONAL DIRECTOR, CHIEF STEVE LOCKE
1ST VICE PRESIDENT, CHIEF KENNETH W. RICHARDS, JR.
SECRETARY/TREASURER, DEPUTY COMMISSIONER,
FIRE CHIEF RETIRED JOHN G. WOOD, JR.
CT DIRECTOR, CHIEF PETER J. STARKEL
RI DIRECTOR, CHIEF JAMES MCLAUGHLIN
ME DIRECTOR, CHIEF THOMAS HIGGINS
IMMEDIATE PAST PRESIDENT, CHIEF CHRIS CHRISTOPOULOS

ALSO PRESENT:

CHAPLIN REVEREND GARY BLUME

(CONFERENCE COMMENCED AT 3:05 P.M.)

CHIEF TIMOTHY McLAUGHLIN: I'd like to call the annual meeting to order at 3:05. Could we all stand for the Pledge of Allegiance.

(WHEREUPON ALL MEMBERS STAND)

CHIEF TIMOTHY McLAUGHLIN: Please remain standing. Reverend Blume for the invocation.

REVEREND GARY BLUME: Please bow your heads for a moment of prayer, please. But before we do so, could we take just a moment to remember Fred Stanley, a member of this organization and an instrumental part of firefighting in New England for years. A moment of silence, please.

(MOMENT OF SILENCE)

mighty God, we thank you for this opportunity to come and gather to do what we can to help our communities, and help our association, to help our division, to do those things needful, promote the fire services in New England.

We ask for Your blessing upon all of the communities represented here today, and all of those families, as well. Bless them all. In Your name we pray, and in Your name we live.

3 1 Amen. 2 (ALL RESPOND AMEN) 3 CHIEF TIMOTHY McLAUGHLIN: Thank you, Reverend. We're going to do a few introductions. 4 We're very fortunate this afternoon to have Chief 5 Gary Ludwig, the incoming First Vice President 6 7 nominee and incoming President of the IAFC, (inaudible) Chief of Staff to the Executive 8 9 Director of the IAFC, so we're very fortunate 10 that you people -- we thank you for coming up and taking the time out of your schedule. 11 I know you 12 guys are pretty hectic down there. 13 appreciate that you're taking some time with us. 14 (APPLAUSE) 15 CHIEF TIMOTHY McLAUGHLIN: We have Bob Duval, we all saw earlier, Bob Duval from NFPA. 16 17 (APPLAUSE) CHIEF TIMOTHY McLAUGHLIN: 18 Any past 19 presidents from the IAFC? Any past presidents of 20 the New England Division? 21 (APPLAUSE) 22 CHIEF TIMOTHY McLAUGHLIN: Thank you, 23 guys, very much. We do have a guest that came up, Roger Bradley. He's the former -- he was the 24 International Director for the terms -- so we're 25

happy to have Roger up here for this meeting.

(APPLAUSE)

CHIEF TIMOTHY McLAUGHLIN: Chuck is in the back from Decos (phonetic). We also have Bob Seltzer, the President of the New England Association. So we welcome everybody to come.

(APPLAUSE)

CHIEF TIMOTHY McLAUGHLIN: I'd like to introduce Frank Brown, Chief Frank Brown, he's the President of the Rhode Island Fire Chief's Association, just to say a couple of words on behalf of the Rhode Island Fire Chiefs.

CHIEF BROWN: Good afternoon,
everybody. Welcome to Rhode Island. I bring
greetings from the Rhode Island Association of
Fire Chiefs and our entire membership. I'd like
to congratulate President Tim McLaughlin for his
years of service to the Division and how he
always represents Rhode Island, and our State
Fire Marshal couldn't be more happier.

I'd also like to give a shout out to

Director Jim McLaughlin, who will be stepping

down after today as the Director for Rhode Island

(inaudible) Operations Officer for Rhode Island

EMA. (Inaudible). I'm sorry if I let the cat

out of the bag.

Jim has been such an advocate here in Rhode Island for the Rhode Island Fire Service, and we have (inaudible) done for us, and we thank you for your position up here and looking out for us in Rhode Island.

I really didn't know what to say today, but I said I'd come up with a couple of facts maybe you guys don't know about with Rhode Island.

Rhode Island is, obviously, the smallest state in New England. We cover 1,214 square miles. I know some of you are like, (inaudible). So from north to south we're only 48 miles, and from east to west we're 37 miles.

A couple of other facts is that the official name of Rhode Island is the State of Rhode Island and Providence Plantations. Also, Mr. President, I don't know if you know, but Rhode Island never ratified the 18th Amendment of Prohibition.

CHIEF TIMOTHY McLAUGHLIN: I'm well aware of that, Chief. I celebrate that every day.

CHIEF BROWN: We like to kid each other. But on behalf of the Rhode Island Association of Fire Chiefs, enjoy the rest of

6 your conference. Until we meet again, everyone, 1 2 please stay safe. Thank you. 3 (APPLAUSE) CHIEF TIMOTHY McLAUGHLIN: 4 So communications. We don't have any. Secretary's 5 6 report. 7 CHIEF WOOD: Good afternoon. Point of order to start with: Any time anyone is going to 8 speak, please stand, give your name, so the 9 10 stenographer can record it, so we have who's 11 speaking and what they're speaking about. 12 please, do that. She happens to have my name, 13 that's why I did not give my name right now. So 14 please remember to do that. If you don't, the 15 President will probably scold you. CHIEF TIMOTHY McLAUGHLIN: I'll just 16 17 ask you to leave. CHIEF WOOD: So the Secretary's report, 18 I submitted it in a written report, and there are 19 20 some extra reports here in writing. So I can read it to you, if you'd like, or you can accept 21 22 it as a written report, the way it is. 23 UNIDENTIFIED SPEAKER: Where are those, 24 again?

CHIEF WOOD:

25

They're right on top of

	7
1	(inaudible).
2	CHIEF SOUCEY: I make a motion to
3	dispense with the reading.
4	CHIEF TIMOTHY McLAUGHLIN: Stand,
5	please.
6	CHIEF SOUCEY: Richard Soucey, Rhode
7	Island.
8	CHIEF TIMOTHY McLAUGHLIN: Motion on
9	the floor.
10	CHIEF SPURR: Second. Chief Robert
11	Spurr, Avon, Massachusetts.
12	CHIEF TIMOTHY McLAUGHLIN: All in
13	favor.
14	(VOICE VOTE)
15	CHIEF TIMOTHY McLAUGHLIN: All opposed.
16	(NO RESPONSE)
17	CHIEF TIMOTHY McLAUGHLIN: Ayes have
18	it. Treasurer, (inaudible).
19	CHIEF WOOD: Also, the minutes of
20	February 14th were distributed in written form to
21	the Board. We need a motion to accept those.
22	CHIEF SPURR: So moved. Chief Robert
23	Spurr, Avon, Massachusetts.
24	CHIEF SELTZER: Second. Chief Seltzer,
25	Smithfield, Rhode Island.

8 1 CHIEF TIMOTHY McLAUGHLIN: We have a motion and a second. All in favor. 2 3 (VOICE VOTE) CHIEF TIMOTHY McLAUGHLIN: All opposed. 4 (NO RESPONSE) 5 6 CHIEF TIMOTHY McLAUGHLIN: Ayes have 7 it. CHIEF WOOD: Just a little about -- FRI 8 is going to be in Atlanta this year. Housing is 9 10 open; registration is open. Try to get your reservations in. We have a small block of rooms. 11 12 I think we have a block of 60 rooms at the Omni. 13 It's the hotel -- we were there the last time; we were at the same hotel. It's a small block. 14 15 if you don't get in there, then you'll end up in one of the other hotels. 16 Because all of the other divisions are in 17 that hotel, as well, along with some sections and 18 the Executive Board or the Board of Records from 19 20 the IAFC. And they use it for other speakers, and so forth. Again, that's in August, FRI 21 22 Atlanta, and we're staying at the Omni. 23 Life (phonetic) will be on Thursday, as it has been in the past. Any questions about 24

Atlanta? Anybody have any questions about

25

Atlanta? Hotel? Nothing. Great. That concludes my -- the Secretary's report.

CHIEF TIMOTHY McLAUGHLIN: Thank you,

John. The President's report: Probably the most

important issue we've been discussing for the

last, I guess, year or so is the consolidation of

the -- of this division and the New England

Association of Fire Chiefs.

I think a lot of people, unless you're actually actively involved, people don't understand why we have two. So we've been muddling through, trying to get this thing put together. And we've been meeting, and Chris Christopoulos, I'm going to bring him up here for a quick explanation of where we are in the process. Because he's been spearheading this for the division side anyway.

So Immediate Past President, Chris Christopoulos, come up here.

CHIEF CHRISTOPOULOS: Thank you,
Mr. President. So this process started awhile
ago, and the Association put together a group of
representatives, as did our Board, two Board
members from each group and two members at large
from each group.

And we finally had a face-to-face meeting down in Springfield a few months back, hammering out what the potential concerns, questions, issues that may or may not be related to becoming one voice for the New England fire service.

Subsequently, we had our Board meeting a few weeks ago down in Springfield, Mass., and we developed what we felt was a road map to address some of the concerns, largely related around legal implications, some bylaws, how to transition the Board of Directors.

It didn't seem like it was an unobtainable list. We met with the Association Executive Committee or Executive Board earlier today, and agreed that we would begin the process to move forward, to jointly hire an attorney to look at the legal implications of combining two 501C3s, and to further appoint two representatives from each group to work on developing a set of bylaws that is consistent with our requirements for the International Association of Fire Chiefs, and still meets both groups' original mission.

So we'll -- they'll be putting -- our Board has already voted to cover half the cost of an attorney. We will be providing a recommendation

for an attorney through the Association for them to (inaudible) the full Board.

So I think fundamentally it's moving in a good direction. And with your permission, I'd like to read a motion.

CHIEF TIMOTHY McLAUGHLIN: You have my permission, sir.

CHIEF CHRISTOPOULOS: Thank you. So I would move to instruct the Board of Directors of the New England Association of Fire Chiefs to move forward with the consolidation process, to merge the New England Association of Fire Chiefs with the New England Division, unless there are legal impossibilities to that process.

In order to approve the consolidation by vote of the membership will be at a meeting to be determined. We had originally thought about doing that meeting at the annual meeting next year, but there may be a possibility to do a special meeting for each group earlier. So I would entertain that motion.

CHIEF TIMOTHY McLAUGHLIN: We have a motion on the floor, as Chris just read. Do we have a second?

CHIEF MICHAEL VARNEY: Second that.

1 Mike Varney, Ellington, Connecticut.

CHIEF TIMOTHY McLAUGHLIN: We have a second on the floor. All in favor -- any discussion on that? Any discussion at all.

(NO RESPONSE)

CHIEF TIMOTHY McLAUGHLIN: No

discussion. All in favor.

(VOICE VOTE)

CHIEF TIMOTHY McLAUGHLIN: All opposed.

(NO RESPONSE)

it. Thank you. That's actually the biggest thing that we've had going for the last year or so. It looks like we're moving in the right direction. I think it's pretty important for New England to get this done, have one group, one voice instead of having two competing -- not so much competing, but in the way -- where we can have one, and we can make it big. Special development will be huge, and then the show.

So we have some logistics to work out, but I think within the next six months we should be well on our way. So I appreciate Chris. Chris has done a lot of hard work on this, along with his counterparts of the Association. So I do

appreciate that.

We'd like to get a report from the IFC. So we'd like to bring up Chief Gary Ludwig.

CHIEF LUDWIG: Good afternoon,
everybody. It's an honor and a pleasure for me
to be here as your First Vice President. I bring
greetings from our President, Dan Nicholson. He
wishes he could be here. Unfortunately, he
couldn't be. With that said, I'm honored to be
here.

I also want to pass out congratulations to Chief John Wood and Chief Tim McLaughlin and the rest of the Board on an outstanding conference.

I have never been to this conference, but I'm quite impressed. It's evident that your organization here in New England is quite vibrant, active, and very much engaged. And all that I saw this morning and this afternoon, the speakers were fantastic and a great flow of information occurred. So, again, my congratulations to all of you on running an outstanding conference.

It's also my pleasure to serve on the IFC Board of Directors, and Steve Locke is on the Board of Directors with me. He's your

representative as your International Director,
but he'll be coming off and becoming Treasurer
next August. So congratulations to Steve. Let's
all give him a round of applause.

(APPLAUSE)

CHIEF LUDWIG: I look forward to serving with him. He's quite a smart individual, has a keen perspective of things, so Steve is going to be a great asset as our treasurer for the IFC.

Steve and I and the rest of the Board of Directors just met last week in Reno. So I just kind of want to give you an update as to what's going on within the organization. I'll give you the highlights.

It's been interesting for me, as a new member of the Board, to get a nose underneath the tent, so to speak, and see all of the things that are going on, and I am quite amazed. It would be an hour or more for me to just sit here and talk about all of the things that your organization is doing, and how active we are, and so many different facets of fire services and emergency services, not only nationally, but internationally with all of the things we're

doing. So I'll just give you the highlights of some of those things.

When we met there in Reno, we were also there at the same time as -- the same conferences that were going on while we were there was the WUI, which is the Wildland Urban Interface Conference, they were there, and also our new Community Risk Reduction Conference. That was a first-ever conference.

Both were well attended, and I believe the WUI conference had over 450 people at it. I'm sorry. The Community Risk Reduction had over 450, so it was quite well attended. It was a good flow of information. And as you know, Community Risk Reduction is the new buzzword within our profession.

Tommy Weber was there, who's also a Director with ISO. And it's so important that, again, we raise community risk reduction and have those plans and those assessments done, because those are worthy of some ISO points also. So don't forget that.

Some of the things that came out of that include a new guide that's been offered by the International, and it's a Wildland Interface

Chief's Guide to Wildland Fires. And I know you don't have a lot up here of wildland fires in the northeast, but it does happen.

In fact, one of the things we learned at the conference is that there no longer is just a fire season. There's a fire year. Because the fires are continuing, as we're seeing, for whatever reason, occur year-round throughout the United States.

The other thing that was introduced there at the conference includes a new flyer that talks about how you, as an IAFC member, can get involved. There's multiple ways that you can get involved in our organization. That includes becoming an instructor, you can serve on a committee, you can serve as a representative to an external organization, you can write an article. We're always looking for someone to write articles for (inaudible) publications.

So there are multiple things to do to get involved. If you want to find out more, go to the IAFC website. There's a flyer that's out there about how you can get actively involved in IAFC.

So I'm going to talk about something that's

kind of important, and that is, what is going on in Washington, DC, and how we, as members in the IAFC and as an organization as a whole, need to have a voice heard about what's going on on Capitol Hill.

At the end of April here, we will be up in Washington, DC for the Congressional Fire Service dinner. I don't know how many of you plan on attending, but if you're there, I ask you, please, get involved and engaged and go up to Capitol Hill with us.

I'm going to read some statistics here of what's going on under the new proposed federal budget. So the Trump administration has proposed a new federal budget. If you look at nondefense spending, there's a cut of approximately 8.5 percent cut to agencies that are not defense. Well, that impacts a lot of federal funding that we receive.

Now, the United States Fire Administration will receive an increase of about a million dollars, but let me go through some of the proposed cuts that we will see that will impact fire service if the budget goes through as written.

So there is a decrease of \$5.6 million in the Fire Grant Program -- the Fire Bank Grant Program. So out of \$344 million, they will cut about \$5.6 million out of that Fire Bank Grant.

The Saver Grant is also going to receive a proposed cut of 5.6 million.

The Urban Area Initiative (sic), UASI grants, will see a proposed cut of \$213 million. Those are mostly grants that impact metropolitan areas.

The State Homeland Security Grant gets a proposed cut of \$193 million dollars.

And if you're familiar with the Volunteer Fire Act Grant, which is administrative through the states in order to help rural communities with their fire departments, that is a proposed cut of about \$6 million.

So you can see, there's a lot of proposed cuts in the budget, federal budget, that will impact the fire service. So it's so viably important and so critical that we get up on Capitol Hill and speak with our legislatures and inform them on the issues of the impact of these cuts and what will occur in fire service.

It's going to impact multiple areas, also.

As an example, the assistance of the ALERT Grant. If you're familiar with the ALERT Grant, that stands for Assistance for Local Emergency Response Training. It's a hazmat grant that the IAFC (inaudible) where we go out and teach rural communities about hazardous material mitigation. That is completely eliminated in the federal budget proposals.

The United States Fire Administration's

State Fire Training grants is also targeted for elimination. So, again, I can't stress enough how important it is that we get up and speak with our legislators. And if you can't come to

Washington, DC at the end of April, it's so important that you reach out to your legislators and let them know about these budget cuts, and you advocate they be restored back.

Some other updates I need to give you is that we just recently held an International Association of Fire Chiefs conference, which truly was international. We just held our first -- I'm sorry, our second international conference in Bahrain. That was attended, also, by 450 people. And that was very successful, also.

Again, we continue to reach out to expand our footprint into especially the Middle East. If you're familiar, we also work with Saudi Aramco, and we have a (inaudible) program where we bring Saudi Arabian firefighters over to the United States.

I think we've actually just graduated the 16th one the other day. It was on our Twitter feed. So, again, international footprint continues to expand, and we live up to our name being international.

Just a couple of more things I want to talk about. We, the IAFC, moved our headquarters out of Fairfax last year to our new headquarters up in Chantilly, which is very close to Dulles. So it's beautiful and very expansive. It is exactly what the staff needs in order to do the work of the IAFC. So if you have not been there, we encourage anyone in the area just to stop in and see that. Members are encouraged to visit and just stop in.

Lastly, I'm going to reiterate what I heard earlier; that is, please, we're looking for you to attend and be a part of Fire Rescue

International, which will be in August in

Atlanta. It's always full of tons of information. The networking is more of a value that I find, along with the education, but the networking is just fantastic, where you reach out and talk to others and deal with others who might be having the same problems.

So with that said, I think we're going to hold any questions you might have regarding the IAFC. I will be available after this meeting.

If you have any specific questions, you can reach out to me, and I will answer whatever I can.

Again, I'm honored to be your first Vice

President, and with God's blessing and health for
the next five months, coming in as your

President. So thank you very much again.

(APPLAUSE)

CHIEF TIMOTHY McLAUGHLIN: Thank you,
Chief. Being part of the IAFC as a division, we
know what value that IAFC has for all the
firefighters throughout the country. I know
whether it's your career or a combination as a
volunteer, there's something for everybody,
there's a value.

We're very fortunate in Rhode Island. I think we're sending our constituents down there

next week or the week after to meet with congressional people from Rhode Island.

We're very fortunate being so small, it's that one degree of separation here. So we have -- we get an audience with them. We can see them, and they're -- I think all four are very pro fire department. And Jack Reed is the ranking guy on the senate side. So I think we've got some good pull down there. And we'll be down there, and I know our people will be talking about the budget and the cuts.

CHIEF LUDWIG: Our staff always puts together talking points. So we'll have talking points prepared for all those going up on Capitol Hill. Thank you.

CHIEF TIMOTHY McLAUGHLIN: Thank you,
Chief. The next is the International Director's
report. Steve Locke, who Chief Ludwig just said,
is going to be coming in as the Treasurer for the
IAFC. I think it's fantastic that New England is
going to have a seat at the table. I think it's
awesome. Steve Locke.

CHIEF LOCKE: Thank you. I'll be brief. Gary did a great job (inaudible) for what's happening at the IAFC. For the last 11

years, I've had the honor and privilege of serving on the Board of Directors here. I did nine -- what we actually call a nine-year sentence working through the Chairs.

And then I'm finishing my first one, a three-year term as your International Director.

And Roger served many years in that role.

When the role of the IAFC treasurer we knew was going to come open last year about this time, the current treasurer was terming out, and we knew he was going to step in and run for the second VP. I recall calling John on a Friday night, and he said, Are you ready to run a national campaign? Because this is going to be -- this will be fun. And it was fun.

So I want to thank -- almost every state -I think every state in New England sent me some
money. I never would have thought you would have
to raise between 8 and \$10,000 to run for a
volunteer position with the IAFC. But that
ultimately, as Gary can attest, is what it takes.
You have to be out there at the session meetings
to gain support.

I know Timmy and Chuck are in the room, both with the V cost (sic), delivering the V cost

endorsement early on really scares away the folks, so I want to thank those folks.

And, ultimately, you can't do this without the support at home. So my second conversation, after John, was not my wife, but my deputies.

One is in the room now. You know, I know they can take care of (inaudible) I'm being taken care of. They certainly stepped up to the plate.

They run the place every day.

So, thank you to as least one of my deputies that's here who sort of carries the (inaudible) for me when I'm out traveling around, because the campaign season was a little crazy.

But with that, the IAFC is a \$20 million business with (inaudible) full-time employees, 75 to 80 full-time employees, and it is truly international. I think when Roger was on the Board during the 2008 crisis, most of the money was derived from the FRI Conference. Attendance went down, and that took a serious hit to the budget.

Now, with diversification, I think the numbers are less than 40 percent, maybe even lower than that, comes from the conference. So there are a lot of -- a lot of money is coming

out of the Middle East on contracts.

And these are things that we don't necessarily see every day, but it is -- this is a very integral business with a lot of things going on working on your behalf.

Just kind of on a local note, when Deputy
FEMA Director was out here in Rhode Island, when
he was awaiting confirmation, they called the
IAFC, because that was an important endorsement
to have. So Mark Light (phonetic) and some folks
from Rhode Island got on the phone, because they
wanted to make sure that it was a supporter of
the fire service, and he's in place today. So
that's what our International does for us with
the local folks.

So with that, thank you for letting me serve as your International Director for three years and on your Board for the last 11, and I look forward to the next three years as serving as Treasurer. Thank you.

(APPLAUSE)

CHIEF TIMOTHY McLAUGHLIN: Committee reports, bylaws. Chief Doody.

CHIEF DOODY: Thank you, Mr. President.

On behalf of Chief Lori Balos (phonetic) for the

CBR committee, just a brief report for you.

We met a couple of times via conference call in February/March, and basically reviewed some technical amendments for some different divisions, like the Safety, Health and Survival section, the Company Officers section. Just kind of improving some of the cleanup things they did to the bylaws.

One of the important things that I was asked to pass along to you, a couple of important dates: May 8 to June 7, the IAFC election period is open. As you know, that's an online election process. Chief Spurr chaired the committee.

He's here --

CHIEF SPURR: Yeah.

CHIEF DOODY: So June 1st -- I'm sorry -- July 1 is the deadline to submit items to the CBR committee for consideration during the committee's FRI 2019 meeting.

So if there are any bylaws you needed reviewed or any amendments you want to make to the bylaws, you can submit those up to July 1 so the committee can take a look at it.

Other than that, Mr. President, that's all I have.

CHIEF TIMOTHY McLAUGHLIN: Thank you,

Chief.

CHIEF RICHARDS: As everybody knows, with the GPO, they have standing contracts for all of us from New England that's involved in International that you can get ahold of. They have some really good contacts, everything from turnout gear all the way to fire apparatus. So if you're out there, and you're in the need to buy gear or an aerial -- a million-dollar aerial piece, if you go through GPO and it's something that you like, you don't have to go to bid, it's already taken care for you.

So I encourage everybody to look at their lists, see what they have, and if they can help you out, then by all means, take advantage of it. It's an excellent program offered to all of us.

CHIEF TIMOTHY McLAUGHLIN: Thank you,
Chief Richards. Election Committee, Chief Spurr,
Robert Spurr.

CHIEF SPURR: Thank you, Mr. President.

I'm Chief Bob Spurr, Avon, Massachusetts, and I

represent the Division -- the Elections

Committee, and I Chair that committee.

This year's elections are uncontested at the

IAFC level. All things going well, which I assume this year they will, Chief Ludwig will be coming in as President, Chief Ottogroves (phonetic) will be coming in as First VP, Chief Rich Corrizzo (phonetic) Second VP.

There's one declared candidate at this point for next year's election. And that is Chief,

Donald Black from North Carolina. We have not had any other candidates at this point to clear; however, that process is open until February 1 of '19 (sic). So there's still plenty of opportunity.

We don't know -- assuming from the CBR report there will definitely be some (inaudible) actions down there. But don't forget, we have now taken the IAFC election and encompassed everyone other than Metro into our election process. So if (inaudible) has an election, it's still going to appear on the same ballot.

Anybody that has a change in there, it's going to appear on it. You will still get ballots. If you belong to any of those sections, you're still going to get them. Please vote in them.

We're kind of interested to see how it goes

this year without an IAFC race to see what happens in the voting process. But we're still going to keep the streamline and make it easier for you. Thank you.

CHIEF TIMOTHY McLAUGHLIN: Thank you, Chief. Chuck Flynn.

CHIEF FLYNN: You heard from Tim -CHIEF TIMOTHY McLAUGHLIN: Say your
name, please.

CHIEF FLYNN: Chuck Flynn, Suffield,
Connecticut, (inaudible) Chair. We have a DCLS
and a (inaudible) coming up in the beginning of
May. Scholarships have been awarded. There are
scholarships coming up for FRI and DCLS, if
you're a member, with some of our partners like
Partners Solutions.

And, again, I spoke with the (inaudible) in November, which always has scholarships. It's a sellout.

This will be the last year you hear of a fall symposium in the west. We're going to change the symposium to the spring to market it better. We're actually looking to -- we're probably going to St. Paul, Minneapolis next year for the May conference. It's more voluntary.

There's a combination of departments out there to draw from.

Other than that, we continue to work on behalf of the fire service. You will see our paper come out once it's approved by the Board, and new interim fire Chief, that we've been asked by a bunch (inaudible) with the EFO section, so you will see that, as well. That's all I got.

CHIEF TIMOTHY McLAUGHLIN: Thank you very much, Chief. We're going to come to the Election of Officers. What we have up for election this year, we have the President from Connecticut, the first Vice President for Maine, the second Vice President from Massachusetts, State Directors for Mass. and New Hampshire for a two-year term, the secretary/treasurer for a three-year term, and the International Director for a three-year term.

So we're going to take nominations for -President from Connecticut, we're going to take
nominations.

CHIEF STARKEL: I nominate Chief Ken Richards.

CHIEF TIMOTHY McLAUGHLIN: Stand up.

CHIEF STARKEL: Peter Starkel, Columbia

		31
1	Fire Department from Connecticut. I nominate	
2	Chief Ken Richards for President of the New	
3	England Division, IAFC.	
4	CHIEF TIMOTHY McLAUGHLIN: We have a	
5	nomination on the floor.	
6	CHIEF WALL: Tim Wall, North Farms	
7	Volunteer Fire Chief, Wallingford, Connecticut,	
8	proudly seconds that nomination.	
9	CHIEF TIMOTHY McLAUGHLIN: Thank you,	
10	Chief. We have a nomination and a second. Do we	
11	have any other nominations?	
12	(NO RESPONSE)	
13	CHIEF TIMOTHY McLAUGHLIN: Do we have	
14	any other nominations for the position of	
15	President from Connecticut? Any other	
16	nominations?	
17	(NO RESPONSE)	
18	CHIEF TIMOTHY McLAUGHLIN: That's	
19	closed. Chief Ken Richards from Old Mystic will	
20	be the incoming President. Sorry about that.	
21	All in favor.	
22	(VOICE VOTE)	
23	CHIEF TIMOTHY McLAUGHLIN: All opposed.	
24	(NO RESPONSE)	
25	CHIEF TIMOTHY McLAUGHLIN: Congratu-	

		32
1	lations.	
2	(APPLAUSE)	
3	CHIEF TIMOTHY McLAUGHLIN: First Vice	
4	President from Maine.	
5	CHIEF LOCKE: Steve Locke from Vermont.	
6	I nominate John Duross, Saco, Mains, as the First	
7	Vice President.	
8	CHIEF TIMOTHY McLAUGHLIN: We have a	
9	nomination of Chief John Duross from Maine.	
10	CHIEF THURLOW: Chief Thurlow from	
11	Scarborough, Maine. Second the motion.	
12	CHIEF TIMOTHY McLAUGHLIN: We have a	
13	nomination and a second. Any other nominations	
14	for First Vice President for Maine?	
15	(NO RESPONSE)	
16	CHIEF TIMOTHY McLAUGHLIN: Any other	
17	nominations for First Vice President for Maine?	
18	(NO RESPONSE)	
19	CHIEF TIMOTHY McLAUGHLIN: All in	
20	favor.	
21	(VOICE VOTE)	
22	CHIEF TIMOTHY McLAUGHLIN: All opposed.	
23	(NO RESPONSE)	
24	CHIEF TIMOTHY McLAUGHLIN: Ayes have	
25	it. Congratulations.	

		33
1	(APPLAUSE)	
2	CHIEF TIMOTHY McLAUGHLIN: We have	
3	Second Vice President for Massachusetts. Any	
4	nominations for Second Vice President for	
5	Massachusetts?	
6	CHIEF SPURR: Chief Robert Spurr, Avon,	
7	Massachusetts. I nominate Chief Charles Doody,	
8	Canton, Massachusetts.	
9	CHIEF TIMOTHY McLAUGHLIN: Do we have a	
10	second?	
11	CHIEF WOOD: John Wood. I second the	
12	motion for Charles Doody.	
13	CHIEF TIMOTHY McLAUGHLIN: Any other	
14	nominations for Second Vice President for Mass.?	
15	(NO RESPONSE)	
16	CHIEF TIMOTHY McLAUGHLIN: Any other	
17	nominations?	
18	(NO RESPONSE)	
19	CHIEF TIMOTHY McLAUGHLIN: Nominations	
20	are closed. All in favor.	
21	(VOICE VOTE)	
22	CHIEF TIMOTHY McLAUGHLIN: All opposed?	
23	(NO RESPONSE)	
24	CHIEF TIMOTHY McLAUGHLIN: Congratu-	
25	lations.	

		34	
1	(APPLAUSE)		Ì
2	CHIEF TIMOTHY McLAUGHLIN: We have a		Ì
3	State Director for a two-year term for		Ì
4	Massachusetts. We'll do that one first. We have		Ì
5	a State Director from Massachusetts.		İ
6	SPEAKER: Charles (inaudible)		İ
7	Massachusetts. I'd like to nominate Chief Keith		İ
8	Stark from Weymouth, Massachusetts.		Ì
9	CHIEF TIMOTHY McLAUGHLIN: Do we have a		İ
10	second.		Ì
11	CHIEF SPURR: Chief Robert Spurr from		Ì
12	Avon, Massachusetts. I would like to second.		Ì
13	CHIEF TIMOTHY McLAUGHLIN: We have a		Ì
14	nomination and a second. Any other nominations		İ
15	for State Director for Massachusetts?		Ì
16	(NO RESPONSE)		Ì
17	CHIEF TIMOTHY McLAUGHLIN: Any other		Ì
18	nominations?		Ì
19	(NO RESPONSE)		Ì
20	CHIEF TIMOTHY McLAUGHLIN: Any other		Ì
21	nominations?		İ
22	(NO RESPONSE)		Ì
23	CHIEF TIMOTHY McLAUGHLIN: Nominations		ĺ
24	are closed. All in favor.		ì
25	(VOICE VOTE)		l

	35
1	CHIEF TIMOTHY McLAUGHLIN: All opposed.
2	(NO RESPONSE)
3	CHIEF TIMOTHY McLAUGHLIN: Congratu-
4	lations, Chief.
5	(APPLAUSE)
6	CHIEF TIMOTHY McLAUGHLIN: Congratu-
7	lations. The journey begins, my friend. State Director
8	for New Hampshire for a two-year term.
9	CHIEF CHRISTOPOULOS: Chris
10	Christopoulos, Lebanon, New Hampshire. We'd like
11	to nominate Chief Brian Rhodes from Nashua, New
12	Hampshire.
13	CHIEF TIMOTHY McLAUGHLIN: Do you have
14	a second.
15	CHIEF ACHILLES: Chief Achilles,
16	Portsmouth, New Hampshire Fire. Second that.
17	CHIEF TIMOTHY McLAUGHLIN: We have a
18	nomination and a second. Any other nominations
19	for New Hampshire?
20	(NO RESPONSE)
21	CHIEF TIMOTHY McLAUGHLIN: Any other
22	nominations for Director for New Hampshire?
23	(NO RESPONSE)
24	CHIEF TIMOTHY McLAUGHLIN: Any other?
25	(NO RESPONSE)

		36
1	CHIEF TIMOTHY McLAUGHLIN: Nominations	
2	are closed. All in favor.	
3	(VOICE VOTE)	
4	CHIEF TIMOTHY McLAUGHLIN: All opposed.	
5	(NO RESPONSE)	
6	CHIEF TIMOTHY McLAUGHLIN: Ayes have	
7	it. Congratulations.	
8	(APPLAUSE)	
9	CHIEF TIMOTHY McLAUGHLIN: Secretary	
10	treasurer for a three-year.	
11	CHIEF COONEY: Scott Cooney, Hartford,	
12	Vermont. I nominate John Wood.	
13	CHIEF COLLETTE: Aaron Collette,	
14	Burlington, Vermont. I second that.	
15	CHIEF TIMOTHY McLAUGHLIN: I'm not even	
16	going to take anymore nominations for this one.	
17	All in favor.	
18	(VOICE VOTE)	
19	CHIEF TIMOTHY McLAUGHLIN: Opposed.	
20	(NO RESPONSE)	
21	CHIEF TIMOTHY McLAUGHLIN: The ayes	
22	have it. Congratulations, John.	
23	(APPLAUSE)	
24	CHIEF TIMOTHY McLAUGHLIN: We have	
25	International Director, now that Steve Locke is	

	3'	7
1	moving up to Treasurer, for a three-year term.	
2	Do we have any nominations?	
3	CHIEF JAMES McLAUGHLIN: Jim Wright	
4	from Sharon, Massachusetts. I honorably would	
5	like to proudly present Chief Charles Doody from	
6	the Canton, Mass. Fire Department for	
7	International Director for the New England	
8	division.	
9	CHIEF TIMOTHY McLAUGHLIN: Thank you.	
10	Do we have a second?	
11	CHIEF KELLEHER: Mike Kelleher from	
12	(inaudible) Fire. I second the nomination of	
13	Charles Doody.	
14	CHIEF TIMOTHY McLAUGHLIN: Any other	
15	nominations for the International Director?	
16	CHIEF ACHILLES: Mr. President, Steve	
17	Achilles, Portsmouth, New Hampshire. I recommend	
18	and nominate Chief Christopoulos from the Lebanon	
19	Fire Department for International Director.	
20	CHIEF TIMOTHY McLAUGHLIN: Do we have a	
21	second for the nominee?	
22	CHIEF BRADLEY: Second. Roger Bradley,	
23	Retired, Hanover, New Hampshire. I second.	
24	CHIEF TIMOTHY McLAUGHLIN: Do we have	
25	second. Any other nominations?	

CHIEF STARKEL: Mr. President, Peter

Starkel. I nominate Chief Tim Wall.

CHIEF IDE: Chief Kevin Ide, Dayville,

Connecticut. Second.

CHIEF TIMOTHY McLAUGHLIN: Okay.

CHIEF WALL: Mr. President, Tim Wall.

I'm honored and privileged to be nominated for representing the New England Division, but I decline the nomination to support a friend of mine, Chris Christopoulos.

CHIEF TIMOTHY McLAUGHLIN: Okay, Chief.
Thank you. We have a race for International
Director. Chief Doody and Chief Christopoulos.
I'm going to turn this over to John Wood so he
can explain the process.

CHIEF WOOD: John Wood,

Secretary/treasurer. Because it is -- we'll do an Australian ballot for this election, so that it will be easier to do the vote and count. So the way it will work is, if you don't have your IAFC member card with you, we're going to process everyone through where the lunch room was today, where you went to get lunch. Out front there's a table there. Christine Bothier is going to be at that table with a computer. We have the latest,

as of the end of March, the list of membership.

She'll verify that you are a current member of the IAFC and the Division. And then once she verifies that, you go in the room, there's a sheet of paper in there, some pens, and you can write down Chris or you can write down Charlie. Put it the box that's there, and then you'll exit through the other door.

So you're going to go in right-hand door and exit through left-hand door. Hopefully, you'll come back here, see the results, and there will be a swearing in of the officers.

So is everybody clear on how that process is going to work? We're going to leave the room here, walk out, file line, whatever you want to do. We'll verify membership, you'll go in and vote, and then return back here, hopefully.

Once the votes are in, we will stay there, we will count the votes. Once the votes are counted, I will come in and give the results of the election. Any questions?

(NO RESPONSE)

CHIEF WOOD: Any concerns?

(NO RESPONSE).

CHIEF WOOD: Anybody that might be in

the arrears, we'll have to deal with that. If you go up and your membership is in the arrears, it doesn't mean you can't vote, but it depends on how long it has been in arrears. Just give us a couple of minutes. We're going to go out and set up.

(BRIEF RECESS)

CHIEF TIMOTHY McLAUGHLIN: I'm going to call the meeting back to order. Thank you. The results of the election for International Director for a three-year term are Chris Christopolous 37; Charlie Doody 25.

Congratulations, Chris.

(APPLAUSE)

CHIEF TIMOTHY McLAUGHLIN: Could we have the First Vice President from Maine, Second Vice President from Massachusetts, the State Directors from Massachusetts, New Hampshire Connecticut, and Vermont, the Secretary/Treasurer, and the International Director. Come up to the roster for a swearing in by Chief Ludwig.

CHIEF LUDWIG: We'll go ahead and get started here. First of all, congratulations to you all. Before I swear you in, I just want to

say, I'm thoroughly impressed with the New England Division. You guys are very active and vibrant, and we're excited to have this organization as an integral part of the IAFC.

You guys contribute so much, and we're just so proud and excited to have you as a part of our organization. So thank you, all, for serving.

I always like to say, a true test of someone's character is someone who is willing to do something for someone else, that you expect nothing back. And truly you all are in that arena, that you're going to be doing something for others and you expect nothing back. So I think that's a true testament to your character.

Again, congratulations. And it's my honor to swear you in. So I ask you to raise your right hands and repeat after me.

I, state your name, hereby swear that I will support the constitution, and bylaws, and at all times bear true allegiance to the goals and purposes of this division, and the International Association of Fire Chiefs, Incorporated.

I further swear to perform the duties and responsibilities of my office to the best of my ability. And at the end of my term of office, I

42 1 will deliver my successor all records of said office, so help me God. 2 (WHEREUPON ALL ELECTED OFFICERS RECITE 3 ALONG WITH CHIEF LUDWIG) 4 CHIEF LUDWIG: Congratulations, 5 gentlemen. 6 7 (APPLAUSE) CHIEF TIMOTHY McLAUGHLIN: We're going 8 to have Ken Richards step up here, and he's going 9 10 to give the Oath of Office by Secretary John 11 Wood. 12 CHIEF WOOD: It's my pleasure to swear 13 in your new President, Ken Richards, this afternoon. I look forward to working with you in 14 15 the next year, Ken. 16 CHIEF RICHARDS: Thank you. 17 CHIEF WOOD: I, state your name, hereby swear that I will support the constitution and 18 bylaws, and at all times bear true allegiance to 19 20 the goals and purposes of this Division, and the International Association of Fire Chiefs, 21 22 Incorporated. 23 I further swear to perform the duties and responsibilities of my office to the best of my 24 25 ability. And at the end of my term of office, I

will deliver to my successor all records of said office, so help me God.

(WHEREUPON CHIEF KENNETH RICHARDS RECITES ALONG WITH CHIEF WOOD)
CHIEF WOOD: Congratulations.

(APPLAUSE AND STANDING OVATION)

CHIEF TIMOTHY McLAUGHLIN: Well, my sentence is up. I always said I could have robbed a Cumberland Farms and gotten out of jail faster than serving through the Chairs of this organization. It's been nine good years. I met a lot of great people. This is a great Board to work with. The gentlemen I've worked with prior to put a lot of time and effort in representing New England.

Each state, you know, the person that sits on this Board is out there fighting for your state, and we work very well with the IAFC. So, for me, it's been a pleasure; it's been a great ride.

I can't thank John enough. I mean, John, he's basically the big toe of this operation here. He really is. He keeps the thing running. All the President does is kind of just show up when John tell you to. So I'm grateful for his

friendship. I'm glad he's here for three more years, because he became a good friend of mine, as are all the members of this Board.

I'll be around. Maybe not as often as I
was. As the Immediate Past President, maybe if
John needs a vote or something, I'll be around.

But it certainly was a pleasure. All kidding aside, it was a pleasure, and it's been an honor for nine years to serve with this dedicated group of people that I've been able to meet. I consider them all friends.

I thank the Board, members past and present, Members of the Board for their support as I went through the Chairs.

I congratulate Chief Richards. I know Chief Richards is very dedicated to the Division, and I know he's going to do a fantastic job as he picks up the baton and runs with it for the Division. So congratulations to you, Chief Richards.

CHIEF RICHARDS: Thank you.

(APPLAUSE)

CHIEF RICHARDS: Thank you, Chief. On behalf of the Members of the Board of Directors of the New England Division of the International Fire Chiefs, I would like to thank you for your

past nine years. And I don't believe it was a sentence. Even though you say that, I think you enjoyed every minute of it.

Nine years of your dedication and service as past president, and you still have another year, so you still have a little bit more of your sentence. It was an absolute pleasure serving under you as the First Vice President.

And I think I talk for all the Board and all of the membership, along with the joking and everything, your heart is as big as any heart we have seen, to do what's right for the members of the New England Fire Service.

So on behalf of the Board and Members of the New England Division, please accept our token of appreciation. Fire Marshal, Tim McLaughlin, President, New England Division, International Association of Fire Chiefs 2018/2019. Thank you very much.

(APPLAUSE)

CHIEF RICHARDS: Before we turn it back over to Tim to close it out, this is his weekend, but I'd just like to say, it's an absolute honor and a privilege to be standing here in front of you as the newly elected President of the New

England Division.

You have a superb group of people sitting up here at this table. We're on the phone with each other, we meet on a regular basis. And all of them, I can honestly say, have all of you in every single one of their decisions. It's all about fire service. It's all about what we can do to make your community safer, your community a better place to live, and all of you, a better person, a better firefighter, a better officer, a better Chief, a better Commissioner to serve your community.

That's what this organization is all about. This organization is all about the New England Fire Service. So in the next year, as I was talking earlier to the Board, there's several things I would like to set as goals as the President.

One of them is I feel we need to have a much more -- we need to get out much more to our clientele, you. We're going to look at going a lot harder on social media, Facebook pages, et cetera, and get the information out to you that you need to make your communities a safer place, and make you and your members and your officers

better officers to make your community safer.

Professional development has always been in my heart. When I was coming up through the ranks of the fire service, I started at 14 years old as a junior fire fighter. I was very fortunate to become a career firefighter at the age of 18, two years out of high school, and I became Chief of Department at 21. It will be 36 years this June.

I cut my teeth on training, I was a training officer for many, many years. So that's a huge part of what I feel this organization should be doing.

The other goal I have is I feel very strongly, and we had an Executive Board meeting earlier today, I feel very, very committed to the consolidation of the New England Division and the New England Association of Fire Chiefs. I just think it's the right thing to do for the New England Fire Service.

And no matter what we do here as members, as Board members, as officers, as Executive Boards, at the end, it's not about us, it's not about Ken Richards, it's not about Tim McLaughlin, it's not about John Wood, it's about the people we serve. It's about other community and about the people

that work underneath us that are our family and our fire departments.

So we, as the two groups, need to come together, we need to stay focused on our family, which is our members and our members' families, and we need to be the best leaders we possibly can be in New England for the fire services.

That's what I'd like to do in the next year.

And I would appreciate all of your prayers

throughout the year, and all of your support to

make this happen. Because we're going to do it

as a group. I can't do it alone. You can't do

it as a Board.

We need all of you to (inaudible) people that are members of these two organization to make this happen. I feel it can happen. I feel it's the best thing to do. And no matter what, at the end of the day, it's not what's good for each individual, we need to do the right thing. And the right thing is to do what's best for the community, and I feel this needs to happen.

Thank you very much. I look forward to the next year.

(APPLAUSE)

CHIEF TIMOTHY McLAUGHLIN: That

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1	concludes the annual meeting for 2019.	
2	CHIEF WALL: Any new or old business?	
3	CHIEF TIMOTHY McLAUGHLIN: Any new	
4	business?	
5	CHIEF WALL: Just a question. What is	
6	the policy of the New England Division endorsing	
7	a candidate for Second Vice President of the	
8	IAFC? So, is there a policy or there is no	
9	policy?	
10	UNIDENTIFIED SPEAKER: Longstanding	
11	practice?	
12	CHIEF WOOD: John Wood,	
13	Secretary/Treasurer. There's no written policy	
14	on endorsing candidates at any level. However,	
15	there has been a longstanding policy. And at one	
16	time a vote, way back in the '90s, the Board	
17	voted at one of their Board meetings not to take	
18	positions to endorse candidates.	
19	They took a position that they would, within	
20	their own ranks and the membership, talk about	
21	the individuals that may be running. But they	
22	never would come out and endorse a candidate.	
23	However, that has changed over the last, I	
24	don't know, four or five years. The Board and	
25	the membership has, on a couple of occasions now,	

stepped away from that long-time not policy but procedure, I guess, and has endorsed some of the candidates. So it's sort of hit or miss.

CHIEF SPURR: Mr. President, if I may.

Bob Spurr, Avon, Massachusetts. Thank you, John.

I would recommend that the Board review a policy
on endorsements that's just been put out by the

VCOS (phonetic), and is being circulated to
sections by the Elections Committee as a best
practice. It may not fit perfectly, but there
are many good recommendations in it moving
forward. And I will gladly forward that to you.

CHIEF WALL: Well, I strongly encourage the Board, without no policy in effect, to consider and research and endorse Donna Black, a Chief from (inaudible), North Carolina. That's not a motion. That's an encouragement. That's a statement from Tim Wall. Thank you.

CHIEF TIMOTHY McLAUGHLIN: Chuck.

CHIEF FLYNN: Mr. President, I will get you the DCLS endorsement policy so that the New England Division can review it.

CHIEF TIMOTHY McLAUGHLIN: Thank you, very much. Roger.

CHIEF BRADLEY: Roger Bradley, Hanover,

New Hampshire, retired. I would just like to caution the Board and the membership to think it through before you have a knee jerk reaction to anything, in that, historically, I know that at one point we were strongly supporting a candidate, and then, oh, guess what, one of our New England Chiefs ran for Second VP, and we were kind of sitting between a rock and a hard place. So that's just, throw a little caution to the wind. That's all.

CHIEF TIMOTHY McLAUGHLIN: Thank you,

Roger. Any other new business?

(NO RESPONSE)

14 CHIEF TIMOTHY McLAUGHLIN: Any old

15 business?

16 (NO RESPONSE)

adjourn, there's going to be a Presidential
Celebration downstairs. When you come off the
elevator, take a left, and there's a room on the
left-hand side. You'll see it. There will be a
Presidential Celebration. So there will be a
cash bar and hors d'oeuvres being passed out in
honor of our new President. Motion to adjourn.

CHIEF LOCKE: So moved.

		52
1	CHIEF BRADLEY: Second.	
2	CHIEF TIMOTHY McLAUGHLIN: All opposed.	
3	(NO RESPONSE)	
4	(CONFERENCE ADJOURNED AT 4:27 P.M.)	
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1 CERTIFICATE 2 3 4 I, Denise A. Webb, Notary Public, do 5 hereby certify that the foregoing is a true, 6 accurate, and complete transcription of my 7 stenographic notes taken at the time of the aforementioned conference. 8 9 IN WITNESS WHEREOF, I have hereunto set my 10 11 hand and seal this 17th day of April, 2019. 12 13 14 15 16 17 18 Denise A Webb NOTARY PUBLIC STATE OF RHODE ISLAND 19 20 DENISE A. WEBB, CSR/RPR/NOTARY PUBLIC 21 MY COMMISSION EXPIRES APRIL 7, 2022 22 23 April 2, 2019 DATE: 24 New England Division, International Fire Chiefs IN RE: 25 Annual Board of Directors Meeting

				April 02, 2019
	18;42:14	45:16	Australian (1)	begins (1)
ф	again (12)	approve (1)	38:18	35:7
\$	6:1,24;8:21;13:20;	11:15	available (1)	behalf (7)
#10.000 (1)	15:18;19:11;20:1,9;	approved (1)	21:9	4:12;5:24;25:5,25;
\$10,000 (1)	21:12,15;29:17;	30:5	Avon (6)	30:4;44:23;45:14
23:19	41:15	approximately (1)	7:11,23;27:22;	belong (1)
\$193 (1)	age (1)	17:16	33:6;34:12;50:5	28:22
18:12	47:6	April (2)	awaiting (1)	best (6)
\$20 (1)	agencies (1)	17:6;19:14	25:8	41:24;42:24;48:6,
24:14	17:17	Arabian (1)	awarded (1)	17,20;50:9
\$213 (1)		20:5	29:13	better (8)
18:8	ago (2)			
\$344 (1)	9:22;10:7	Aramco (1)	aware (1)	29:23;46:9,9,10,10,
18:3	agreed (1)	20:4	5:21	11,11;47:1
\$5.6 (2)	10:15	Area (2)	away (2)	bid (1)
18:1,4	ahead (1)	18:7;20:19	24:1;50:1	27:12
\$6 (1)	40:23	areas (2)	awesome (1)	big (3)
18:17	ahold (1)	18:10,25	22:22	12:19;43:22;45:11
-	_ 27:6	arena (1)	awhile (1)	biggest (1)
${f A}$	ALERT (2)	41:12	9:21	12:12
	19:1,2	around (4)	Ayes (6)	bit (1)
Aaron (1)	Allegiance (3)	10:9;24:12;44:4,6	7:17;8:6;12:11;	45:6
36:13	2:4;41:20;42:19	arrears (3)	32:24;36:6,21	Black (2)
ability (2)	almost (1)	40:1,2,4		28:8;50:15
41:25;42:25	23:16	article (1)	В	Bless (1)
,	alone (1)	16:18		2:24
able (1) 44:10	48:12	articles (1)	back (10)	blessing (2)
	along (7)	16:19	4:4;10:2;19:17;	2:22;21:13
absolute (2)	8:18;12:24;21:3;	aside (1)	39:11,17;40:9;41:11,	block (3)
45:7,23	26:10;42:4;43:4;	44:8	13;45:21;49:16	8:11,12,14
accept (3)	45:10	assessments (1)	bag (1)	Blume (3)
6:21;7:21;45:15	always (8)	15:20	5:1	2:7,9,16
ACHILLES (4)	4:19;16:18;21:1;	asset (1)	Bahrain (1)	Board (38)
35:15,15;37:16,17	22:12;29:18;41:8;	14:9	19:23	7:21;8:19,19;9:23,
Act (1)	43:8;47:2	assistance (2)	ballot (2)	23;10:6,11,14,23;
18:14	amazed (1)	19:1,3		11:2,9;13:13,24,25;
actions (1)	14:19		28:19;38:18	
28:15		association (18)	ballots (1)	14:11,17;23:2;24:18;
active (3)	Amen (2)	2:19;4:6,11,15;	28:22	25:18;30:5;43:12,17;
13:17;14:22;41:2	3:1,2	5:25;9:8,22;10:13,	Balos (1)	44:3,12,13,23;45:9,
actively (2)	Amendment (1)	21;11:1,10,12;12:25;	25:25	14;46:16;47:14,21;
9:10;16:23	5:19	19:20;41:22;42:21;	Bank (2)	48:13;49:16,17,24;
actually (5)	amendments (2)	45:18;47:17	18:2,4	50:6,14;51:2
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