# In The Matter Of: <br> NEW ENGLAND DIVISION IAFC ANNUAL BOARD OF DIRECTORS MEETING 

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ATTACHMENTS

1. Agenda
2. Secretary's Annual Report
3. Meeting Minutes - 2/15/18, New England
Division, International Association of Fire Chiefs
4. 2018 IAFC Election Report
5. Symposium in the Sun 2018
6. Best Practices for Preventing Firefighter
Cancer
7. New England Division International Association
of Fire Chiefs Position Statement, April 4, 2018

PROCEEDINGS
MR. CHRISTOPOULOS: Welcome to the 50th annual meeting of the New England Division of the International Association of Fire Chiefs. My name is Chris Christopolus. I'm the current president for another 15, 20 minutes. My sentence is up, and we'll be handing the reins officially over to Chief McLaughlin from Rhode Island.

If you can all please rise and turn to the flag for the Pledge, and I'd like Retired Chief Bradley to lead us.
(The Pledge of Allegiance was recited.)
MR. CHRISTOPOULOS: If you can remain standing, Reverend Blume will give a brief invocation. It doesn't have to be brief.

REVEREND BLUME: Let us pray. Gracious God, we thank you for this year of celebration, fifty years of nobel service to our communities. We ask now your blessing upon the gathering this year as we look forward to a new and exciting year together. Bless the families represented here and their
communities. May we live in your name as well as pray in your name. Amen.

THE FLOOR: Amen.
MR. CHRISTOPOULOS: If the Board members could please remain standing, I'd like you to introduce yourselves. So if I can start down here.

MR. STARKEL: Yep, Chief Peter Starkel, Connecticut Director.

MR. BUCOSSI: Chief Mike Bucossi, Vermont Director.

MR. DOODY: Chief Charles Doody, Massachusetts Director.

MR. DUROSS: Chief John Duross, Maine Director.

MR. LOCKE: Steve Locke, the International Director from Vermont.

MR. WOOD: Chief, retired, John Wood, secretary treasurer.

MR. McLAUGHLIN: Tim McLaughlin, First Vice President.

MR. RICHARDS: Ken Richards, 2nd Vice President.

MR. J. McLAUGHLIN: Jim McLaughlin, Rhode Island Director.

MR. ACHILLES: Steve Achilles, New Hampshire Director, and on behalf of -Chief, Portsmouth -- on behalf of our mayor, City manager, and my Fire Commission Board, welcome to the city of Portsmouth.

I spoke to some of you earlier. Hope you enjoy the city. A lot of you will be staying the night. Maybe a couple of nights. We're pretty proud. We have a pretty robust fire department community. It's very economically -- a lot of economic growth and development. I believe you are safe while you are here, most of you.

Within walking distance, you'll see this is an active port. You'll see restaurants, bars, stores, lots to do for just yourself or members of your family or friends that came to visit with you. We hope you enjoy your stay.

If at any point -- I'm staying at the hotel -- but if at any point you need any
assistance in the city, feel free to reach out to me or any member of my department tomorrow, we'll give you a hand. Thank you again for coming to Portsmouth.

MR. CHRISTOPOULOS: Thank you.
We have a number of guests with us today, and I'll try to hit everybody. If I miss somebody, it's not intentional.

One thing I would ask you to do, if you do speak from the floor, would you please state your name and your department, including the city and state. We have a stenographer, and I think it will help this young lady to keep tabs on us for the meeting.

Chief Dan Eggleston -- no, sorry. Dan from the IAFC, he's one of the vice presidents at this point and a candidate for IAFC president during the election cycle which will be coming up, which Chief Spurr will kind of fill you in on.

Dave Nuckols is the Chief Operating Officer, relatively newly appointed, but not
new to the IAFC from the IAFC. Don Bliss, vice president of operations, NAPA, a long-time friend of the New England Fire Service in New Hampshire, and his sidekick, Bob Duval.

Could I ask any of the past presidents of the New England Division that are in the room, if you could just stand up and be recognized. Thank you.

THE FLOOR: (Applause.)
MR. CHRISTOPOULOS: Past presidents of the IAFC. There's only one left, Jack.

THE FLOOR: (Applause.)
MR. CHRISTOPOULOS: Al Gillespie was here floating around so I didn't know if he stayed for the meeting so, but thank you, Jack, for being here. We appreciate it.

Reading of comm -- did I miss anybody?
Communications? John Wood.
MR. WOOD: Just a couple of things. I got a -- some of you may not know, but Tom Cologne's dad died a couple of weeks ago, I guess now, and the Division had sent, on
behalf of the Division, we sent a gift to the fire department, and we have received a couple of thank you notes and letters from the Cologne family. That's all I have for communications, Mr. President.

MR. CHRISTOPOULOS: Secretary's report.
MR. WOOD: Secretary's report, I have, again, up front here, if you want to see the minutes of the previous meeting which was February 15, 2018, they are here. And you'll need actions by the Board, and the annual report of the secretary is also on this table, if you'd like to read that. I've submitted both of them in writing to the Board for their review and some action will need to been taken on that in a bit.

Dallas FRI, for those of you who have not signed up for a hotel room and got your registration set up for Dallas FRI is where the convention is going to be this year. You really should be doing that. We have a limited number of rooms at the Omni. The Omni is the headquarters hotel. It's
attached to the convention center so it's nice. You pull in and you are there. You can walk downtown from there. You can be entertained. There's restaurants in the area. You got the convention center you walk to. It's a nice facility.

We stayed there last time we were there three years ago, and everyone seemed to enjoy it. So if you haven't done that, get on line and sign up for a hotel room. The luncheon is on Thursday, once again at noon.

This year, the FRI is early. It's August, the week of August 6, I believe it is. So it's a little bit earlier than in the past. Later than last year. We had it in July last year. That was an unusual event, but normally it's around the third week of August. This year it's the first week of August.

And that's what I have for the secretary's report, unless anyone has any questions.

MR. CHRISTOPOULOS: I'll entertain a
motion on the minutes and the annual report of the secretary.

MR. LOCKE: Moved as presented.
MR. CHRISTOPOULOS: Who are you?
MR. LOCKE: Steve Locke, Vermont.
MR. CHRISTOPOULOS: DO I have a second?
MR. SPURR: Second. Spurr.
MR. CHRISTOPOULOS: Second. Bob Spurr from Massachusetts.

MR. CHRISTOPOULOS: Any discussion?
Hearing none, all those in favor?
THE FLOOR: Aye.
MR. CHRISTOPOULOS: Opposed? This is the interactive part. Good.

Treasurer's report.
MR. WOOD: Treasurer's report. The annual meeting is supposed to give an annual treasurer's report; however, because we are a few weeks early, our fiscal year ends April 30, so I'm not able to give you a full accounting of the annual report.

So I have up until January completed, but I'll give you what we have in assets as of
now so that you'll have that anyway.
Our total assets as of this week is \$82,961.27, and that does not include the expenses that we'll have for this conference today and tomorrow.

So at the end of the month, I'll tally up the report and get it out to the Board to share with the members.

MR. CHRISTOPOULOS: Do we need any action on that?

MR. WOOD: No.
SPEAKER: Do you need a vote on the February Board, meeting minutes?

MR. CHRISTOPOULOS: No, that was -(Inaudible.)

THE COURT REPORTER: I can't hear.
MR. WOOD: Do you want to speak up?
That was Jack Parow and he was asking if we needed a vote on the February 15 minutes of the previous meeting. The answer was --

MR. CHRISTOPOULOS: It was combined in one motion. Thank you, Jack.

Persons report. We had a good meeting
today with the -- we invited all of the state Fire Chiefs executive, association's executive committees in for a day-long session to kind of learn a little bit or talk a little bit about some of the programs that none of the IAFC can provide the Division. Fire Rescue GPO was here, NFPA and FirstNet ATT, a big one.

I think it was pretty successful in my mind. We haven't done it in about seven years, so it was good to get everybody together to have a conversation and hear some information. So I'm pretty excited about that.

There's been a lot of things going on over the year. I'll hit kind of the two biggies in my mind. We -- the Board met in February. We started a review of the division strategic plan and we finished up yesterday, and I'm pleased to say that I think, in a general sense, we came to a consensus on a lot of things that -- we cleaned up the plan in a lot of ways.

Our focus largely over the next year or two or three, is going to be geared towards membership and how we bolster and improve the membership numbers in our division.

Terry Monroe from the IAFC spoke at the Chiefs Forum this morning about some new opportunities and new types of membership that will be coming up for a vote this year. Specifically a, what was it called? A basic member.

And the object of the basic member was a pilot program is to target two and three Bugle Chiefs so that the Bat chiefs, the Division Chiefs that don't fit the company officer category or don't fit the chief officer category have a place in the organization. And so, that will be coming up. Dan may be talk a little bit more about that. I'll throw you on the spot, Dan, 'cause you're the know all. I know, we're scared.

The other thing that I think is a big endeavor on the executive committee, myself,

Chief McLaughlin, and Chief Richards met with New Hampshire England Association president Chief Seltzer and Chief Kerry who had to leave, back in February to have a more formal discussion about merging the two Fire Chiefs Associations in New England.

There are -- it's been talked about. We were one many, many years ago and I won't put -- John could relay the history a lot better than most of us, but we'll kind of leave it as moving forward.

We agreed to appoint four members each from the Command and Chief Seltzer's working with a college down in Rhode Island to be a facilitator for this process.

And our -- our hope is that we will come out of it as one. I think that there are -the time is right. You heard, if you were at the annual meeting, the association Chief Conant from Springfield, MA talked about this heavily in his presidential acceptance speech. And, certainly, our Board has bought into the concept and we feel that it's
probably the right time and certainly in the best interest of the New England Fire Service to become one.

I'm not going to say there won't be some challenges. I don't think the hurdles are that drastic, although you may hear others say differently. That's fine. It's a healthy discussion.

The -- we're not putting a timeline on the committee. Our hope is that the committee will meet sometime this month face-to-face. Likely, we'll involve some conference calls, maybe a report of progress at the annual meeting of the association in June. And then, it's more likely going to have to come back to this group at our annual meeting next year for a vote, a formal vote and, likely, the association.

I will tell you that each of the State Chiefs Associations in New England have voted to endorse this. So they are the group that appoints our representative. They appoint me, they appoint Chief Seltzer, the
association members, everybody that you see sitting before you. So we have, certainly, a vested interest in this, and I think it's a good thing.

So kind of stay tuned for that, and I'm sure Chief McLaughlin will carry the torch well for that process moving forward.

Any questions of me at this point?
MR. WALL: Who are the representatives?
MR. CHRISTOPOULOS: Representatives from the New England Division are two Board members, Chief Achilles and Chief Doody from Massachusetts, and our members at large are Chief Morton from Williston, he's in the back, and Chief Dave Parenti from Northborough, MA. will be representing the New England Division, and Chief Seltzer's still working on the association.

MR. WOOD: Who asked the question?
MR. CHRISTOPOULOS: Tim Wall, Wallingford, Connecticut.

MR. WALL: North Farm, Wallingford, Connecticut.

MR. CHRISTOPOULOS: Yeah. Okay. Do you have anymore questions?

MR. WALL: I do. Just keep going, keep going.

MR. CHRISTOPOULOS: So that would, at least at this point, conclude my report.

No more questions?
I'd like to invite Chief Dan Eggleston up from -- to give some remarks from the International Association of Fire Chiefs, please.

MR. EGGLESTON: A candidate for --
MR. CHRISTOPOULOS: I told him, he can't campaign.

MR. EGGLESTON: That's great. You guys did all the work for me.

Well, good afternoon. So on behalf of our President Tom Jenkins and their executive director Mark Light and the IAFC Board, thank you for the invitation to attend your division meeting, and I'm very encouraged.

I want to start off and say thank you for sending Steve Locke to the Board because

Steve is a voice of reason, right? A very good, engaged person so he's doing a very good job to represent you on the IAFC Board. I think we've hit a great stride in the IAFC. We finished up a wonderful, strategic planning session in North Virginia where we brought in the sections and Divisions and had a lot of good focus conversations on how we can make it more relevant for you all so you could bring back to your members, and I think we'll continue that on an annual basis to really sort of have some good conversations and develop integrated plans on how we can best serve our members.

So just to touch on some highlights, you know, we're coming into the legislative season here. In a few weeks we'll be in DC where we can try to influence some of the craziness that's going on in DC right now. and not be left out of the conversation. So I encourage you all to be engaged. We have made some really good short winds here so far with the administration to get the Safer and
the AFG grant reauthorized in the budget, but we've got a lot of work to do.

And next week, to put the "I" back in international, it's going to be our first international conversation in Bahrain. Several of the staff members are on their way right now to make that happen. That's a great partnership we have with Saudi Ramco. We are really excited about it. And there are some other things in the works to expand that quite a bit.

But I would have to say that, you know, there's some exciting things coming on the horizon, too. Really focused on the use of technology, learning and professional development. I can't overemphasize the quality of the staff at the IAFC. As a board member, I've been highly impressed with their responsiveness and willingness to work with the Board and provide some great direction. For that, I'm very grateful.

So I'm really excited about our future.
Hopefully, as your president next year, we
can build on what we've got started already this year. So, again, I'm very grateful to be here today. So thank you very much.

THE FLOOR: (Applause.)
MR. CHRISTOPOULOS: Thank You, Dan. As a point of order, last -- at our last annual meeting, the Division membership voted to endorse Dan's candidacy for first vice president. The Board at our February meeting, reaffirmed our support for Dan for his now candidacy for president of the IAFC. So -- but, we wish you luck, and we know that you'll do right by our division, so don't forget us.

MR. EGGLESTON: I'm already an employee of Tim Wall's.

SPEAKER: Aren't we all.
MR. CHRISTOPOULOS: Dan tried to tell us this morning he was a New Englander because he ate lobster last night. He's a good man.

International Director Steve Locke.
MR. LOCKE: Thank you. So just a
little -- you know, I think sometimes we
don't understand, or you may or may not understand what the IAFC Board is. So it's 18 members. It's a large board, but it really governs the association. So it's made up of the directors from the eight Divisions. Some of the sections, VCOS has a permanent seat, Metro has a permanent seat.

Your recent constitution bylaws change allowed other sections to have permanent seats. There will -- but as an 18-member Board of Directors, there's the three principal officers, and then the past president.

And that Board is likely to grow in the future, and you should start thinking about that. That's going to be a conversation I know that Jack and I have probably have talked about, and it becomes a big organization to try to manage, but we are putting policies in place because bylaws change that was approved last year allows, if a section has more than 10 percent of the membership to petition to join that they can
have a permanent Board seat.
The EFO section has hit that 10 percent threshold. That number will be validated in July and most likely, I would say next summer, a year and a half from now, they are going to be seeking a seat on the Board. And there's some steps that Dan actually chaired a committee, that they are going to have to achieve to get a Board seat. But I just bring you -- want to you know that that's how your governing of this organization works.

I'm just completing my second year on the board, and I'm just starting now to figure out really how this thing works. But when Roger -- you know, Roger served as many years as our director, and there were many people that it was a long term, a lot of members with long tenure, and you don't see that now. I think the senior members of the Board may have six or eight years on the Board. I think -- so but because of that, I'll also say that the Board works very well together with principal officers to make collective
decision-making.
And it's exciting to have President
Jenkins who is a fun guy to be around, but at the same time is a mover and a shaker. And that's what makes it so exciting to have Dan following as our next president as well because he gets it, he does it, he treats us well.

And so, you are going to get your ballot electronically shortly. We have a very low turnout. 1700 members drive this organization. That's about what typically votes out of 10,000 . So when your vote comes in, your ballot comes in, please vote, and please vote for Dan. I think Bob Spurr's going to give us, at some point, a little one rundown of the election process.

Yeah, so typically, when we -- typically, we don't have the -- Dan's had to run twice. And that's unusual, but he's doing that because he had to step in to fill a void that occurred in the December. And so, just understand that he's doing this twice and
typically wouldn't have to do that.
The new office, so we sold the building in DC for about 4 million dollars, and we moved into -- but we moved into a new headquarters. But the building wasn't big enough to have -- you couldn't have a staff meeting without staff because there wasn't a room in there big enough. We couldn't have a board meeting anymore in that building because the conference room wasn't large enough to hold it.

So we got a tour of the new facility a few weeks ago. It's one floor instead of three floors, wide open, with 4-foot high cubicles, and we hear from the staff, you know, there's much more collaboration because they are seeing people that they typically would have had to take an elevator to go see them, so it's a good thing.

And as Dan had mentioned, the staff there is very committed and dedicated to the progress, and Dave as our new COO is a home run as well. So we're very lucky to have
solid staff.
And then the last thing, $I$ think is membership is growing. In 2008, during the recession, we saw was that it really bottomed out, and since then we've seen pretty tremendous growth. We're back up to pre-recession numbers with about a four percent growth this year. We retain about 90 percent of our members so we're really only losing people to retirement which is good, but that doesn't mean we need to be cognizant. In there is a ballot item that makes this basic membership a permanent thing. That, again, is good thing for the 2 and 3 Bugle chiefs. And for the larger departments that are not going to pay to have Battalion chiefs and Division chiefs membership because of the expense, they can do it less -- with less cost if this ballot initiative passes.

So that's my report. Thank you.
MR. CHRISTOPOULOS: Thank you, Chief
Locke.

THE FLOOR: (Applause.)
MR. CHRISTOPOULOS: Committee reports, Bylaws, Chief Doody.

MR. DOODY: Good afternoon. I am the Division representative to the Bylaws Committee for the IAFC. We meet -- we met last in North Carolina during our FRI. We had our conference call last month. The committee is chaired by Chief Lorrie Kalos from San Francisco. We worked on several things. We interpret questions from the membership, develop ballot questions that you'll see on this upcoming ballot, and we review other sections, bylaws to make sure that they confirm with the IAFC bylaws.

So we've been working on those things for the past couple of meetings. You'll see some ballot questions that we worked on regarding the wait time, you know, when you sign up to become a member, changing it from 15 to 5 days, I think. And several other initiatives you'll see on the ballot.

So pretty busy group. Not a lot of
excitement, but work that has to be done, so that's our report.

MR. CHRISTOPOULOS: Thank you.
THE FLOOR: (Applause.)
MR. CHRISTOPOULOS: Fire Rescue, GPO, Chief Richards.

MR. RICHARDS: It's a great program. I've only been assigned to it shortly. I've only been on one conference, but we had an excellent presentation today given by representatives from the GPO. If you haven't heard about it, look it up, check it out on the web site. It's a great opportunity for your fire departments to get what you need at much reduced costs because it's a conglomeration of a lot of different places going into the big pie.

So it's an excellent opportunity to save your taxpayers money and get what you want without going through all the hassles doing the RFPs, etc., on your own. It's already been done for you. You just have to go up on the web site, make a phone call, find out if
what you are looking for is covered underneath their agreements. And then just go ahead and contact that manufacturer that they got signed up.

So please take advantage of it and you'll be surprised how much you can save and what's actually out there for you.

MR. CHRISTOPOULOS: Do you want to talk about the seminar, please.

MR. RICHARDS: Sure. Tomorrow morning, I think we feel very confident it's going to have an outstanding program tomorrow. We're bringing in a deputy chief from California that's going to be talking about "Courage Under Fire" about from beginning your career as a company officer, all the way up through being a 5 Bugle Chief.

Steve comes highly recommended. If you go to FRI at all on a regular basis, Steve teaches at FRI, does presentations at FRI every year, two, three, four different ones, and he travels throughout the country to give his programs on promotional exams, etc., to
get firefighters ready to go on becoming line officers and chief officers.

So I think you are going to be very please with our presentation tomorrow morning. We worked very hard, the entire group worked very hard to try to get something this year that was interesting, and I think we hit a home run. We're gonna have -- well, we have over a hundred people signed up for tomorrow, so that's great. I'm very pleased with that number, and I think the Board's very pleased with that number.

So, please, tomorrow morning, show up and I think you'll have -- you'll walk away with a lot more understanding of what the job's all about. Thank you.

MR. CHRISTOPOULOS: Thank you, Chief.
THE FLOOR: (Applause.)
MR. CHRISTOPOULOS: Elections, Chief Spurr.

MR. SPURR: Good afternoon. I'm Bob Spurr from the Avon Fire Department, Massachusetts. I chair elections for the

IAFC being sent there by the New England Division.

So this year has been, to say the least, an exceptionally, unusual election year. Typically, once you are elected in as the second vice president division, it's almost a guaranteed move up as long as you remain eligible to move up through the president position.

Unfortunately, the person who would have been coming in as president was declared ineligible because his department merged with another department. Very laudable thing that they did, but he became number 2.

So Chief Eggleston stepped up, after a sufficient vetting period that we did to try to find a way around it, and is running for first -- running for president. Chief Gary Ludwig, who had been running for second vice president, stepped in to run for first vice president, which created a spot at the bottom for second vice president.

We have six candidates. Absolute flood
of people that came in. Alphabetically, it's Chief Otto Drozd out of Orange County, Florida; Chief Jeremy Moore from Broken Arrow, Oklahoma; Chief Michael O'Brian from Brighton Area Michigan Fire Authority; Chief Mark Piland, Frisco Texas Fire Department; Chief Nathan Trauernicht, UC Davis California Fire Department; and Chief Porter Chip Welch from Scioto Township Ohio Fire Department.

I applaud these guys for stepping in at very short notice and they are making a heck of a race out of it. They are really doing a nice job on it. We're seeing campaign methods this year that we have not seen in the past and I think you'll see them going forward.

Chief Curmode who had been running for president came into the race again. We declared him eligible because he submitted paperwork to us for the Eisenhower Tunnel, which is a highway tunnel on $1-70$, about 60 miles west of Denver. So he technically qualified.

And then more information came to light in relation to Chief Curmode's position. The committee reviewed it. Chief Curmode had testified directly related to that position and we decertified him. So I -- it was a difficult process but, unfortunately, at this point, Gary is not a candidate and there is no way, I believe, at this point that Gary will be a candidate for that. It's unfortunate what happened with him. Gary's done great work for the IAFC, but he is no longer eligible, partially at his own doing. So that's where we stand on Chief Curmode.

As far as the elections go, IAFC elections open May 10 and they run through June 24. Final results will be announced June 26, with a couple of exceptions. Some people here may know a little bit earlier than that.

You need to be a member to vote. If you are current through 31 March, you are good. If you are in arrears with the IAFC now, you need to get right with membership. You need to get back in and be fully paid with
membership. So 31 March was the cut off date.

As a current member, you've only got a five-day waiting period to get back in, so it's not a real big deal, other than you need to get current again.

One of the things that's on the ballot this year, and I believe it's coming in, potentially with my name on it, it's an election committee issue, is we want to change from a 15-day waiting period for a new member down to the 5-day waiting period.

The 15-day waiting period had two reasons back in the day. Number one, we had to wait for your check to clear. Well, that's very rare that people actually -- new members especially, pay by check now.

And number two, it prevented vote packing at FRI. Well, we vote long before FRI now, so it's no longer a vote packing issue.

Additionally, there's a amendment that I understand has made the ballot that will require a Chief to have 50 out of 52 weeks of
continuous service as a fire chief to run for elected office and then move up through.

It will eliminate the problem we had in 2014, and then the problem we had again this year with Chiefs losing their job, spending a while looking for a job, and leaving the IAFC in a limbo position.

The reason we went with 50 out of 52 weeks is the orderly transition from one department to another. So that -- and I'll just use Chief Locke as an example, when he left Hartford and went to Burlington, it gives you a couple -- it gives you two weeks in the middle to move from one job to another in a planned, organized manner.

We thought it was best for Chiefs to retain their mobility to be able to move up through.

There will be a couple of other ballot questions on there and we encourage you to vote on them.

We now do elections for most of the sections. You will see the section voting on
there also. And this is our last 45-day election cycle. We are going to 30 days after this year. I think we've only got one section that we need to still work through some stuff, and Tim and I will, you know, talk about how that's going to happen. But the rest of the sections, 30 day voting was not a problem. It doesn't require a change at the IAFC level. It's got a maximum, not a minimum, so we're good on that.

Finally, to wrap up, Chief Carrizzo was already a certified candidate for second vice president for next year, and we're looking for treasurer candidates.

There are currently -- there's one qualified interested, but we have no certified candidates for treasurer for IAFC in the 2019 election. Real important position. So if you are interested, review the board policy on the qualifications, and jump on it.

MR. PAROW: Bob?
MR. CHRISTOPOULOS: Yes.

MR. PAROW: Chief Parow, retired out of Chelmsford. On that 52 weeks, that's just for a new candidate running for second vice president?

MR. SPURR: No, it's all the way up through because, as the election committee views it, you need to apply every time you run up through. We have not traditionally done that. We came back to doing it this year. So that when Gary Ludwig goes to run for president next year, he needs to submit us a, basically, a letter of intent to say, yes, I want my name on the ballot to appear as Gary, whatever his middle initial, Ludwig, up through. That is an every year thing, so that you can't lose your job and still come up through.

MR. PAROW: So if you are second vice president --

MR. SPARR: Yes, sir.
MR. PAROW: And you lose your job or you retire and go somewhere else and there's a four-week break, you can't run.

MR. SPARR: No.
MR. PAROW: That's going to -- that, I would recommend we vote against this.

MR. SPARR: That's fine.
MR. PAROW: Because it's, in the hierarchy, if you are moving up through the chairs, now you are creating the chaos that we have today without somebody being there. We got Dan jumping up -- I voted for Dan so he'd be in the chairs for three years. I didn't vote for him to be in the chairs for two years. I didn't support Gary Ludwig to be in the chairs for two years, I voted for him to be in there for three years.

So, to me, that's an unnecessary burden. I think we have -- what we need in place is they have to be a 5 year bugle chief by the time they have to declare. And, February first, and I think that's the way we should go. I think you're asking for trouble here because I've seen other Chiefs, as I was coming up through the chairs, move and have that little period of time when they weren't
there and $I$ just think this is a bad move.
MR. LOCKE: Jack, I think -- Steve Locke.
I think, ultimately, this is one of those cases where we're building rules to fix a problem that just occurred and, you know, there was discussion about creating -- there was an amendment to define a fire chief. Again, to fix -- it's like we all do it. We develop a policy, an SOP, because the inactions of one knucklehead. And so, this is what this, at some point, feels like. I suspect you are absolutely right. At some point this will be edited or amended to --

MR. PAROW: Well, I don't think it should be voted -- I don't think it should pass to begin with. I would recommend make a motion that the New England Board, the New England Division, vote to recommend to against voting in favor of this bylaw.

MR. LOCKE: That bylaw change has been supported by Constitution bylaws and by the IAFC Board.

MR. PAROW: It doesn't mean it's right.
MR. LOCKE: Well, full disclosure.
MR. PAROW: Bad policy. Very bad policy.
MR. CHRISTOPOULOS: Yes, sir. So we have a motion on the floor to not support this bylaw amendment relative to IAFC president or presidential candidates.

Do I have a second? Hearing none, the motion is -- thank you, Jack, for your comments.

MR. PAROW: Well, it's going to be known as the commode bylaw. You can put that right in there. Foolish.

MR. SPARR: As a point of information, you currently only have to be a fire chief two days a year to be IAFC. Second vice president, first vice president or president, you need to be fire chief on February 1 and the day you are sworn in at FRI, so you can have 363 days otherwise as it currently stands.

MR. PAROW: That's a correction. No bylaw correction.

MR. SPARR: This will correct that. This will correct that.

Are there any questions for the Election Committee?

Hearing none, thank you, Bob.
THE FLOOR: (Applause.)
MR. CHRISTOPOULOS: VCOS, Chief Wall.
MR. WALL: Okay. Take me a little longer to walk up here. Tim Wall, W-A-L-L, volunteer fire chief, Wallingford, Connecticut, chairman of the VCOS section of IAFC.

A couple quick notes: first of all, we talked about the -- asking members to join the IAFC, be a member of your fire department and how do you recruit.

And I'll probably say, what was it, 30 years, meeting at Friendly's Ice Cream, driving a yellow pick-up truck, I think?

MR. CHRISTOPOULOS: No comment.
MR. WALL: Did you ever think you'd become president of the International Division of the IAFC?

MR. CHRISTOPOULOS: NO.
MR. WALL: Congratulations, Chuck.
SPEAKER: Well, they used to call you Chuck back then.

MR. WALL: Call him Doc, call him a Doc, call him a couple of other things.

So, Chris, congratulations.
MR. CHRISTOPOULOS: Thank You, sir.
MR. WALL: You've come a long way. Starting up at North Farm.

MR. CHRISTOPOULOS: 1981, by the way.
MR. WALL: Okay. A couple of things on VCOS. So we got the VCOS symposium coming up out west. If not you, then who? If not now, then when? It's going to be held May 3 to the 5, Embassy Suites in Phoenix, Arizona. We offered -- we're actually, a presenter was overwhelmed at the symposium and she offered two $\$ 1000$ scholarships to the symposium, and they received 37 applications. And, unfortunately, they only received two. So that's going fairly well.

The next one is, it's been announced that
the VCOS Symposium in the Sun in November that sells out every year is open. This year's theme is called Lead, Influence and Create. Changing it up a little bit this year, that you have to register for the symposium before you can book your hotel. It helps with a lot of logistics and things.

And the other thing, quickly with that, along with FRI coming up, VCOS offers two scholarships, $\$ 1500$ scholarships to FRI in Dallas. And also two to the Symposium in the Sun, along with an opportunity through VFIS Provident Insurance to receive some rewards and you also get a complimentary registration to the Symposium in the Sun. So more information will be coming out with that.

So I encourage you to look at that, partake, get involved. Also, if you have a unique opportunity to be a presenter or you have a subject matter that you would like to share with the fire service, we take those annually. You can send them to myself, Chief Chuck Flynn from Weathersfield or Norman

Collins our secretary-treasurer.
The other thing that just came out through the VCOS initiative with the NVFC, and I handed those out, and I asked that you try to pay attention to the best practices for preventing cancer, firefighter cancer. I have some other ones with me that you can have them maybe at a training night, a tailboard session, coffee around the firehouse, whichever you see. Working with these other agencies that are involved, they are a little different, they came up with 11. Not the best 3, not the top 5, the 10 or the best, they came up with 11. So I encourage you to look at those, try to implement them in your department.

We looked at a cost factor that, $I$ know a lot of people are looking at, do we want to give two sets of gear? Some departments can't afford that. So we started off with maybe two sets of gloves and two Nomex (inaudible) and try some of the things that are there.

So, again, I thank you for the opportunity of being here. Many of you do know through the VCOS I have still the distinct honor and pleasure to serve as chair of that organization. I'm stepping down. It's been my choice. Taking a little year back to see where it will go, what will happen. I will not be a candidate for treasurer, $I$ will say that.
(Inaudible comments.)
Just remember, I put my lunch on your tab today. So it's been a good ride with vCOS. Great opportunity. Chief Chuck Flynn from Weathersfield, Connecticut is vice chair, and I anticipate him moving up and some others, so it gives some opportunity that, years ago, I had the opportunity when Wayne Sanford from Wallingford, Connecticut, East Haven, reached out to me to serve on the board. Chief McDonough from Southington, a great support from Chief Bradley, Chief Wood, some of the members that are here. So I'm not going away. I'll be around, but $I$ just wanted you
to hear it from me. Have a good seminar tomorrow. Wish everyone luck, and thank you very much, Mr. President, for all your help.

MR. CHRISTOPOULOS: Thank you, Chief Wall.
THE FLOOR: (Applause.)
MR. CHRISTOPOULOS: We go back a long ways. Some of you may not know, I know a number of you do know the monumental things that VCOS has done over the last 10 plus years, I don't know how long you've been chair.

MR. WALL: 13.
MR. CHRISTOPOULOS: 13.
MR. WALL: Lucky 13.
MR. CHRISTOPOULOS: A lot of what VCOS does has been driven by the tenacity and sometimes he can be a -- you don't have to put that in.

MR. WALL: Just call me Mr.
MR. CHRISTOPOULOS: But VCOS is where it is today, and I don't know that a lot of people disagree largely because of what Tim has brought to the board. They've got great

Board people, Board members. I think they are an asset to the IAFC, and I would like to ask that you stand and give Tim a round of applause.

THE FLOOR: (Applause.)
MR. CHRISTOPOULOS: So on another note, Tim is not staying for the seminar tomorrow because he knows everything.

MR. WALL: No, no, no, I'm still
learning.
MR. CHRISTOPOULOS: Tim is actually being inducted into the Connecticut Fire Chief's Hall of Fame tomorrow night. Somewhere in Connecticut, undisclosed location. I think Trump is the keynote speaker.

Before we get into some new business, election of officers, the New England Board had a meeting in February. We had a presentation about something that's affecting all of our states and all of us in one way or another, the drug or opioid crisis in this country, and the presentation was compelling. I'll let Chief Richards talk a little bit
more about it, but We agreed as a Board to move forward in drafting a position statement from the New England Division that we would, -- and the intent would be to pass out to our state Chief's Associations to, you know, again speak more with one voice for the entire New England region.

I know a lot of us do things in our own states with our legislators at both state, local and federal, but we felt that, as an organization, it was important for us, too, to take a stand.

So, Ken, could you just kind of give us a synopsis on where we're at and what we'd like to do.

MR. RICHARDS: Sure. Thank you,
Mr. President. As you all know, all throughout the United States we've got an epidemic on our hands with the opioid crisis. And it starts out with a high school kid getting an injury on the sports field, he gets hooked on the pain killers, and it's cheaper for them to go out and get the
heroin.
And I'll just speak for myself. Old Mystic is -- isn't considered -- it's considered an affluent area in the state of Connecticut, and the town of Stonington, and we've got the problem starting -- not starting, we're dealing with it in our area right in the town of Stonington, so it really came to the forefront with us about a year ago.

And what really gave me the courage and the kick in the butt to really stand up and say we need to do something about this, we had a 17-year-old girl pretty much got trafficked, she got picked up from her home by a pimp. She got put into prostitution, so it was pretty much human trafficking that was going on.

They took her to a hotel and the the pimp ended up giving her heroin, and the other person in the room helped her take it for the first time. And she had an overdose. And they never called 911 until four hours after
she actually passed out. The fire service, the emergency services got there and a 17-year-old girl died.

I personally went and testified at the sentencing hearing for both the woman in the room that give it to her and the other person that bought it and gave it to that woman and for, basically, what I would consider murdering a 17-year-old innocent girl that won't do anything for the rest of her life because she's not here with us. She's in heaven.

Both of them got less than four years in prison. At that point $I$ said, this is it. We got to do something. I went to the Connecticut Chiefs. Connecticut Chiefs put a position statement out. I came to this Board, asked them if they would consider this, and we brought in the two people, Dr. Frank and the Coach Feldman to give us a presentation. The presentation is very overwhelming, and it really points out the problems we have.

So we drafted a position statement. The position statement's been gone over by the Board. We had it reviewed by staff down at the International Chiefs level, and I passed out the final draft copy that on the tables right now. So it's been approved by the Board. It's been approved all the way up to being reviewed by, is it legal staff?

MR. LOCKE: The Communications.
MR. RICHARDS: The Communications staff down at the International Chiefs to make sure that everything looks good grammar-wise and everything. So I would --

MR. CHRISTOPOULOS: Go ahead.
MR. RICHARDS: I would ask from the bottom of my heart that someone would make a motion to adopt this position statement that we have in front of you today so we can have the membership vote on it and accept it and go forward.

MR. WALL: Tim Wall, volunteer fire chief, Wallingford, Connecticut, North Farm, makes a motion to adopt the position
statement presented today.
MR. CHRISTOPOULOS: We have a motion before you. Do I have a second?
(Parties speaking over each other.)
SPEAKER: You are going to have the whole room second it.

MR. CHRISTOPOULOS: Could you just restate your name. She's got to --

MR. DUVAL: Robert Duval, Chief of the Atwood Hose Fire Department, Wauregan, Connecticut.

MR. CHRISTOPOULOS: We have a motion before us, made and seconded. Any further discussion relative to the statement?

Hearing none. All those in favor?
THE FLOOR: Aye.
MR. CHRISTOPOULOS: Opposed? So moved. Thank you for your work on this, Ken.

MR. RICHARDS: Thank you.
MR. CHRISTOPOULOS: Any other new business to come before the Board or the membership? Any old business?

MR. WALL: Mr. President.

MR. CHRISTOPOULOS: Yes, sir, Mr. Wall.
MR. WALL: I just would like to introduce the president of the Connecticut fire chiefs, Kevin Cooney. Where did he go?

THE FLOOR: (Applause.)
MR. WALL: With the lead in that he's been selected to be nominated for the director representing Connecticut for the New England Chiefs.

MR. CHRISTOPOULOS: Chief Seltzer, could you stand, please, pretty please. Chief Seltzer is the current president of the New England Association of Fire Chiefs. I just want to make sure we formally recognize you.

THE FLOOR: (Applause.)
MR. CHRISTOPOULOS: Before we get to the elections, I have two other people that I failed to recognize and I've been a little bit remiss. Retired, whatever you are, Rick Mason from the National Fallen Firefighters Foundation.

THE FLOOR: (Applause.)
MR. CHRISTOPOULOS: Chief Reggie Freeman
sitting next to him is the chief of Hartford, Connecticut Fire Department, and is also the chair of the Commission of Professional Credentialing through the Center for Public Safety Excellence. I'll talk a little bit more about that in my opening prior to our speaker tomorrow, but I wanted to recognize Reggie, and I appreciate you coming.

THE FLOOR: (Applause.)
MR. CHRISTOPOULOS: So for election of officers -- did I miss somebody else?

John -- do you all know John Woods?
MR. LOCKE: We'd correct you if I did.
MR. CHRISTOPOULOS: The slate of officers, do we do them all at the same time?

MR. WOOD: No, one at a time.
MR. CHRISTOPOULOS: One at a time? All right. So the position of president, the candidate would be typically our first vice president, unlike the IAFC, we don't have the same problems.
(Inaudible comments.)
MR. CHRISTOPOULOS: Recently appointed
state fire marshall for the Great State of Rhode Island, Tim McLaughlin.

MR. SELTZER: Bob Seltzer, Smithfield, Rhode Island. I nominate Marshall Tim McLaughlin as president.

MR. CHRISTOPOULOS: We have a motion. Do I have a second?

MR. WOOD: Second.
MR. CHRISTOPOULOS: Seconded by --
MR. WOOD: John wood.
MR. CHRISTOPOULOS: Any discussion? Any other nominations? Hearing none, all those in favor?

THE FLOOR: Aye.
MR. CHRISTOPOULOS: All those opposed. So moved. Congratulations.

THE FLOOR: (Applause.)
MR. CHRISTOPOULOS: For First Vice President would be, normally Ken Richards from Connecticut. Chief Wall.

MR. WALL: Tim Wall, Volunteer Fire Chief North Rollingford, Connecticut with the name of Chief Ken Richards from Old Mystic for
nomination.
MR. CHRISTOPOULOS: We have a motion to install Chief Richards. Seconded by?

MR. PROVENCHER: Earl Provencher, North Thompsonville, Enfield, Connecticut.

MR. CHRISTOPOULOS: There's a motion made and seconded. Any other nominations from the floor? Hearing none, all those in favor?

THE FLOOR: Aye.
MR. CHRISTOPOULOS: Opposed? So moved.
THE FLOOR: (Applause.)
MR. CHRISTOPOULOS: Second vice president will be director, or the candidate would be Director John Duross from Saco, Maine.

Do we have a motion?
MR. LOCKE: Mr. President, Steve Locke from Vermont. I move John Duross, Chief of Saco, Maine as second vice president.

MR. CHRISTOPOULOS: Motion's been made.
Do I have a second?
MR. PAROW: Chief Parow, retired, out of Chelmsford, seconds that.

MR. CHRISTOPOULOS: We have a motion
that's made and seconded to install Chief John Duross as the second vice president.

Any other nominations from the floor? Hearing none. All those in favor?

THE FLOOR: Aye.
MR. CHRISTOPOULOS: All those opposed?
THE FLOOR: (Applause.)
MR. CHRISTOPOULOS: With that said, the installation of the new Board, we will need to re -- or fill the director's position from the state of Maine.

Do I have any motions for the position of state director for Maine?

MR. DUROSS: Mr. President, Chief John Duross, Saco, Maine. I nominate Chief Thomas Higgins, city of Bangor, Maine.

MR. CHRISTOPOULOS: We have a motion to bring on Tom Higgins from Bangor, Maine. Bangor?

MR. DUROSS: Bangor.
MR. CHRISTOPOULOS: Bangor -- whatever.
Do I have a second? It's been a long day.
I'm sorry. Do we have a second?

MR. LOCKE: Aye.
MR. CHRISTOPOULOS: Seconded from Chief Locke. Any other nominations from the floor? All -- hearing none, all those in favor?

THE FLOOR: Aye.
MR. CHRISTOPOULOS: Those opposed? Motion carries. Welcome to the Board, Chief.

THE FLOOR: (Applause.)
MR. CHRISTOPOULOS: I would like to invite your incoming president to give a very short speech.

MR. MCLAUGHLIN: I got it all written down. Let's see. Don't sit down, Chris.

MR. CHRISTOPOULOS: You got pictures?
MR. McLAUGHLIN: Exactly. I just want to give Chris -- everybody give Chris a round of applause.

THE FLOOR: (Applause.)
MR. MCLAUGHLIN: I don't think the membership, because they are not actively involved, understand what the Board does. There's a lot of moving parts throughout the year, and Chris has done a tremendous job
this year steering the ship in the right direction and, as he said earlier in his remarks, towards this merger with the association that we hope to get done.

And every member up here, all these Boards, all these members of the Board, they just do a great job throughout the year keeping us in tact, Steve down in Washington give us the information. Our big toe, John Wood here, he keeps everything running, so another round of applause just for this Board.

THE FLOOR: (Applause.)
MR. MCLAUGHLIN: I got an hour and a half.
I got to be honest with you, I didn't have any gray hair when I started this. My sentence is up, like, what do I get when I get probation?

It's actually an honor to be the president of the association, the Division. I work with a great group of guys up here. They do a lot of good work. Like I said, nobody really understands the moving parts
that come into this. And so I'm looking forward.

I mean, obviously our biggest thing on the deck this year is going to be this merger. I'm enthusiastically supporting it along with Chief Seltzer and his group. So, hopefully, we can, a year from now, we'll have something on the table, or six months from now, we'll have something on the table that we can -- but it has to be, and I'm sure Chief Seltzer will agree -- it has to be what's good for the whole. I mean, for everybody, all the Chiefs in New England, for what's going to go, how we are going to move this forward.

So I'm looking forward to it, I'm looking forward to working with these gentlemen and with the Association, and thank you very much.

THE FLOOR: (Applause.)
MR. MCLAUGHLIN: We got a nice little thing here for Chris for doing, like I said, for doing a good job. It says on here,
"Chris, your sentence is up. You've been paroled from this division." You've done a great job, so I'd like to present this to Chris on behalf of the Board of Directors.

THE FLOOR: (Applause.)
MR. CHRISTOPOULOS: Thank you. You can sit down now, unless you want to stand up. The last order of business we would have, I would ask, invite Chief Eggleston to come up and swear the new Board and our director in. The incoming president has asked to do everybody at the same time. They were also instructed to memorize the --

Would you come on up, Chief.
(The new board and director were sworn in.)

MR. EGGLESTON: Congratulations.
THE FLOOR: (Applause.)
MR. CHRISTOPOULOS: Good thing we had them prep, huh? Made it through the whole presidency except for the swearing in. We failed miserably.

Again, I thank you on behalf of the state
of New Hampshire, New England Division. It has been an honor to serve with this Board, and I look forward to working with them next year. Timmy's leaving, but he's going to be working on some project for VCOS. And Chairman Freeman from the CPC, I'm also a commissioner on the Commission for Professional Credentialing, so there's a lot of things going on, and I think it's great.

And I think we are moving in a good direction. It was great to hear some of the stuff from the folks at the IAFC and -- but it's New England Fire Service is unlike any.

So $I$ will entertain a motion to adjourn.
MR. WALL: Chief Wall, adjourn.
MR. CHRISTOPOULOS: Oh, we have a reception upstairs beginning two minutes ago. We have some heavy hors d'oeuvres and I think a cash bar.

So motion to adjourn?
MR. WALL: Chief Wall.
MR. CHRISTOPOULOS: Chief Wall seconded.

All those in favor?
THE FLOOR: Aye.
MR. CHRISTOPOULOS: Opposed?
(The meeting was adjourned at 4:03 p.m.)

C ERTMIEICATE
I, Camille M. Palladino-Duffy, a Licensed Shorthand Reporter for the State of New Hampshire, and Registered Professional Reporter, do hereby certify that the foregoing is a true and accurate transcript of my stenographic notes of the proceeding taken at the place and on the date hereinbefore set forth to the best of my skill and ability under the conditions present at the time.

I further certify that $I$ am neither attorney or counsel for, nor related to or employed by any of the parties to the action in which this proceeding was taken, and further, that I am not a relative or employee of any attorney or counsel employed in this case, nor am I financially interested in this action.

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Camille M. Palladino-Duffy
LCR 105, RPR (RSA 310-A:173)

NEW ENGLAND DIVISION IAFC
ANNUAL BOARD OF DIRECTORS MEETING
April 04, 2018

| \$ | $\begin{aligned} & \text { 31:18;33:6;34:4;38:8;44:1; } \\ & \text { 47:6;60:23 } \\ & \text { against }(2) \end{aligned}$ | 55:11;56:7;57:8,17,18; 58:11,13;59:20;60:5,18 applications (1) | $\begin{aligned} & \text { Authority (1) } \\ & 31: 5 \\ & \text { Avon (1) } \end{aligned}$ |
| :---: | :---: | :---: | :---: |
| \$1000 (1) | $37: 3 ; 38: 19$ <br> agencies (1) | $\begin{gathered} 41: 20 \\ \text { annlv (2) } \end{gathered}$ | $29: 22$ |
| 41:19 |  | apply (2) 36:7:63:11 | away (2) |
| \$1500 (1) | 43:11 Agenda (1) | 36:7;63:11 appoint (3) | 29:14;44:23 |
| 42:10 | $\underset{\sim}{\text { Agenda (1) }}$ | appoint (3) | Aye (8) |
| $\begin{gathered} \mathbf{\$ 8 2 , 9 6 1 . 2 7} \\ 11: 3 \end{gathered}$ | $2: 3$ ago (7) | $\begin{aligned} & 14: 12 ; 15: 22,23 \\ & \text { appointed (2) } \end{aligned}$ | $\begin{aligned} & \text { 10:12;51:16;54:14;55:9; } \\ & 56: 5 ; 57: 1,5 ; 62: 2 \end{aligned}$ |
| A | 44:16;48:10;61:18 | appoints (1) | B |
| able (2) | 59:11 | appreciate (2) | back (13) |
| 10:20;34:17 | agreed (2) | 7:17;53:8 | 14:4;15:16;16:15;18:10; |
| Absolute (1) | 14:12;47:1 | approved (3) | 19:3;25:6;32:23;33:4,14; |
| 30:23 | agreements (1) | 21:21;50:6,7 | 36:9;41:4;44:7;45:6 |
| absolutely (1) | 28:2 | April (3) | bad (3) |
| 38:12 | ahead (2) | 0:;2:12;10:19 | 38:1;39:3,3 |
| accept (1) | 28:3;50:14 | area (4) | Bahrain (1) |
| 50:19 | Al (1) | 9:5;31:5;48:4,7 | 19:5 |
| acceptance (1) | 7:14 | Arizona (1) | ballot (12) |
| 14:21 | Allegiance (1) | 41:16 | 23:9,14;25:12,19;26:12, |
| accounting (1) | 3:13 | around (6) | 13,18,22;33:7,22;34:19; |
| 10:21 | allowed (1) | 7:15;9:17;23:3;30:17; | 36:13 |
| achieve (1) | 21:9 | 43:9;44:23 | Bangor (5) |
| 22:9 | allows (1) | arrears (1) | 56:16,18,19,20,21 |
| ACHILLES (3) | 21:21 | 32:21 | bar (1) |
| 5:3,3;16:12 | almost (1) | Arrow (1) | 61:20 |
| action (4) | 30:6 | 31:4 | bars (1) |
| 8:15;11:9;63:, | $\underset{\text { along (3) }}{ }$ | asset (1) | 5:18 |
| actions (1) | 42:9,12;59:6 | 46:2 | basic (3) |
| 8:11 | Alphabetically (1) | assets (2) <br> $10 \cdot 23 \cdot 11 \cdot 2$ |  |
| active (1) $5: 17$ | $\stackrel{\text { although (1) }}{ }$ | assigned (1) | $36: 12 ; 49: 8$ |
| actively (1) | 15:6 | 27:8 | basis (2) |
| 57:20 | Amen (2) | assistance (1) | 18:11;28:19 |
| actually (7) | 4:2,3 | 6:1 | Bat (1) |
| 22:7;28:7;33:16;41:17; | amended (1) | ASSOCIATION (16) | 13:13 |
| 46:11;49:1;58:19 | 38:14 | 0:;2:6,11;3:4;14:2,19; | Battalion (1) |
| Additionally (1) | amendment (3) 33:21;38:7;39:6 | 15:14,18;16:1,18;17:10; $21: 4 ; 52: 13 ; 58: 4,20 ; 59: 18$ | $25: 17$ <br> became (1) |
| $33: 21$ adjourn (3) | and/or (1) | 21:4;52:13;58:4,20;59:18 <br> Associations (3) | $\begin{array}{\|c} \hline \text { became (1) } \\ 30: 14 \end{array}$ |
| $\begin{aligned} & \text { adjourn (3) } \\ & 61: 15,16,21 \end{aligned}$ | $63: 12$ | 14:6;15:20;47:5 | $30: 14$ become (3) |
| adjourned (1) | announced (2) | association's (1) | 15:3;26:20;40:22 |
| 62:4 | 32:16;41:23 | 12:2 | becomes (1) |
| administration (1) | ANNUAL (13) | ate (1) | 21:18 |
| 18:23 | 0:;2:4;3:3;8:11;10:1,17, | 20:20 | becoming (1) |
| adopt (2) | 17,21;14:19;15:14,16; | ATT (1) | 29:1 |
| 50:17,23 | 18:11;20:6 annually (1) | 12:8 | begin (1) |
| $\begin{aligned} & \text { advantage (1) } \\ & 28: 5 \end{aligned}$ | $42: 22$ | attached (1) $9 \cdot 1$ | beginning (2) |
| affecting (1) | anticipate (1) | ATTACHMENTS (1) | 28:15;61:18 |
| 46:19 | 44:15 | 2:1 | behalf (6) |
| affluent (1) | anymore (2) | attend (1) | 5:4,5;8:1;17:17;60:4,23 |
| 48:4 | 17:2;24:9 | 17:20 | Best (8) |
| afford (1) | $\underset{36 \cdot 13}{ } \mathbf{a p p e a r}$ (1) | attention (1) | 2:9;15:2;18:14;34:16; |
| 43:20 | $\begin{gathered} 36: 13 \\ \text { applaud (1) } \end{gathered}$ | 43:5 attorney (1) | 43:5,13,14;63:5 <br> better (1) |
| AFG (1) | $31: 10$ | 63: | $14: 10$ |
| afternoon (3) | Applause (25) | Atwood (1) | big (8) |
| 17:17;26:4;29:21 | 7:10,13;20:4;26:1;27:4; | 51:10 | 12:8;13:22;21:18;24:5,8; |
|  | $\begin{aligned} & \text { 29:18;40:6;45:5;46:4,5; } \\ & \text { 52:5,15,22;53:9;54:17; } \end{aligned}$ | $\begin{array}{\|l} \text { August (4) } \\ 9: 13,13,18,19 \end{array}$ | 27:17;33:5;58:9 <br> biggest (1) |
| 6:4;8:8;9:11;20:2;25:14; | 52.5,15,22,53:9,54.17, | 9.13,13,18,19 | biggest (1) |


| 59:3 | 4:10,10 | 57:7 | 44:13,19,21,21;45:4;46:23; |
| :---: | :---: | :---: | :---: |
| biggies (1) | budget (1) | Carrizzo (1) | 50:22;51:9;52:10,11,23; |
| 12:17 | 19:1 | 35:11 | 53:1;54:20,21,23;55:3,17, |
| bit (11) | Bugle (4) | carry (1) | 21;56:1,14,15;57:2,7;59:6, |
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| 19:11;32:18;42:4;46:23; | build (1) | case (1) | CHIEFS (26) |
| 52:19;53:5 | 20:1 | 63:9 | 0:;2:6,12;3:4;12:2;13:6, |
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