

YOUNGSTOWN STATE UNIVERSITY

ORAL HISTORY PROGRAM

Youngstown Fire Department Project

Experiences as a Battalion Chief

O. H. 38

JOSEPH QUINN

Interviewed

by

Michael Kurilla

on

July 8, 1975

JOSEPH QUINN

Joseph Quinn, Battalion Chief of the Youngstown Fire Department, was born on January 24, 1921 in Youngstown, Ohio. He is the son of Anna and Frank Quinn. Following graduation from Rayen High School, Mr. Quinn worked at General Fireproofing Company and served in the Army Air Force during World War II. After receiving a service discharge in December 1945, Mr. Quinn returned to Youngstown and worked at General Fireproofing before being appointed to the Youngstown Fire Department in 1950. He married his wife JoAnn in November 1943 and has three children-- Thomas, Patricia, and James.

Mr. Quinn began his career as a fireman at the Falls Avenue Station Number Four near Oak Hill Avenue. After working four years at Station Number Four as a first class fireman, Mr. Quinn served two years in the alarm room before receiving his initial promotion. He was promoted to the rank of Engineer in 1956, Captain in 1963, and received the promotion to Battalion Chief in 1971. As Battalion Chief, Mr. Quinn is in charge of the staffing, operation, and efficiency of the six companies which comprise Youngstown's South Side Battalion. In addition to supervising the South Side District, Chief Quinn is periodically called upon to participate in the Department's four week cadet instructional program and other community safety programs. Chief Quinn is a member of the International Association of Firefighters and other Firefighter organizations.

Mr. Quinn's twenty-six year career to date in the Youngstown Fire Department represents a record of public service of one of the many dedicated professional firemen in the community.

MICHAEL KURILLA
August 23, 1976

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INTERVIEWEE: JOSEPH QUINN
INTERVIEWER: Michael Kurilla
SUBJECT: Experiences as a Battalion Chief
DATE: July 8, 1975

- K: This is an interview with Battalion Chief Joseph Quinn for the Youngstown State University Oral History project, the particular interview being the Youngstown Fire Department, by Michael Kurilla, at Fire Station Number Eight, on Market and Glenhaven Avenues, on July 8, 1975, at approximately 2:45 p.m.
- K: Chief Quinn, could you provide us with some information on your family background and your schooling?
- Q: My family is from Youngstown, and have been here since the Civil War days, I suppose, and my father was a fireman. I grew up on the East Side until I was nine years old and then we moved to the North Side. I went through St. Edward's parochial school and Rayen High School and went into the service during World War II. Upon returning, I worked at General Fireproofing Company and came on to the Fire Department in 1950.
- K: What occupations were you employed in before becoming a fireman?
- Q: I started out wanting to be a golf professional, like most young fellows do, and I worked at General Fireproofing for two years before World War II. When I returned, I went back to work at General Fireproofing and that's about the only place I worked before I came on here.
- K: Why did you become a fireman?

Q: Well, again, when I went into the service, I was unmarried. I got married when I came home on furlough, during the service. After the war I was faced with the situation of a family and no college degree and my chances of going to college then were nil. The work I was into was production line work and I was looking for a more pleasant and longer lasting line of work. My thoughts turned to civil service type of work at a post office, fire department, or police department and I took the examination for the fire department and was appointed in 1950.

K: What do you remember about your first years in the department?

Q: Very enjoyable. I worked the first years at the Falls Avenue station, Station Number Four, near Oak Hill Avenue. I had a very good captain, Captain Balbey, and a fine crew; they taught me well. We didn't have an organized training program as such at the time; it was left largely to the captain and the district chief. They mother-henned me. They taught me very well. It was informal, but they touched on all the necessary things for my own safety and the use of the tools and what fire was all about and how to cope with it, generally. I'm thankful to them; they were a fine crew. I stayed there for four years, then I went to the alarm room and was later promoted to Engineer in 1956.

K: When were you appointed Chief?

Q: I was appointed Chief in 1971. After Engineer rank, I was at the Belmont Avenue station from 1956 to 1963, at which time I was appointed Captain and I went to the Number Seven station at Madison and Elm Streets. I transferred in 1968 to the Number One station as Captain. In 1971 I was appointed Battalion Chief.

K: What are the duties and responsibilities of a battalion chief?

Q: The town is divided into two battalions. We are structured along military lines; we have companies. The National Fire Protection Association has put out recommendations and standards, and these standards state that a district or battalion chief cannot handle more than eight companies efficiently. So we, having fourteen companies, make two battalions. So what we do is divide a town into North and South, roughly by the River and the assistant chief is in charge of the North Side battalion, plus the overall charge of the city, and the battalion chief is in charge of the South Side battalion. It comprises six companies and so I'm charged with the efficiency and operation of those six companies and the staffing of

them. In other words, if three men report off at one station, I call the other stations to keep the station manned. I respond to the alarms of a fire and we generally coordinate and supervise the activities of the companies. When we need additional manpower, additional equipment, then it is my job to get the tools and the necessary gear, the appliances, for the men to do the work.

K: Could you describe the operation of the alarm system? If I were to go out on Market Street and I would go to a pole and pull the alarm, what would happen?

Q: Well, we have two means of communication. Number one is the box alarm on the poles and that's divided into a series of circuits; it's the same as Christmas tree lights in a series. It's a type of affair where there are so many boxes on a circuit. There are sixteen circuits in town. So if you pull that box, it is always energized and it activates a wheel in it that will ring a bell down in the alarm room on a coded arrangement. It codes, for example, box 4366, and it would come in that number. Then, the man at the alarm room looks up that number and sees the location and dispatches the trucks to that location. Every box in town has a specific number and the insurance underwriters like them so much because they don't get misinformation, they get an exact location and that's the way that alarm would be pulled. You pull it, that starts the wheel going, it comes in on a ticker tape at the alarm room and the man looks up the numbers and responds. The other way you get the alarm is to telephone and in that way he asks the address that you're concerned with and then he dispatches the trucks that would cover that area.

K: What constitutes a multiple alarm fire?

Q: Well, first of all, in a regular alarm we dispatch, in the residential areas, three pumpers and a ladder truck and a district chief or battalion chief's car. The downtown district gets a few more. A high value district gets a few more trucks than that and when they find they're in need of more men and equipment than what is available to combat the conditions, they send in a second alarm which is responded to by an identical number of trucks. So if you get four on the first, you'll get four more on the second and if it's necessary for a third alarm, you get four more the same way.

K: What are the differences and similarities of the work done by the chief, assistant chief, and battalion chief?

Q: The chief is the administrative head of the department. His duties are administrative; he leaves most of the firefighting up to the assistant and battalion chief. He runs the office and keeps all the records. The chief is the go-between or the coordinator between the city council, the mayor, and the fire department. He looks after the management of all the men insofar as their pay roll records, their sick leave, their vacation records, assigning them to stations, and the appointing of people. The requests of money and funds from city hall and the purchase of anything for the fire department are his responsibility. It's a very complex job; all records and reports that have to go to the state are his responsibility, as are all the legal aspects of the department, and when you're dealing with two hundred and fifty people such as this, it becomes very complex.

The chief is the one that has to have the answers to what we do to set policy. For example, everything is at his discretion and he has to coordinate policy with the mayor and with the council. That's his job. He does respond to all second and higher alarm fires, but again, it depends on the personal chief's nature. Some like to personally take charge. At the present time, Chief Panno leaves most of the actual firefighting up to the assistant chief. He will be there to coordinate with other departments to get things done that the assistant chief can't do; he calls out the special equipment with the street department or private contractors for things that we need.

The assistant chief is the district chief, the same as the battalion chief. He responds to fires in this area. He is, in addition to this, in charge of the entire city. If questions come up that have to be answered higher than the battalion chief, then it would be referred to him. In other words, I work with Chief McGovern, the Assistant Chief. If I want to do something in this battalion, it's fine, providing it doesn't conflict with the policies set up with Chief McGovern. I do things under his heading.

The assistant chief also has staff functions of some nature that are assigned to him by the chief of the department. They are called in more than the battalion chiefs to sit down and council the chief on various matters of the fire department, on setting up of strategy, and pre-planning of various responses. Their advice is sought by the chief on the purchase of the equipment and running the department, and with their expertise and their longevity on the job, they council as such. The battalion chief is in charge of a district, the South Side district in Youngstown, and he has the six companies to look after and respond to alarms of fires and see if they're working in an efficient manner.

K: You mentioned earlier that the type of training you received was drawing on the experience of your captain at the station and I think you referred to it as the 'Mother Hen' approach. How does this differ with the incoming firemen today and their training?

Q: Well, we still, for a period of two or three years, have to mother hen people through some touchy situations, naturally, until they encounter some serious problems, and know how to conduct themselves, and know what's going on. But we also have now a formal four-week training program in which they go to school forty hours a week for a total of one hundred and sixty hours, and they're taken out and shown all of the equipment of the department and how to use everything. They learn theories of firefighting and the chemistry of fires and the various aspects of firefighting, and then they're assigned to a station. So as I say, they're better prepared today to take their position as a member of a company than they were twenty years ago because of this formal four week training, but there is still a lot to learn after they get to a station.

The three basic objectives in the 160 hour program are: (1) to teach the men what the tools are and how to use them; (2) to teach the men how to use the tools safely, both for their own protection, and the safety of others involved, in other words, to see that in their anxiety at a fire they don't harm themselves; (3) to show the men how they, as individuals, will fit into the scheme of things, how they will become an integral part of a company.

K: Is this an ongoing procedure? Every so often do they have to take so many class hours?

Q: It is not mandatory at this time to take further training, although they do. Everybody who wishes to move up in the ranks has to get into books. There is a training program set up, one of the battalion chiefs is in charge of the training; at the present time it is Chief Wittenberger. He sets up the guidelines for the various captains, the areas that they want them to touch upon during the year, along with many movies and slide presentations on the various hazards and techniques. So there is an intraining program in that respect. It's not a "pull them out of the station and put them into the classroom" type of thing. The captain is to conduct these sessions two hours a week in every station and go over the different slants of firefighting.

K: Could you describe a typical day on duty, Battalion Chief Quinn?

Q: Well, our work shift is a twenty-four hour shift. We work one turn and are off two. In other words, every third day

we rotate and we relieve one another at eight o'clock in the morning. So our turn is called "A" turn. There's A, B, and C. I report, as I did this morning, at eight o'clock. I conversed with Chief Caizza, the chief on C turn, who I relieve. He brings me up to date on everything that has happened, and what is presently active on the roster in the department and then I assume the position and the car.

First thing in the morning, I get a report from the stations to see their manpower situation. If people are off sick, sometimes it necessitates shuffling men back and forth to other stations so that they're manned properly. I then usually confer, sometimes just briefly, sometimes more in depth, with Chief McGovern, the assistant chief, to see what his plans are and what's on the schedule for the day. For example the next day we work, which will be Friday, we're scheduled at nine o'clock to go up to St. Elizabeth's Hospital, sit down with Mr. Sharo, who is in charge of their safety program, and discuss what our approaches and our responding to alarms will be in this new building at St. Elizabeth's. We do this yearly at St. Elizabeth's and that's in the morning of the agenda the next day out. There are things of this nature to go over. Then when this type of thing is over with, I'm here in the station. This is the headquarters, Number Eight Station, of the battalion chief, so when any of the stations want to get into communication with me, I'm here to answer their needs and respond to alarms just like other companies. That's about the situation.

K: What do firemen do with their free time?

Q: Well, morning is clean up time. We usually start off at the stations with a cup of coffee and after that we clean the apparatuses that have been out on the runs the night before. They clean the station and mop down the floor. The kitchen, bathroom and bedroom areas are cleaned every day and the beds are made. If anything is going on in the department training line, it's usually done in the morning if possible. So the morning is pretty well reserved for fire department activities. If they were out the evening before, when a turn comes in during the night they just throw the hose down in the cellar, and the morning crew is to clean it. This is done generally until noon. In the afternoon, the time is generally their own unless something is scheduled. They may read or occupy their time as best they can, but they must remain in the station or its near environment to be able to respond to any alarm.

K: Do you remember your first fire?

Q: I can't particularly recall the first one, but I remember the first few of a good extent.

K: What was it you recall about those?

Q: I often refer to them now because I'm called upon to help in our four week schooling to help train the men. I teach them what it's going to be like going to a fire. For a new man it's organized confusion. That's usually the best way to describe it. There are four trucks and the chief's car pulling into a fire scene in rather rapid succession, within a minute or two of each other, and there's not too much communication spread back and forth; it's pretty much preplanned what you are to do in certain situations. Everybody's off the truck and working hard. To a man who doesn't know the formula, it seems everybody's running around doing what they want to do. It doesn't look like there's too much organization and there's an awful lot of confusion. There are some men carrying ladders, some are pulling hose, some are busting windows, and doing various activities. At first glance you could stand there in bewilderment and say, "My God, what's going on here?" But then you find out that it is an organized pattern. Each company is assigned specific areas of responsibility to cover and they're taking care of their area and ignoring the other companies because they're busy doing their thing. The district chief is there to coordinate the activities and that's generally what goes on.

As I say, a new fireman, in responding to the first couple of what we call decent working fires or good working fires finds his head is swimming because he can't make head or tail of just what the heck they're attempting to do. It becomes clear after a while, what everybody was attempting to do.

K: Has firefighting changed radically in the years with the advance of new chemicals and plastics and all these new materials?

Q: I would say yes and no. It has not changed insofar as we still jump on a truck, just as they did with the horse drawn equipment. We now have better types of equipment. We still use water hooked up to a fire hydrant and run a hose, although it has improved a bit. The type of hose and the type of nozzle has improved pretty much, but we're still absorbing the heat with water, in ninety percent of the cases. There are some chemicals that have been introduced; they are not generally used because of various reasons and cost. Water is generally considered the best extinguishing agent for all around purposes. We now have better type aerial ladders and a basket we can put people in and put them up to the window, which we didn't have. The

equipment has generally improved, but basically it's the same thing that they've been doing for years with just some refinements.

They speak of breakthroughs in different things, but I don't know how far they can do it. It's something where you finally have to just get in and absorb the heat some way and rob it of the fuel that it's burning and separate the two; it's a dirty, nasty, inside job most of the time. Some things haven't changed, but there has been a change in the spray tips and the fog water we use. We're not using one-fourth the water we used twenty-five years ago to extinguish similar fires. It's more refined equipment and, yes, we are making progress in that area.

They're into plastics that are an entirely different thing than the wood and lath that we had burning previously. With chemicals, you get into gases so it's compulsory that we wear protective gear for our breathing because these things will kill you much quicker than they did thirty years ago. So it is changing and it is a different problem, yet it, overall, is not, it's pretty much the same problem.

K: What injuries did you incur during your career?

Q: I'm very thankful that they've been very minor. I've had some cuts and stitches here and there but nothing of any major consequence. When I've been knocked off a ladder I was able to land on my feet and not get injured. I've been very, very fortunate in this respect, just been in the right place at the right time, I suppose.

K: Did you participate in any of the major fires in the Youngstown area?

Q: Oh yes, second and third alarm fires. St. Columba's Church, I suppose, is before that. The first big one I can remember is the Treudley fire where we did urban renewal there, where the YMCA swimming pool is now; it burned that building down. We had the plywood fire a few years ago, down on Meridian Road. Off hand, there have been a couple dozen second and third alarm fires that I've responded to. After you get set up at those, they're usually easier to extinguish; you're just squirting water. The nasty fires are the inside fires where you have to go into smoke and try to dig it out. These million dollar fires are the toughest on the fireman physically but the most spectacular, of course.

K: One thing I found particularly interesting in talking to some firemen in previous interviews was the designation of "fast" and "slow" house to different stations. This

interested me. How do you account for the different stations having the reputation of a fast or slow house?

Q: Well, it's very unique. This station here is considered a fast house, now it's toward Market Street, because we're in a fire district. There are a lot of factors involved. The age of the homes, the condition of the homes would have a bearing on it. I believe the type of people has something to do with it. There's an old rule of thumb in fire service that a clean home doesn't have fires and it's true. If you're a sloppy type individual and sloppy in your mental makeup, it breeds fires. In neighborhoods where people are very careful about their property and careful about their house and everything is in order, there is a minimum number of fires. There will, of course, always be an exception, but I believe it has a lot to do with the frequency of fire calls.

Physical condition no doubt has a bearing, your compact living conditions have to have a bearing on the frequency of fires. In some areas they're just crammed in and they're not suited for the type of occupancy we have. In modern apartments that are out in Cornersburg, the big apartment complex there, the people are arranged so that it is not the breeding ground of fires. But in a duplex where there are four families trying to crowd in, living in with one another and maybe the parents have to work and the kids are left unattended for times, these things tend to make fires.

K: What other emergency situations, other than fire fighting, is a typical station capable of handling?

Q: Each truck has an oxygen inhalator. People will call for oxygen and the truck will go out for this. On wrecks, they'll go out; the squad truck particularly has tools that are adapted for this sort of thing. The closest pump company will respond also to these situations and help in first aid matters along with your ambulance crew. The pump company will respond in these areas and assist the squad and the ambulance in these things. We get into people being locked out and childbirths. Different companies have been called out for this or if people can't make it to the hospital, they stop at a fire house. At any given moment you're liable to be called on for almost any type of situation. We don't get them that often, but it's amazing what type of situations you can be called into.

K: So there's a close relationship between the fire and the police department within the city?

Q: Yes, I would say they're close. It's like Army and Navy, there are certain rivalries and certain distinctions between

them, but yes, I think we have a fine relationship with the police in the city and they assist us with fires in controlling traffic and so on. They call upon us to give us notice of what's going on quite often in weather conditions, for example in the winter. I think our relationship with the police is quite a good one.

- K: What type of investigation follows after the extinguishing of a fire?
- Q: That's one of the battalion chief's duties. After a fire he must seek the cause and make a report on the fire, try to determine the cause and make a rough estimate of the damages, the loss incurred. Then if it's a fire that follows a predictable pattern, generally in a room, with some degree of skill, you can isolate where the fire began and what the cause was. If it follows a normal pattern and everything seems to be in place, then a normal report is made out. If it does not add up, if all the components are not there, the answers are not there to show where the fire began, then we report it to the fire investigator, who would be Captain McDermott, and Arson Investigator Cestone. We would tell them there's something out of place and we think it needs further investigation. They will respond and go over it with a fine tooth comb to see if it's possible arson or will report it as a suspicious fire, or sometimes in the time allotted us to investigate we just can't come up with a logical answer. Besides getting this preliminary estimate of cause and damage, our duty is to get the companies back into service and get back into service ourselves for the next alarm.
- K: You mentioned that there are fourteen companies which compose the Youngstown Fire Department. How large are the boundaries of each of these stations? Have they changed over the years to encompass more territory or are they pretty much the same? For example, how long would it take to get to the perimeter of your boundary?
- Q: The perimeter of each company is rather large because there are three companies responding as a general rule. They will go in various combinations. For example, Number Eight Company out of this station will go as far as Woodland Avenue on the north, they'll respond to the entire Brownlee Woods section on the southeast, they go over east of South Avenue and they go as far as Glenwood on the west. That's a large area. If they are first in a district which is not that large, they'll respond to some areas where they're the second company in. In Brownlee Woods they'd be the third company in; there'd be two companies there before them. Each company has the same situation. There are just fourteen stations and eighteen pieces of equipment, because we have three ladder trucks and the

squad cars along with the pumper companies. Number Four pump runs out of the same station here at Number Eight, now their district includes downtown. They are one of the companies that responds downtown up as far as the tracks, the north edge of downtown and they stop at South Avenue on the east and they go to Cornersburg area in the southwest corner. Each station has pretty much the same situation; they will be called in first at a certain area, second in more, and third in a certain area.

K: Is there ever any overlapping in jurisdiction? For example if there would be an unusually large fire in Boardman or Austintown township, could the Youngstown Fire Department be called in, in such a situation?

Q: Yes, we can be called in and they can be called into Youngstown. To the best of my knowledge, we have no formal reciprocal agreement with them, as Austintown and Boardman have with each other, but on request of our chief to their chief, they would certainly respond to our needs. The same thing holds for Boardman or Austintown. If they have a situation where they need some of our equipment or if the fire is too large for them to handle their chief would call our chief or the chief on duty, which would be the assistant chief, and request apparatus and men and it would be sent to them. It has been done and certainly glad to be done again in the future. As far as jurisdiction, there are not many arguments there. Our jurisdiction ends at the city boundaries, but if we're responding to Boardman, for example, we'd respond and be under his direct supervision. He'd tell us what he wants us to do. Our officers would direct our men, but it would be under his strategy or tactics or plans. We wouldn't go in and take over his fire for him. It's the same thing in Youngstown, if they came here, they would come to the chief in charge of the fire and say, "What do you want us to do?" We tell them and their officers would direct their men, but they would be under the overall strategy and tactics of the chief in charge of the fire.

K: How much risk do you believe is involved in firefighting?

Q: Quite a bit. The occupation of firemen goes down as one of the most hazardous and there are several reasons for it. The type of work we're doing and the conditions we're working under is conducive to injury. We're working much of the time in smoke, in the dark, where buildings are either partly destroyed or falling apart, broken glass is prevalent around the area. You get boards falling down and this type of thing, and you're crawling through a burnt out area, so the chance of injury is great. In winter-time we have the icy conditions and so forth, where people

slip and you can see the risk in squirting water in the wintertime. Without vision, either in smoke or at nighttime, you have a certain risk. In addition to that, I think what would cause it is that we're in a hurry. We can find fault with our own actions; maybe we're in too much of a hurry sometimes, but the very nature of the work is emergency work. It can't wait until tomorrow. You have to get it now or you will have a larger problem on your hands. You're working with some degree of speed and you're working under adverse conditions, so it does make firemen more susceptible to injury in this line than in many others. Another would be, in particular, firemen being susceptible to heart injury. They've found that firemen go from rest to a heart rate of up to 195 beats a minute in a matter of a minute or a minute and a half. The doctors say this is a very extreme situation on the heart. You're working in an oven atmosphere a lot of times, with your clothes on inside this thing, working in foul air, and you're breathing heavily, working hard. It all adds up to a health hazard on your body.

K: Watching TV these days one sees that during this period of "recession" the incidence of arson fires has increased greatly. Was arson prevalent in the 1940's and 1950's in the Youngstown area?

Q: Yes, but nothing like today. There's always been a certain degree of it and there are a multiple number of causes for this. One, we believe now, is monetary value. People have property that is no longer profitable to them so they turn to burning it for money, and they get rid of it for certain reasons. You have certain elements of our society that are antagonistic for various reasons and they're burning places down out of spite. In the inner city, you're getting the situation of vacant houses where they are becoming not only an eyesore, but health hazards and hazards for the children, and they're burning them to get rid of them in this manner. They want them torn down and out of there and this is another reason. On automobiles, in particular, they can't make the payments, so they burn the cars to collect insurance to get out from under. It's much more prevalent today than it ever was since I've been on and it's for a number of these reasons.

K: Have the benefits of firemen improved on an equal footing with other occupations over the years?

Q: They generally lag behind, naturally, because we're not a profit-and-loss type of organization. The income for the city is limited. When you're running a business, you can raise the prices and pass it on to the consumer and pay your employees more. It's difficult for the city to do this, and it tends to make the civil service employees lag behind, although they have been attempting to keep in

step with the general trends of the public. It does seem to fall when you get inflationary spirals. In a city such as Youngstown, which is not growing, but decaying, there are less people staying here than there were thirty or forty years ago, so there is less of a tax base for them to get money from. In some cities where the town is expanding, they're on the other foot and they have money to take care of these things. In Youngstown, unfortunately, we're in a situation where the tax base and the revenues coming into the city seem to be on the decline and the needs for the services seem to be increasing. It seems to get rather binding sometimes.

K: Do you feel, drawing upon your experience as a fireman, that the four-man staff at a station per shift is adequate?

Q: Generally, yes. Now the four-man staff on the truck is adequate, but four men assigned to a house is not four men to a truck, because you have vacation periods, sickness, various things to deplete the force. If we don't have any fires, you don't need anybody at the station, or maybe one person to answer the phone, but when a fire occurs, that's when you need people. In those first five minutes of setting up operations at a fire, it's absolutely essential that we have enough men to do the job adequately. One or two men responding on a truck cannot put heavy appliances and heavy duty equipment into use; it takes more men than this. After you once get things arranged and get it under control you don't need all those men, but to get the thing into operation, yes, four men can do. For example, five men on the truck can do more than two three-men crews coming in with two trucks. They're better organized, they're better unified, they know how they're working, one man is giving them all orders, rather than splitting the commands. There are various reasons for this, but it's been proven time and again in the service, that the more men on the job, the more efficiently the operation goes, up to a given point, of course.

K: What goes through a fireman's mind when the alarm sounds? As you put more years in the service as a fireman, do you ever lose that feeling of anxiety that the bell is about to ring?

Q: No, not really, I guess. There is a certain frequency of fire response that we've become indoctrinated with, and if you get beyond what your body tells you should be an alarm every certain number of hours or minutes, or days, you get a little anxious. You think it has to happen, it has got to come, and you get a little anxiety feeling, you

probably never lose this. You try to as you go through the years, you become more accustomed to it, you probably don't get as up tight as when you're first on, but I think the anxiety always stays.

K: Drawing upon your experience, do you have any observations or suggestions that you could make in firefighting or in the operation of the house, or just in the general operation of the fire department?

Q: Oh, my, that would cover volumes! If the men can get into the habit of working just like it's another job, and go about it like anybody else would go about their job, not in that state of hypertension, they'd do much better work and it would be safer for them. I don't know what other advice I'd give. The more knowledge you have about the job, the better you're able to cope with things. There's no question that schooling and training is absolutely vital to compete with the fire problem. The things that are burning are changing, the methods that they have to be attacked with are changing, and you have to be up to date on this. During an emergency there is no time to be bluffing your way through, particularly if you have men assigned to your care. If you're bluffing, you're risking their lives. There's no substitute for a good knowledge of what is needed and what has to be done in a given situation. It's very vital. That's roughly what I think is best to prescribe.

K: Do you want to make any closing comments?

Q: No, I think that generally covers it.

K: Thank you very much for a very interesting interview.

END OF INTERVIEW