

Winter 2009-2010 Issue

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2010.... Vision and Focus



FAMA FLYER

A Publication of Fire Apparatus Manufacturers' Association, Inc.

|| President's Message



– by Peter Darley

As I write this article, it is this time of the year when companies reflect on their progress for the year, and a time when companies revisit their goals and strategies for the years ahead. It is the same for FAMA as an association and this year's board has its work cut out as there is much we plan to accomplish. For 2010, we have a great board and by design we have great committee

chairs and committee members upon whom we will rely to focus on the right initiatives so we end up with the intended results.

We all know that the world is getting smaller with an increasing integration of economies and societies around the world. Many of the world's first responders want to know what our organization is up to and where we are going. That is actually a common question that the FAMA board often ponders, and it is a question that is more difficult to answer than you might think.

A good part of the world's first responders look to and rely on FAMA and its member companies to be doing the right things. Interschutz is always a good place to see and to be seen, and it sounds like we will have a strong showing from many member companies. While we won't have the presence there that our European counterparts will have, those member companies attending have a lot to be proud about, and in general, we will continue to be known as leaders for apparatus technology.

As an association, we have and will continue to add value to our members and to our members' customers – that's why we exist. As George Szykiel often reminded us, "we need to work together to create a rising tide to lift all boats." Right now that seems to be a tall order, but that is what we will continue to be all about.

In 2010, our customers at home in North America are expecting to see increasing pressure from federal, state and local budget cuts. It is our job to provide good information, technology and value to them to help with their jobs. As we answer the call, then we will help them answer the call, and that should make us feel good about what we do.

Thank you to all who helped FAMA with our many successes in 2009, and to those who will help us succeed as an association in 2010.

2010 FAMA BOARD OF DIRECTORS



President

Peter Darley
W.S. Darley & Company
Tel: (708) 345-8050
Email: peterdarley@darley.com
Board Liaison to: Technical, Trade Show Advisory



Vice President

Grady North
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Tel: (469) 484-4321
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Board Liaison to: Bylaws, Meeting Planning



Treasurer

Greg Kozey
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Tel: (860) 963-3377
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Board Liaison to: GAC, Statistics



Secretary

Harold Boer
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Tel: (605) 543-5591
Email: haboer@rosenbaueramerica.com
Board Liaison to: Internet, Marketing



Past President

John E. Szykiel
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Tel: (517) 543-6400
Email: jeszyki@spartanmotors.com
Board Liaison to: Long Range Planning, Nominating



Sr. Director-at-Large

Bruce Whitehouse
AMDOR, Inc.
Tel: (905) 333-6745
Email: bruce@amdor.com
Board Liaison to: Membership



Jr. Director-at-Large

Jan Polka
Realwheels Corporation Inc.
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Email: jpolka@realwheels.com
Board Liaison to: Education

FAMA Professional Resources:



Administrator

Karen Burnham
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Email: info@fama.org



Governmental Affairs Consultant

David Gatton
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Legal Counsel

Jim Juneau
Tel: (972) 523-1011
Email: jjuneau@juneauboll.com



Travel Planner

Bob Grimaldi
Tel: (904) 495-5055
Email: bobg@rometravel.com

REMARKS OF THE PAST PRESIDENT

– by John Szykiel

While the Holiday Season is over, we still have a lot to be thankful for as we move into 2010.



- An industry that performed extremely well in the most difficult economic times since the Great Depression.
- An industry with great opportunity, as there is a call for help every 1.25 seconds. What we do matters!
- The FAMA theme will move from “Safe Trucks Save Lives” to “Answering the Call.” Phil Gerace and the marketing committee did a great job on this.
- As an association, FAMA experienced growth and is financially sound.
- We hosted two great membership meetings this year. My compliments to Bob Grimaldi and to all who participated.
- We can look forward to great meeting sites at great rates in the future. Outside of great programs, we are focused on each location being a “Wow,” one where membership can’t wait to get there and figure out how to stay longer, all at an attractive price.
- The results of the Education Committee survey will be shared at the 2010 Spring Meeting.
- We are entering 2010 with a strategy and a structure. The board and committee members have a process to follow and the 2010 initiatives have been identified.
- 136 visits at “Day on the Hill.”

Even with all that we have to be thankful for, there are some challenges that lie ahead:

- **Time management.** As committees become more effective, they tend to set stretch targets, and we still have our “day jobs” to attend to.
- **Uncertain economy, funding.** Our industry’s excellence has created the perception that everything is great and that fire departments do not need state or federal funding and assistance. Wrong!
- **The price of vehicles is rising.** Some of the costs are under control but some are not. Regardless, this is not a good situation.
- **Our alliance with partners – FEMSA, CFSI, IAAI, IAFC, IAFF, ICC, NVFC, NFFF, and NFPA.** While these relations are improving, they must become stronger.

These challenges are also good, as they will make us a better organization. As Frederick Douglas said, “If there is not struggle, there is no progress.”

As I transition out of my role as President, I just want to say that serving within FAMA has changed me more than I ever imagined. The people within the association are great, and they care. The desire to serve has nothing to do with profits; it is just the right thing to do. My loyalty and dedication to the association have grown. Plus, Joni got a great set of earrings out of it, and I have learned to think a little more before I speak.

I am at your service today and tomorrow, and now we are on to Peter.

WELCOME NEW MEMBERS

Apparatus Equipment & Service, Inc.

Bill Arbus, President-General Manager
2015 S. Milestone
Salt Lake City, UT 84104
Tel: (801) 886-0600
Fax: (801) 886-0615
Email: barbus@apparatus-es.com
Web: www.apparatus-es.com
Manufacturer of fire apparatus and rescue vehicles

Carl Thibault Fire Trucks, Inc.

Mathieu Gelinas
Sales & Market Development
38 Thibault, PO Box 540
Pierreville, Quebec J0G 1J0 Canada
Tel: (450) 568-7020
Fax: (450) 568-3049
Email: mgelinas@thibaultfiretrucks.com
Web: www.thibaultfiretrucks.com
Manufacturer of fire apparatus and rescue vehicles

Brand FX Body Company

Robin Walker
Buyer/Shipping/Receiving Facilitator
4995 Keller Haslet Road
Keller, TX 76244
Tel: (817) 490-7877
Fax: (817) 490-9606
Email: rwalker@brandfxbody.com
Web: www.brandfxbody.com
Manufacturer of fire apparatus and rescue vehicles

Phenix Enterprises, Inc.

Paul Albertini, Operations Manager
1785 Mount Vernon Avenue
Pomona, CA 91768
Tel: (909) 469-0411, x302
Fax: (909) 469-1064
Email: paul@phenixent.com
Web: www.phenixent.com
Manufacturer of fire apparatus and rescue vehicles

WHY MEASURE: “What gets measured, gets done”

– by Mike Henning

- It is a people motivator that serves to recognize achievement, build self-esteem and confidence
- Measuring can be a reality check that gives us the ability to shift actions to produce desirable results.
- Measure the Lag or end result that you desire to achieve. The Lead or activities that produce the end result. Indicator or the weekly planner and planning time.
- If you complete 85% of your objectives, you will achieve your goals. You only need to be 85% effective to achieve the top 20% of your task to reach excellence.
- Accountability is not a consequence – it’s ownership! We hold ourselves accountable, not someone else.
- The burden/challenge to execute remains yours until you give it away. Only you can hold yourself accountable to make good on commitments and self-promises. It’s about freedoms and choices!
- Commitment is a personal promise that you make with yourself. It is a conscious decision to take specific action or non-action to create a desired result. It is not a question of “if” but of “how.” The four keys to successful commitment are:
 - Have a strong desire;
 - Have clear actions;
 - Count the costs and the sacrifices;
 - Act on commitment, not on feelings.

|| NOTICE OF 2010 SPRING MEMBERSHIP MEETING

DATE: December 18, 2009
TO: All FAMA Members

FAMA is pleased to present the following informational package to you in connection with FAMA's 2010 Spring Meeting:

Pursuant to Section 5.3 of the bylaws of the Fire Apparatus Manufacturers' Association (FAMA), notice is hereby given that a meeting of the FAMA general membership will be held

March 21-25, 2010

The Westin Resort
245 Front Street
Key West, FL 33040



The spring meeting content will offer informative presentations on NFPA updates and 2010 engine emissions, among others. Our prospective speaker has an extensive fire service background with a presentation that will educate and inspire. There will be interactive break-out sessions for information exchange with industry experts. Mark your calendar now, and remember the format includes a Sunday arrival, with committee and board meetings on Monday, and the business meeting including committee presentations, guest speaker and break-out sessions on Tuesday and Wednesday. It is important that you arrive on Sunday. When you register, you will be asked on what committee you would like to participate. Sunday will be the best opportunity to get involved with discussions that most interest you and your company. As always, there will be invaluable networking with other FAMA members.

The annual FAMA golf tournament will not be held this year at Key West as the facilities and participation at this location have not been congenial with the goals of the members. The golf tournament will be continued next year at San Juan, PR. A group snorkel outing will be available for attendees on Monday afternoon.

REGISTRATION: on-line at www.fama.org – click the spring meeting banner on the home page. (See page 5 for additional registration information.)

**REGISTRATION DEADLINE:
February 5, 2010**

SCHEDULE OF MEETINGS AND FUNCTIONS:

The preliminary schedule of meetings and events follows. Please review it before booking your travel to ensure a full meeting experience.

Committee Meetings – Sunday, March 21st, is reserved for committees to meet. If you are on a committee, your chairperson will be in touch to schedule a time and meeting location. If you are interested in joining a committee, email Karen at info@fama.org.

Welcome Reception – Join us Sunday evening, March 21st, for a Welcome Reception. This is a great opportunity to meet new friends and greet old acquaintances.

Board Meeting – The Board of Directors will meet Monday, March 22nd at 7:00 a.m.

Committee Reports to the Board – Committee Chairs will meet with the Board beginning at 8:30 a.m. on Monday, March 22nd. Chairs will be sent a schedule of meeting times.

Membership Meetings – Tuesday and Wednesday, March 23rd and 24th, from 7:30am to noon. [Details will follow as they are confirmed.]

FAMA Dinner – Tuesday evening, March 23rd at 7:00 p.m. preceded by a reception at 6:00 p.m.

Dress Code – Meetings are casual (shorts are acceptable). Dinner is business casual (no shorts).

Sponsorship Opportunities –

The following sponsorship opportunities are available to all members on a first-come, first-served basis. (Contact Karen at info@fama.org.)

- Sunday Welcome Reception - \$5,000
- Spouses Program - \$3,200
- Business Speaker - \$2,500
- Tuesday Coffee Break - \$2,000
- Tuesday Reception (preceding banquet) - \$5,000
- Tuesday Banquet Open Bar - \$2,500
- Wednesday Coffee Break - \$2,000

Sponsor Benefits

- Formal recognition in meeting materials and from podium each day
 - Opportunity to place signage/promotional materials during your sponsored event (*)
 - Exposure to the FAMA membership
 - Build new relationships with potential customers
- (*Sponsors will be recognized from the podium and will be allowed to place banners, literature and promotional materials on the table provided during the sponsored event. Promotional materials must be approved, in advance, by FAMA.)

Periodic updates will be e-mailed to you providing details on the business meetings, a broader interactive member session, as well as other meeting events and hotel/area attractions.

On-line Registration is now available at www.fama.org – (click on the 2010 Spring Meeting banner on the home page). If you do not receive an electronic confirmation within 48 business hours of submitting your on-line

registration, contact Bob Grimaldi directly at bobg@rometravel.com. Your confirmation will include a receipt for your requested booking. In addition, an e-mail broadcast listing registered attendees will be sent periodically. If you registered and do not see your name on the list, contact Bob immediately. These procedures will ensure that everyone is accounted for.

All members are encouraged to book hotel rooms at The Westin Resort through the FAMA room block (see on-line registration form). Our group is guaranteed the best available rate for the dates of our stay at the hotel.

In order to accommodate all member requests and fulfill our room block commitment, registration deadline has been set for February 5th. At that time we must advise the hotel how many sleeping rooms will be required each night of our meeting events.

Meeting Fees, Reservation, Cancellation and Refund Policies

MEETING FEES – No “a la carte” meeting fee schedules are available to members, spouses and/or guests with the exception of children under 11 years of age. Meeting fees may be modified as necessary by the Board on notice to the membership.

RESERVATION POLICY – The association negotiates a special room rate each year. After the date the room block closes, the association rate might not be available and attendees may have to pay the full rack rate. A fixed number of rooms are set aside based on anticipated attendance. Reservations are made on a first-come, first-served basis. If the host hotel sells out, the association will make reservations for you at a hotel nearby, where possible.

CANCELLATION POLICY – If you cancel a reservation after the date the room block closes, there is a minimum one-night cancellation fee. Also, if you check out prior to your original reservation departure date, you will be charged a minimum one-night cancellation fee.

REFUND POLICY – Annual membership meeting fees will not be refunded, but will be credited toward the next annual membership meeting.

Members are reminded that FAMA policies prohibit direct selling during meeting events and in common areas of the hotel where members socialize and network.

If you have any questions, feel free to contact your meeting planners directly or the FAMA office - info@fama.org - Tel: 781-334-2911.

We look forward to seeing you in March in Key West, FL.

Sincerely,
FAMA Meeting Planning Committee

John Swanson, Chair – jswanson@kocheck.com
Mark Albright, Vice Chair – Albright@4guysfire.com
Rod Carringer – rac@tft.com
Ed Dobbs – ejdobbs@spartanchassis.com
Dan Reese – danr@alexisfire.com
Grady North, 2010 VP/Board Liaison – gnorth@crashrescue.com
Bob Grimaldi, Travel Planner – bobg@rometravel.com

PRELIMINARY SCHEDULE OF MEETINGS & EVENTS

Sunday March 21	Arrival
2:00 PM - 11:00 PM	Hospitality Suite Open
	Committee meetings (scheduled by committee chairs)
Noon	Old Timers
6:00 PM - 7:30 PM	Welcome Cocktail Reception (Sunset on the Pier)
	Dinner on your own
Monday March 22	
6:30 AM - 12:00 Noon	Board of Directors Meeting
11:00 AM - 11:00 PM	Hospitality Suite Open
1:00 PM to 4:00 PM	Snorkeling
	Dinner on your own
Tuesday March 23	
7:30 AM - 12 Noon	FAMA General Meeting
10:00 AM	Spouse Program
11:00 AM - 11:00 PM	Hospitality Suite Open (exclusive of dinner hours)
	Afternoon Open
6:00 PM - 7:00 PM	Cocktail reception
7:00 PM	Awards Dinner
Wednesday March 24	
7:30 AM - 12 Noon	FAMA General Meeting
11:00 AM - TBD	Hospitality Suite Open
	Afternoon Open
Thursday March 25	Departure

(as of 12/17/09 - subject to change)

Dear FAMA Members

Welcome to the spring 2010 FAMA meeting in Key West, Florida where the sun is shining and the temperatures are in the 80's. This year's meeting will take place at The Westin Hotel, the same hotel as other years.

Our hotel is located in the best area of Key West. It is directly on the water and within walking distance of all the shops and restaurants. This is a great family resort location. Previous attendees from the 2007 meeting will remember walking to President Truman's summer White House where we had our Farewell dinner set up elegantly on the side yard.

The Key West airport has undergone changes. It has been made bigger and there are more flights in daily. There is no need for a car here. Just walk to cafes, bars, and unique shops. Explore magnificent attractions and significant landmarks at virtually every turn. Key West has the flavor of the Caribbean, the charm of the South and a hint of a European atmosphere.

Please complete the registration form early and on-line to guarantee your reservation at our special FAMA rate.

Do not call the hotel yourself; FAMA has a block of rooms reserved. If you have special room requirements please list them under special needs on the registration form.

Although the deadline of booking is February 5th, there is a possibility we will use our room allotment before that date, therefore, it would be beneficial to book in advance. For more information on the resort, check out this web site at <http://www.westinkeywestresort.com/>

Book your air reservations early to get the best airfares! Our hotel is 10 minutes from the Key West Airport.

Be sure to read the preliminary schedule prior to making your airline reservations as our meeting pattern for this year has changed – arrival is on Sunday, March 21st.

If you have any questions or concerns, please contact Bob Grimaldi. (bobg@rometravel.com) or any member of the meeting planning committee.

Rome Travel Bureau Inc.
413 Wooded Crossing Circle
St. Augustine, Florida 32084
904-495-5055

|| COMMITTEES IN REVIEW

Governmental Affairs Committee (GAC)

– by Mike Power and John Granby, Co-Chairs

[FAMA Committee Members: Ken Creese, George Goros, Scott Hinterleiter, Rick Morgan, Brian Nash (CGC), Greg Kozey (Board Liaison);

FEMSA Committee Members: Bill Latta, Steve Lawrence, Bill Lawson, John McNulty, Mike Natchipolsky, Craig Sharman, Gabriel Steinbach]



Mike Power

The Governmental Affairs Committee in 2009 was active representing our industry and supporting the fire service in Washington – and as a result has improved FAMA and FEMSA's presence and reputation within the fire service community and with federal policymakers. While 2009 presented many challenges – in particular proposals to impose dramatic cuts to the firefighter grant programs – we were able to, with our fire service partners, restore many of the proposed cuts to the program. Thank you to all who placed phone calls and letters to your legislators. The GAC expects to support member companies to build on that success in 2010 – primarily to advocate for strong federal funding in what will be an even more challenging federal budget environment.

Thanks to the many companies that organized Home Days in 2009 – often teaming with other FAMA/FEMSA companies and fire service organizations in your areas – to honor the fire service, host your elected leaders, showcase our businesses and employees, and highlight the critical importance of the federal FIRE Act grant program. We challenge all members to repeat their successful events in 2010 and to plan additional events in what will be a busy election year. These events make a difference to your elected officials!

Mark your calendars for FAMA/FEMSA Spring Hill Day 2010, to take place in Washington, DC in conjunction with the National Fire and Emergency Services Dinner, sponsored by the Congressional Fire Services Institute (CFSI) on April 28-29, 2010. Building on the success of our Washington Hill Day this past October, Spring Hill Day will provide you an opportunity to meet with your Members of Congress just as the 2011 federal budget is being developed, attend CFSI educational seminars and meet fire service customers. Finally, you will have the opportunity to attend the Annual Dinner, which includes over 2,000 attendees from the fire service and federal government leaders, and which in the past has hosted keynote speakers including Vice President Joe Biden, President George W. Bush, President Bill Clinton, President George H.W. Bush, Speaker of the House Nancy Pelosi and Senator John McCain. Stay tuned for more information.

The GAC will also continue to expand its efforts to provide FAMA and FEMSA member companies with useful tools to help you tell the story of our industry's contributions to the fire service and the national economy. Please prepare to respond to a survey that asks all member companies to provide – on a confidential basis – demographic information on the number of jobs provided by our member companies and the locations of major facilities. This



John Granby

survey data will allow us to update our demographic map and other tools we use to tell our story to federal decisionmakers. Spearheaded by our GAC advisor Dave Gatton, we will also continue to provide and improve upon our GAC web tools, including our E-newsletter, E-alerts for breaking news and calls to action, firegrantdata.com, and the information papers available on the GAC website - www.famafemsagac.org.

These are the highlights of the GAC's 2010 agenda. We invite all members to offer your ideas, volunteer your companies for GAC activities, or organize your own federal outreach. Your contributions and consistent contact with your federal legislators are critical to our future success. You can reach us at mpower@oshkoshcorp.com or jgranby@lionapparel.com. [See also, CGC Report at p. 9 of this issue.]

Long Range Planning – by Jerry Halpin, Chair

[Committee Members: Tim Dean, Wilson Jones, Grady North, Jan Polka, Bruce Whitehouse, and John Szykiel (Board Liaison)]



Jerry Halpin

In preparation for long range planning of FAMA in 2010, this committee will break up into two work groups. One group will take a “narrow focus” and the other a “broad focus” of the following topics:

- Visualize FAMA three years out
- FAMA three year strategic plan – objectives and initiatives
- FAMA financial structure three years out
- FAMA investment strategy

The work groups will meet as a committee in January merging their refined outlines for presentation to the Board for review, discussion and selection of the preferred focus.

Marketing – by Phil Gerace, Chair

[Committee: Vice Chair – John Lund; Members Drew Sutphen, Dave Durstine, John Weber, Steve Cole, and Harold Boer (Board Liaison)]



Phil Gerace

In preparation for 2010, the Marketing Committee was assigned the task of updating the current FAMA slogan: Safe Trucks Save Lives. I really like that slogan because it is succinct and powerful. However, FAMA is more than safety; it is research, technology, networking, education, legislation and more. In reality, FAMA has to respond on a variety of fronts for both its members and the greater fire service. While it is difficult to sum up everything FAMA does in four words or less, we can state that FAMA is both ready and dedicated to “answering the call” when those needs arise. Our next task will be to coordinate that statement with our website, literature, and tradeshow presence.

|| COMMITTEES IN REVIEW

The balance of 2010 will be spent on working with the FEMSA marketing committee, other FAMA committees and the FAMA Board to develop a simple set of guidelines to allow for regular press releases and communications to the fire service. In addition, we'd like to work more closely with FAMA committees to let them know we're happy to help them format their communications in a way that's consistent with the look and goals of the Association.

Meeting Planning – by John Swanson

[Committee Vice Chair: Mark Albright; Members: Rod Carringer, Ed Dobbs, Dan Reese; Grady North, VP/Board Liaison; Meeting Planner: Bob Grimaldi]



John Swanson

The 2009 fall joint FAMA/FEMSA meeting was one of the most productive meetings we have had in Washington DC. Thanks again to the GAC for setting up over 130 appointments for our members to meet with their legislators and staffers on Capitol Hill, and to FEMSA for their organization of the speaker programs. [Those programs are highlighted in a separate article in this newsletter.]

Spring 2010 in Key West will offer informative presentations on NFPA updates and 2010 engine emissions, among others. Our prospective speaker has an extensive fire service background with a presentation that will educate and inspire us. Mark your calendar now for the 2010 spring meeting March 21 – 25. Remember the format for that event includes a Sunday arrival, with committee and board meetings on Sunday and Monday, and the business meeting including committee presentations on Tuesday and Wednesday.

Technical – by Sean Duffy and David Durstine, Co-Chairs

[Subcommittee Chairs: Jim Salmi (Aerial/Quint), Grady North (ARFF), Keith Purdy (Body), Roger Lackore (Chassis), John Doperalski (Low Volt Electrical), Will Leach (Hi Volt Electrical), Jeff Darley (Foam), Doug Miller (Pumps/Plumbing), and Peter Darley (Board Liaison)]



Sean Duffy

The FAMA Technical Committee has developed an ambitious agenda for 2010, specifically designed to improve communications and a greater level of participation among all committee members.

Co-chairs Duffy and Durstine will implement a quarterly committee e-Newsletter as a means to improve communications to the committee's membership. With only two annual meetings as our current venue, it is felt the committee's work may sometimes lose its perspective because of our limited meeting times. This quarterly newsletter calls for participation from



David Durstine

each of the subcommittees, which we hope will maintain a more open line of communications to all members, as well as a better flow of ideas.

The committee right now is seeking 2 to 3 members to form an ad hoc group to develop viable alternatives to holding our meetings at times other than the early morning hours before a major trade show. We all recognize that rising at 5 a.m. to attend committee meetings, working a trade show all day and then entertaining clients in the evening makes for a very long day. The idea behind alternative meeting times is to see if we might lessen the physical impact on our membership to ensure they stay sharp and focused during the important "face time" they have with customers during the shows. This idea also carries the potential of developing another participation venue, which would hopefully elevate Technical Committee membership participation overall.

With NFPA having formed a new committee to develop an ambulance standard in place of the existing KKK-1822 standard, we are creating a new Technical subcommittee whose sole focus will be on ambulances. Anyone interested in serving on the ambulance subcommittee is encouraged to e-mail Sean Duffy at sduffy@rosenbaueramerica.com.

Finally, the Technical Committee extends its congratulations to co-chair David Durstine (Akron Brass) on his appointment to the NFPA 1901 committee as FAMA's principal voting member. Co-chair Sean Duffy (Rosenbauer America) will serve as Durstine's alternate.

The Technical Committee is open to all member companies of FAMA and their employees. We encourage you to become involved with the Technical Committee and join us for our next meeting at FDIC 2010 in Indianapolis in April.

[Expect to see the Bylaws, Education, and Internet committees, and NFPA standard reviews in the next issue of the "Flyer".]

Setting the Benchmark for our Future

Education of our youth is the key to keeping America's leadership position in the world. We want and need to keep attracting young, bright people to our industry.



Tom Hudak

This statement was made last year by Tom Hudak, President/CEO of Akron Brass Co. when he approached the FAMA Board asking if his company could sponsor the 2009 FAMA scholarship. Keeping pace with his generosity, Tom has offered to continue that support for 2010.

The FAMA Board of Directors, on behalf of its members, acknowledges Tom and the Akron Brass Company with sincere gratitude for continuing to fund the Scholarship Program which surely will have a positive impact on a future industry leader.

GAC CORNER

"HOME DAY" ... New Hampshire Government Officials Day a Success!



Participants of the First Annual Government Official's Day held at the New Hampshire Fire Academy on October 3, 2009 experienced a live fire drill in an academy's burn building

October 3, 2009, the New Hampshire Department of Safety, Division of Fire Standards and Training and Emergency Medical Services along with several private and public sector sponsors, including FEMSA and FAMA members, hosted the 1st Annual (NH) Government Officials Day. While there were only 30 participants representing 12 communities, the day still was a tremendous success.

The participants who were town selectmen, city aldermen, fire commissioners, town or city managers and their fire chiefs all participated in several very realistic scenarios. First was a demonstration (without fire due to the rain!) by the Bureau of Forest Protection showing the tools, equipment and protective clothing needed by wildland firefighters. There was a hazardous materials mock incident handled by the Capitol Area Hazardous Materials Response Team along with the National Guard's Civil Support Team, who demonstrated the appropriate method of entering a hazardous atmosphere and identifying a product. Next was a mock motor vehicle crash where government officials witnessed the extrication and stabilization of a victim by Rockingham Ambulance and Fire Academy staff. Then, on to see how fire extinguishers and residential sprinklers work in a presentation given by Hampshire Fire Protection and the State Fire Marshal's Office. The last hands-on evolution was entering a burn building wearing full protective clothing and self-contained breathing apparatus to see first-hand what structural firefighters encounter during such fires.

Other aspects that participants from neighboring towns observed were a walk through the New Hampshire Fallen Firefighters' Memorial that was built by New Hampshire Firefighters! They also held a discussion regarding the costs and needs for various emergency response mitigation tools and equipment. Event co-chairs Steve Lawrence, President of New England Emergency Equipment, and Director Richard Mason of the Division of Fire Standards and Training and Emergency Medical Services, acclaimed the day a great success. Already they are planning for a bigger and better Government Official's Day in 2010!

SUCCESSFUL 2009 "HILL DAY" HITS HIGH WATER MARK

– by Dave Gatton, GAC Consultant

Members of FAMA and FEMSA blanketed Capitol Hill on October 8th as a part of 2009 Hill Day, meeting with over 136 Congressional offices on the importance of the fire service and the U.S.-based industry that serves it. The afternoon of meetings culminated in a Hill reception in the Rayburn House Office Building. The event was hosted by FAMA President John Szytkiel and FEMSA President Dan Reese, and attended by Congressional staff members and FAMA/FEMSA member company representatives.

Speaking to over 200 reception attendees in the Rayburn foyer, Mr. Szytkiel told the audience that "we are an industry that helps first responders save lives by protecting and providing them with the necessary equipment and apparatus to do their jobs." "In the end, though, it is not about us," he added, "it is about protecting and serving the public. We can all be proud that we are an industry that plays a critical role in that mission."

Held in conjunction with FAMA and FEMSA's fall meetings in Washington, D.C., Hill Day was organized by the FAMA/FEMSA Government Affairs Committee (GAC). The Committee, co-chaired by Mike Power and John Granby, organized 26 Hill Day teams consisting of both FAMA and FEMSA members. In the span of four hours, these teams held pre-arranged meetings with Congressional members and staff on the importance of the Fire Grants program to the fire service, what types of equipment and apparatus the member companies manufacture, the need to reauthorize and fully fund the Assistance to Fire Grant equipment program, and the important role FAMA and FEMSA companies play in local economies.



GAC CORNER

Teams from Connecticut, New Jersey, Ohio, Florida, and South Carolina, just to name a few, met with key Congressional members who play a leadership role in directing the future of the fire service and federal support for it. By holding so many meetings in a short period, FAMA and FEMSA members were able to raise the visibility of the industry and educate members and staffers on their contributions to the fire service.

Already, this level of communication is having its effect, as FAMA/FEMSA members give us examples of how offices have contacted them for more information on the needs of the fire service and developments in the field.

Without question, the success of Hill Day was made possible by the direct participation of FAMA and FEMSA member companies. Your willingness to take the time, prepare, and educate Congress is invaluable to preserving the Federal-Fire Service partnership.

In 2010 the FAMA/FEMSA Hill Day will be held in conjunction with CFSI's annual National Fire and Emergency Services Dinner and Seminars April 27-29. We hope all those who participated in 2009 Hill Day will plan to join us in April. And for those of you who were unable to participate in 2009, please consider joining us for 2010 Hill Day.

Our challenges in 2009 were several, but because of your hard work, we were able to more than double the Administration's proposed budget number for the Fire Grants program to \$390 million. I expect we will have to work even harder to restore funding for the program to the \$565 million level for FY2011. We will need everyone's participation to make the case that first responders must be properly equipped and funded. And that means making 2010 Hill Day even bigger than our "high water mark" that we achieved in 2009.

We look forward to seeing you in April.

(On a personal note: Thanks to Congresswoman Jo Ann Emerson (MO), co-chair of the Congressional Fire Caucus, for securing the Rayburn House Office Building Foyer for our Hill Day reception. It was much appreciated by all.)

GAC E-NEWS – MEMBERS ... PLEASE TAKE NOTE!

The mission of the GAC is to be the primary vehicle through which FAMA and FEMSA establish and maintain the reputation as a leader and strategic partner to the governmental entities as they relate to emergency services, fire apparatus, and homeland security. That said, the GAC realizes how important it is to keep you informed of relevant issues regarding the fire and emergency response industry. You are strongly encouraged to read the bi-weekly GAC e-Newsletters and alerts each time they are delivered to your inbox. The wealth of information enclosed in these series of e-Newsletters will become a valuable tool and resource for you.

The GAC e-Newsletters were particularly designed to keep you current and up-to-date on pertinent industry information. Therefore, it is to your benefit to take full advantage of the information provided in these publications. Topics of specific interest include grant information, FEMA, NFPA, fire stats, as well as fire events throughout the year, just to name a few.

The GAC and FAMA Board thank you for your continued support. Please do not hesitate to contact us should you have any questions, comments, or concerns regarding any information provided in the GAC e-Newsletters.

CANADIAN GOVERNMENTAL COMMITTEE (CGC)



– by Bruce Whitehouse

Did you know that approximately 600 pieces of fire apparatus are purchased for use in Canada each year? And about 300 of those trucks are built by US manufacturers? That means that about 6% of all fire trucks built in the US are sold in Canada.

The CGC is about to enter into a new phase as it targets the "grass roots" decision makers who provide funding for apparatus and equipment purchases in Canada. Specifically, this means taking the message about the needs of the Fire Service directly to the Administrative Officers at municipalities in Canada.

This message will be supported by an ad insert in *The Forum* – the magazine that specifically highlights the needs and issues facing Canadian municipalities. In addition, a new website will be created to provide additional resource information. So when administrators across Canada ask the question – "Why does my Fire Department need more money?", or "Why do fire trucks cost so much?" – there will be a website that can help answer their questions ... anonymously and at any time of the day or night.

Our publication partners have been a great help to both FAMA and FEMSA causes, but feedback has shown that the decision makers who need to see and hear the message don't read "fire service magazines". Therefore, we need to reach out in a format that is already landing on the appropriate desks.

Although the details are still "a work in progress," stay tuned for more developments as we work to deliver a unique Canadian message to a North American challenge that has a uniquely Canadian twist.

Canadian members of FAMA and FEMSA participated in their own version of Hill Day during the fall membership meetings. During a visit to the Canadian Embassy in Washington, participants learned about some of the background surrounding the "Buy American Provision" and how it isn't being mandated for fire service purchases – it's just that the lack of clarity and guidance has led some people to think it is. A special thanks to Mike Power and John Granby for their help and support in organizing such a well orchestrated and effective time in Washington.

In keeping with the desire to grow awareness and talent across Canada, Brian Nash of Fort Garry Fire Trucks in Winnipeg, Manitoba has taken on the role of CGC Chair for 2010. Special thanks go out to Stephan Thibault of CET Fire Pumps for his leadership during 2009. Stephan isn't going anywhere so we will have the benefit of his experience and insights in the days and years ahead. Also, welcome to Rick Singer who will be joining the CGC as the FEMSA Board liaison.

As an update to one of the side benefits to the apparatus and equipment manufacturers within the CGC, a Canadian Pavilion for Interschutz is now a reality. For those who are going over to Germany in June, stay tuned for more information and opportunities to experience ideas from around the world. Again just one more way members can benefit from being involved.

|| 2009 FALL MEETING RECAP



– by John Swanson and Grady North



The 2009 fall FAMA and FEMSA meetings were the most productive and jam-packed events the associations have held in Washington DC to date. Together, there were 91 FAMA and FEMSA member companies with 141 member representatives present. FAMA was represented by 40 member companies at the business meeting. Hill Day activities were well thought out and organized by the GAC. Teams were grouped by state and coached on what and how to make presentations to Congress. Our GAC advisors prepared hand-outs including an updated 10 key facts of the fire service brochure, 5-year report on how Fire Grant funds were used (broken down for each congressional district), map of where 100,000+ employees of FAMA and FEMSA companies are located, and a hand-out for Assistance to Firefighters Grants. Thanks again to the GAC for setting up over 130 appointments.

At the FAMA membership meeting, the 2010 board slate was approved:

President – Peter Darley
 Vice President – Grady North
 Treasurer – Greg Kozey
 Secretary – Harold Boer
 Past President – John Szykiel
 Sr. Director at Large – Bruce Whitehouse
 Jr. Director at Large – Jan Polka

Various committee reports were presented. Highlights include:

- Bylaws – some updated definitions voted and approved
- Education – objective and outline of an on-line industry survey
- Long Range Planning – organization growth, future of GAC
- Marketing – successful promotion of meeting events and new ad banner



- Meeting Planning – sites for future meetings
 Spring 2010 – Key West, FL
 Fall 2010 – San Antonio, TX
 Spring 2011 – San Juan, PR
- Membership – record number of member companies
- Technical – completed update of the FAMA weight and cube calculator
- Trade Shows Advisory – opening lines of communications with show officials
- NFPA – updates on NFPA 18 and 1500, 1901 process, new look to NFPA 1906

The joint meeting with FEMSA included their “Fire Drill” program where 9 tables were set up and moderated by experts in their respective fields. Attendees selected four topics and were allowed 20 minutes in small group discussions. Among the interesting and diverse topics were NEXUS, Developments in Labor and Employment Law, Blogging, “Four Dumb Ways to Destroy Any Relationship at Work or Home”, Interschutz, Group Purchasing, Facebook & Twitter, Business Insurance Issues, and Things You Should Know About Washington, DC.

On behalf of the IAFC Economic Task Force, Chief Rob Brown offered insight on the latest economic picture for fire and emergency services across the nation. This year’s Buyers’ Roundtable, moderated by Bill Webb of the CFSI, featured fire chiefs from various sizes and types of departments. Panelists included Chief Robert Creecy (Richmond, VA), Chief Jeffrey Johnson (Aloha, OR), Chief Tim Beckett (Kitchener, Ontario), Chief Adam Thiel (Alexandria, VA), Chief Joseph Chornock (Germantown, MD), and Deputy Chief Ronald Gill, Jr. (Washington, DC). Panelists and members had a unique opportunity to engage in Q&A that could have extended had more time been available.



The joint session of the day ended on a high note with Business Speaker and psychologist, Dr Joseph Mancusi. This funny, fast paced, fact-filled talk captured the attention of all members in the audience, and centered around taking one's organization from "existing" to "excelling."

The finale of the meeting events brought together all FAMA and FEMSA members and their guests for a reception and dinner during the annual banquet. Chief Jim Schwartz (Arlington, VA), extended a warm welcome to all for visiting his fine city, and he provided a brief background of his department.

Culminating the evening was the presentation of two awards by the FAMA/FEMSA GAC –

- The Lynn Powell Special Award - to Steve Lawrence, co-founder and past co-chair of the GAC

- The Edward H. McCormack Spirit of Excellence Award – to Bill Webb, CFSI

These gentlemen have worked tirelessly in their own ways to elevate the awareness and needs of first responders and the fire and emergency services industry, and were most deserving of these acclamations.

Next up ... the 2010 FAMA spring membership meeting in Key West which will offer informative presentations on NFPA updates and 2010 engine emissions, among other important topics.

The proposed guest speaker has an extensive fire service background with a presentation that will educate and inspire us. Registration is open online at www.fama.org. We look forward to seeing you in March.

|| INTERSCHUTZ 2010 COMING UP



This is the Hauptbahnhof, the main train station, and the central transportation hub of Leipzig. It is also a mega-shopping mall.



Most signage is in German and English so travel and movement is not a problem.



The best way to get to the fairgrounds from Leipzig and the best way to get around Leipzig too is to use the tram.

– by Bill Kehoe

For those still procrastinating about exhibiting at the largest fire and emergency services show on earth, time is running out to sign up. The USA Pavilion is almost sold out, and space for independent stands (booths) is becoming scarce. You must contact Donna Hyland, INTERSCHUTZ Project Manager, dhyland@hfusa.com immediately to coordinate your exhibit details and space requirements.

For those already signed up, you should have your hotel reservations made via Marie Coleman, mariecole@aol.com for your staff and visitors. There are a limited number of rooms still available. Marie can also book your flight reservations and local ground transportation arrangements, if you desire. There is free shuttle bus service from all hotels to the fairgrounds.

What to expect at INTERSCHUTZ: the show runs from 9am, to 6 pm. daily, 7-12 June 2010, and exhibitors can count on visitors at your stand (booth) for almost the entire time. A rotation of staff is suggested to provide relief and refresh. Handout materials should be in large supply, and can be written in English because more visitors will speak and understand this language. Notwithstanding, multi-lingual staff is provided in the USA Pavilion. Interpreter service (for all exhibitors) can be summoned to your stand, usually in 10 minutes.

Private conference rooms will be available for Pavilion exhibitors to use for contract negotiations and consultations. Unlike any US show, this is an exhibition where serious business is conducted; deals are made and contracts signed--on-the-spot. So, bring your necessary paperwork to get those signatures on the dotted line.

The USA Pavilion provides a complimentary hospitality lounge for its exhibitors, and it is a gathering place to meet colleagues. Refreshments are provided.

Restocking of exhibit materials is provided daily through the facilities of UniGroup Worldwide UTS, and John Harrison. Call on him, as he is the most reliable transportation guy you'll ever find.

There will be an ATM machine available on the fairgrounds. You may want to check with your banking facility on charges for use of this machine. Some fees are very expensive.

Nightlife in and around Leipzig is plentiful. Beer gardens abound. As in the past, everyone finds their perfect spot for dinner and relaxing as the sun sets about 2200 hours(10pm.). Then it's up again for the 9am opening and the day starts all over again.

For visitors accompanying exhibitors, the Leipzig Tourist (Information) Office is across the street from the main train station (Hauptbahnhof). There is much to see within the city, and also from the train station there are day trips that can be taken to Dresden, Berlin and more. Train service throughout Germany is superb.

As we move closer to this event, and recognizing there are several shows in between, if you have questions and need fast answers, call on your INTERSCHUTZ Team--Donna Hyland, Project Manager, dhyland@hfusa.com, Marie Coleman, Hotel Coordinator, mariecole@aol.com, and Bill Kehoe, Project Consultant, kehoefd@aol.com

R & D TAX CREDIT AUDITS WREAKING HAVOC WITH MANUFACTURERS

– by Paradigm Partners

Since 2001, there have been two significant modifications concerning the Research & Development (R&D) Tax Credit. Although very positive, they have elevated the required expertise with regards to the preparation of the supporting documentation, and more importantly, the required expertise in the event of an R&D Audit.

Initially mostly large-cap companies were able to take advantage of the credit due to their ability to invest in an IT infrastructure capable of documenting their activities and hours on a real-time basis. Realizing that a majority of innovation in the U.S. was in fact transpiring from small to mid-size firms, Congress in 2001 liberalized the statutory requirements to enable small and mid-size companies (SMBs) across the country to take advantage of the R&D benefits.

Specifically, the new regulations provided that companies were no longer required to maintain precise timesheets documenting every hour an employee spent conducting qualified R&D activities. Furthermore, the research no longer had to result in a product that was new to the industry; instead, the resulting product or process simply had to be new to the company that developed it.

Due to the relaxation of the strict rules and the broadening of the definition of what it means to perform a qualifying activity in 2001, there has been a flood of claims into the IRS. The IRS has discovered that numerous claims filed by companies themselves or through the help of “engineering” firms have been wholly deficient in their documentation and substantiation of the claims they are making.

This led to the second significant event. In April 2007, the IRS designated the R&D Tax Credit as a “Tier I” audit issue.

Below is the link to the IRS Directive:

<http://www.irs.gov/businesses/article/0,,id=169273,00.html>

The IRS has a separate department now for R&D Tax Credit audits. The department auditors are now comprised of engineers and IP attorneys because of the nature of the R&D Tax Credit “engineering” report requiring knowledge of both engineering and pertinent law.

Before the elevation to a Tier I issue, auditors picked projects they felt did not qualify, asked for additional supporting documentation and then if they still felt the project did not qualify an impasse was reached. The taxpayer had two options; to appeal the decision or accept a “shrink back” where the amount of the credit was reduced by the amount of the credit for that project.

Today, the burden of proof has been entirely shifted to the company filing for the credit. There seems to be a presumed blanket denial and the taxpayer must explain why and how they qualify for every dollar of the credit.

Brian Cameron, EVP of Business Development for Paradigm Partners, relates “Our sales department has spoken to an increasing number of manufacturers that are under R&D Tax Credit audit and we have found that the two main reasons are that the IRS is tightening its belt and that many studies are filed incorrectly due to the studies being conducted by consultants lacking an engineering background.”

Done improperly, these audits can become lengthy and costly. Many companies use their CPAs to perform the studies, and in general, the companies are charged on an hourly basis for audit defense.

Karim Solanji, J.D., a Director with Paradigm Partners relates “The elevation of the R&D Credit to a Tier I issue has dramatically increased our business as a number of firms have turned to Paradigm’s technical expertise to assist in the R&D Audit process. A process with which Paradigm has had much success.”

These new challenges can be traced back to the IRS Audit Technique Guide for the R&D Tax Credit and following Industry Directives.

Saqib Dhanani, Principal, who manages the Production Department at Paradigm Partners relates “In the past, tax preparers used a variety of methods when calculating the research credit. However in our experience through our interactions with the IRS, using any method other than a ‘comprehensive project-by-project approach with an established nexus’ for calculating the credit, is being met with strong opposition by the IRS, and an increased likelihood of losing the credit.”

One of the IRS’s biggest concerns is that the some companies’ “engineering” reports are in fact written by individuals with no engineering or scientific background and that “no nexus” is established between a company’s qualifying expenditures and qualifying activities. Their documentation should directly connect the project to the employee and the estimated time spent on that project to each of the years under engagement. It is the most thorough methodology accepted by the IRS today.

These “engineering” firms have been found to use inadequate approaches and many are not properly staffed with engineers and intellectual property attorneys with engineering backgrounds, both of which are needed to perform a proper study that can withstand any potential IRS Audit. As a result, the credits were “shrunk back” significantly or disallowed completely.

Summary

The landscape has definitely changed over the past few years and the pendulum has swung heavily in favor of manufacturing and technology companies taking their fair share of the R&D Credit but the requirement for proper documentation has become critical.

There is no question that the R&D Tax Credit rewards far out weigh the current elevated risk assuming a company properly documents and substantiates their calculations. With the current rules in place for the R&D Tax Credit, many SMBs have and will continue to take advantage of this lucrative tax incentive. With R&D Studies now being a Tier I Issue, it is even more critical that one selects an engineering firm that will provide a study with all the tax credits to which your company is entitled and displays the confidence to back up those claims by assuming most of the audit risk.

Some guidelines for selecting the proper engineering firm to perform an R&D Tax Credit Study are below:

1) Choose a True Engineering Firm: Ask for the biographies of the individuals on their production staff and determine if each individual involved with your Study is either an intellectual property attorney with an engineering background, or an engineer.

2) Choose a firm that uses a Comprehensive Project-by-Project Approach with an Established Nexus: Determine whether the Company

|| TAX

will utilize a comprehensive project-by-project approach as well as establish a detailed “nexus” of Qualified Research Expenditures to Qualified Research Activities.

3) Choose a Firm that Assumes the Risk: To begin a project, most firms will ask to bill by the hour (sometimes with a cap) or a lump fixed fee. This approach carries too much client side risk because there are too many variables that simply cannot be foreseen at the beginning of the project. Choose a firm that is willing to assume most of that risk and for a nominal fee to answer all of those variables by determining the following:

1. What your credits actually are, per year.
2. What your exact utilization of those credits will be.
3. What your base % is and whether that affects your utilization.

4) Choose a Firm that Includes Audit Review in Their Fee: Since the IRS has elevated R&D Studies to a Tier I issue, there is a greater chance for an audit and the onus is on the taxpayer to substantiate their credits. It is imperative that the consulting firm you choose be willing to accept the risk of an audit should it occur and include the audit review as part of their fee. They would do this only if they felt confident enough that their numbers were correct and their Engineering Report could withstand the scrutiny of the IRS Auditors. Otherwise, you have an open ended situation where you will have to pay that firm or legal counsel on an hourly basis.

5) Choose a Firm that Provides References: Always ask for references and preferably those in your industry.

About the Authors:

The authors are Karim Solanji, J.D, Director, with Paradigm Partners, and Mark Lauber, VP of Marketing at Paradigm Partners. Paradigm Partners is a national tax consulting firm specializing in niche tax services such as the R&D Tax Credit, the IC-DISC, WOTC and Cost Segregation. Mark's email is MLauber@ParadigmLP.com and his phone number is (281) 558-7100 X-105. Our website is www.ParadigmLP.com.

THINKING OF YOU

Dick Young (Performance Advantage) had total replacement surgery on his right shoulder on September 15th. In typical “Dick Young fashion”, he came through the surgery just fine. His shoulder is great and he doesn't suffer any of the joint pain he had been dealing with for years. He is fully recovered and back to work as usual. Dick does not have a computer, but his colleague Jim Everett is wonderful about passing messages along to him (jeverett@pactoolmounts.com). If you'd like to drop him a note, mail to:

Dick Young
Performance Advantage Company
PO Box 306
Lancaster, NY 14086

Harold Boer (Rosenbauer America) underwent successful hip surgery October 27th. He is mending well, and is up and about his business. Your notes and wishes may be sent to:

Harold Boer
Rosenbauer America
100 Third Street
Lyons, SD 57041-0057

MaryJean Waldoch – Through the years, MaryJean has had her ups and downs with health issues. In a recent note from Mike, she is going through a rough patch again. Feel free to drop her a note to let her know you're thinking of her ...

Mrs. MaryJean Waldoch
4124 Bellaire Avenue
White Bear Lake, MN 55110

Jerry & Hazel Spotts (formerly of Churchville Fire) are back at their Florida home for the winter having spent five or six months up north, along with travel to Toronto, Virginia Beach, and other favorite spots. They wish Happy Holidays to all with good health and joy for the coming year. Look to see them in Key West in March for the “Old Timers” annual reunion!



“Answering the Call”

|| "ALL IN THE FAMILY" COLUMN



– by Mike Henning
The Ultimate "Team Building" Experience

We often read in periodicals that employee trust in leadership/owners of private companies is at an all-time-low. These comments are not only directed at public companies, but private and family-owned enterprises as well. My own observations of business over the last 19 years as a family business advisor indicates that due to high-profile scandals such as Enron, Parmalat and Adelphia, it has become popular in the press and on television to follow such cases on a day-to day basis, thus setting the tone for employees in general to distrust their bosses.

Granted, your company employees (or your place of employment) may be an exception to the commonly held thought of mistrusting the so-called "bad" business owner, but, regardless of the situation, improvements can surely be made in ownership and employee relationships. **For example, any survey you read discussing working conditions most desirable for employees indicates that people want to be trained, respected, appreciated, in the know, understand what is expected and have an opportunity for a career. A good work place is said to be where you trust the people you work for, have pride in, and enjoy what you do and the people you work with.**

When you match the value set the good employee/manager is looking for in a work place with the values of the business owning family, which is typically reflected in the company mission, values statement and goals, a powerful business energy is created.

Strategic Planning Builds Trust

The on-the-job business tool to create integrity and trust between owners and employees is strategic business planning. This type of planning is viewed as a process to arrive at business goals and opportunities for the immediate and long-term future of the company. However, I submit that an additional, subliminal outcome equally or more important than goals is one of creating a unified team that is part of the planning process, informed, given responsibility, respected, and prepared to set all-time company records as a team.

Harvey Firestone (of the famous tire company) states, "Planning is trust building, which leads to honesty and integrity, which is the keystone of business." The more participatory the plan is within the vision and mission of the company, the deeper and broader the team will own it. As part of your regular planning process, tie the individual performance appraisal to the measurable objectives of the plan. How you do this is key...

- Leaders need to help everyone understand the vision and mission.
- Leaders and managers need to develop the goals and objectives with employee input.
- The plan needs to be owned and executed by the employees in alignment with goals.
- The achievement of those plans then becomes the basis of reviewing each individual responsible for their plan objectives to the level each had planned for and expected.

Finally, we need to get everyone involved with improving the company by using a question like, "If you had a magic wand, what would you do?" Managers need to *question* their employees with such a tool to get comments and feedback, then gather their ideas, prioritize them and go to work to execute. Get the employees started implementing their own ideas, post a list of "jobs yet to be done," with a timetable for completion. When a job is complete, cross it off the list. Put the list in one or more places so all can see it and make sure to review it at least once per week. Stay on target with persistence, discipline and accountability.

Our experience clearly indicates that matching the business owner's values displayed for all to see within the vision and mission of a business strategic plan, with what employees want from those leaders and the work setting, truly creates a powerful force in the company based upon integrity, respect and trust. This is a power we find in companies who represent the top 20 percent of their industries nationwide.

IN MEMORIAM

FAMA is deeply saddened to report the recent passing of:



C. Peter Jorgensen

[September 25, 2009] - Founding editor and publisher of Fire Apparatus & Emergency Equipment magazine

Waldo Burnham

[October 9, 2009] - Father of Al Burnham (FAMA Honorary Member and former owner of United Plastic Fabricating)

Patricia M. Logan

[October 17, 2009] - Mother of George Logan (E-One)

Dorcas Fix

[November 1, 2009] - Mother of Rick Fix (Fire Research)



Edward R. Lyons, Jr.

[November 10, 2009] - Owner of Ed Lyons Fire Equipment

Angela Gill

[December 9, 2009] - Widow of the late John B Gill (Fire Fighters Tool Company)

Please keep our dearly departed and their families in your thoughts and prayers. May they rest in peace.

MEMBER NEWS

Akron Brass Company

July 20, 2009 – Akron Brass announced today that **Zach Rudy** has joined the company as a District Sales Manager for Texas, Louisiana and Oklahoma. Zach is a recent graduate with a Bachelor of Arts from Muskingum College and is certified as an EMT and Firefighter with five years experience as a Volunteer.



Zach Rudy

cantly to the company's annual growth and has been an asset to his customers through leadership, knowledge and experience of the fire industry.

For the past 14 years, Van Fleet has been active in the technical committee of the Fire Apparatus Manufacturers' Association (FAMA). He holds a Bachelor's degree in Business Administration from Western Illinois University.



Timothy Van Fleet



Sarah O'Connor

August 1, 2009 – Akron Brass Company announced today the promotion of **Sarah O'Connor** to the position of OEM Account Manager. O'Connor has previous experience as an OEM Account Manager and background within the ARFF industry. She will have responsibility for Central and Southern United States. Recently, Sarah served as District Sales Manager for Texas, Oklahoma and Louisiana.

Akron Brass also announced the appointment of **Bill Ballantyne** to Senior OEM Account Manager. Joining Akron Brass in 1987, Ballantyne has held positions in industrial and municipal sales serving the past 10 years as OEM Account Manager. Bill will assume more direct account responsibility and will continue to service his customers at a high level.



Bill Ballantyne

Brand FX Body Company

December 7, 2009 – BFX Fire Apparatus, a division of Brand FX Body Company, has recently acquired a new state-of-the-art 30,000 square foot facility located in close proximity of Brand FX's Corporate office and Dallas-Fort Worth Airport. Among the numerous manufacturing components that give the ability to meet our customer needs, plans are currently underway to renovate an on-site pond into a multipurpose pump test facility that will allow each agency's pump test requirements to be met.

"After considering all the factors, the purchase of this facility just makes sense. It allows us to provide overwhelming support to all of our customers including parts, repair services, general maintenance, training, and testing," states Perry Shatley, Wildland Sales Manager.

BFX Fire Apparatus is a good standing member of NFPA and FAMA and a proud member of the Women's Business National Council.



Barry Matthews

August 17, 2009 – We are pleased to announce **Barry Matthews** has joined Akron Brass as the District Sales Manager for the states of New York, Connecticut, Rhode Island, Massachusetts, Maine, Vermont, and New Hampshire. Matthews is a graduate of Corning Community College with an Associates Degree in Fire Science and also holds numerous certifications in the Fire Service including National Pro Board Certifications for Fire Officer I, Fire Instructor I, and Fire Inspector I. In addition, Matthews is a retired Deputy Fire Chief from the Fairview Fire Department in White Plains, New York.

September 1, 2009 – Akron Brass announced today that **Stephen Birch** has joined the company as Sales Development Manager for the U.K. and Scandinavian fire markets. Birch has extensive experience within the U.K. Fire Service where he has been a Senior Instructor with the Greater Manchester Fire & Rescue. With 30 years in the fire service, Birch is specialized in industrial training and development in pump design, foam and high pressure systems as well as delivering high rise firefighting techniques to other fire brigades.



Stephen Birch

Crimson Fire

December 11, 2009 – Crimson Fire, Inc. has expanded its dealer relationship with EMC.

Based on its success in Arizona, EMC will now sell and service Crimson's full line of custom fire trucks, aerials and rescue vehicles in the states of Illinois and Wisconsin. EMC has nearly two decades of experience in the fire services and emergency-rescue market, as well as expertise working with hospitals, railroad companies, federal agencies and others to provide industry-focused equipment.

E.J. Metals

December 11, 2009 – As part of its continuing efforts to enhance quality and expand its production capabilities, E.J. Metals has named **Nathan Nick** as chief operations manager for the company.

Nick is a longtime fire industry executive with extensive experience in leading operations, "lean" manufacturing programs, engineering, service and quality assurance. Recently, Nick was president and chief operating officer for Seagrave Fire Apparatus LLC. In that role, he was responsible for operations, service, engineering and sales. Nick was instrumental in delivering a multi-million dollar improvement to operating income and led development of Seagrave's dealer advisory council and customer feedback processes to enhance customer-focused product development.

"We're extremely pleased to have Nathan Nick join E.J. Metals to lead our operations. He brings exceptional and comprehensive experience and insight into world-class operations practices. Just as important if the fact that he truly understands the expectations and standards that our fire department custom-

MEMBER NEWS

ers have for apparatus performance, quality and service,” said Kevin Quinn, president of E.J. Metals Inc.

From 1999 to 2007, Nick served as Seagrave’s director of engineering, where he led development of eight new fire apparatus designs and streamlined the order process to ensure accurate product configurations and increase throughput. He also implemented design and process enhancements to improve quality and reduce warranty and service issues after the sale. From 1997 to 1999, Nick was plant manager for Pierce Manufacturing Inc., the nation’s largest fire apparatus manufacturer. There he was responsible for managing the company primary production facility and managing a team of more than 400.

Nicks holds a bachelor of science in mechanical engineering from the University of Wisconsin – Stout. He is also owner and founder of FUZION Engineering, LLC, an engineering consulting firm with a concentration in mobile equipment and technologies.



December 11, 2009 – E.J. Metals has broken ground on a new manufacturing facility and corporate office in New London, Wis. The new facility will feature 20,000 square feet of manufacturing space, offices and a showroom where new fire apparatus will be presented to customers. The facility was designed to optimize production capabilities for the company’s unique line of vehicles and high-pressure firefighting systems.

Kevin Quinn, president of E.J. Metals, said, “Throughout our history, our focus has been on delivering premium-quality apparatus, fabrications and systems to our customers. This new facility will expand our production capabilities significantly and expand the ability of our talented team to serve our civilian and military customers throughout the U.S. and around the world. We also wanted the facility exterior to reflect the importance of what our fire service customers do every day and how seriously we take our responsibilities to them, so we designed it to be reminiscent of a modern fire station.”

The official ground breaking ceremony was held on October 29, and the new facility is scheduled to be completed in late spring 2010.

Elkhart Brass Mfg. Co., Inc.

November 24, 2009 – Elkhart Brass is pleased to announce **Scott Warbritton** has accepted the position of Director of Sales, U.S. Municipal Market. He

will join the executive team based in Elkhart, IN and will be reporting to Dominick Monico, Vice-President of Sales and Business Development. Scott’s new responsibilities will include the development and growth of the domestic municipal sales market.

A 30-year veteran of the fire industry, Scott is well-known for creating innovative win-win solutions and strong dealer networks. He has over 25 years of sales experience at the vice-presidential level, including 20 years with Safety Equipment Company (now part of Fisher Scientific). Most recently, Scott was Vice-President of Sales and Marketing with Complete Environmental Products of Pasadena, Texas.

Over the course of his career, Scott has also continued his professional development through participation in a number of well-known training programs. He earned his B.A. in Public Relations and Marketing from the University of Florida, where he also played football for the Gators.

Elkhart Brass is extremely proud Scott has chosen to be part of our team as we continue to grow to better serve our customers. We believe Scott’s commitment to strong sales teams with an emphasis on exceptional customer service will benefit both our end-users and dealers.

November 24, 2009 - The 2010 International Class A Foam and CAFS Academy in Glendale, Arizona will be sponsored by Elkhart Brass Mfg. Co., Inc., Waterous Worldwide, and Phos-Chek/ICL-PPLP.

The three-day academy, which begins February 18th will be structured to include round-table discussions and hands-on training exercise along four training tracks:

- Basic – for those students new to foam
- Advanced – for students already using foam and with an understanding of the basic principles
- Administrators/Chiefs – for officers and administrators who need to know how to effectively implement and use foam in their departments
- Mechanics – for technicians who service, diagnose and repair systems

“It is our pleasure to join with Waterous and Phos-Chek in sponsoring the 2010 Class A Foam and CAFS Academy,” notes Don Sjolín, Vice-President of Marketing and Strategic Development. “Elkhart has always strongly supported knowledge and training as key to firefighter safety. A training class which combines modern firefighting techniques utilizing foam technology with informational teachings by both manufacturers and users is exactly the kind of event we are honored to promote.”

The full program guide and registration can be found at the various company websites: www.elkhartbrass.com, www.waterousco.com, and www.phoschek.com. Registration deadline is January 31, 2010.

FoamPro

September 15, 2009 – FoamPro is pleased to announce the appointment of Patriae Marketing as Manufacturer’s Representative for Canada. Mark Biernat, President, is well known throughout the region for his excellent service and commitment to the fire service industry.

Patriae Marketing will be working closely with fire apparatus manufacturers, distributors and fire departments. They will be representing FoamPro at numerous tradeshow and offer educational seminars. Patriae Marketing also

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represents Fire Research, Darley, Phoschek, Thuemling, Trident Emergency, and Will-Burt.

In addition, FoamPro is pleased to announce the appointment of Storm Firefighting Support (SFS) as Manufacturer's Representative for the Netherlands, Belgium, Luxembourg, Germany, Austria and Switzerland. Maarten Storm, company principal, is well known throughout the European fire service industry for his commitment and passion for excellence. The experience of the staff totals over 100 years in the fire fighting industry including the municipal, industrial, airport and marine sectors. SFS can be reached 24/7 and is ISO 9001 and VCA certified.

Kochek Company

November 5, 2009 - Kochek Company has appointed **Kurt Volland** to the newly created position of Director of Sales and Marketing. In his new position, Volland will provide a single point of contact between the field sales force and the factory to better anticipate customer needs and increase coordination with the management team and company goals.



Kurt Volland

Volland has degrees from Norwich University and Western State College. He spent the first half of his career as a teacher and coach before moving into sales in 1989. For the past 20 years he has worked in the automotive assembly tools industry, the last 10 as a divisional sales manager in the vehicle and aerospace mechanical assembly industry. Volland lives with his wife, Margaret, in Mystic, Connecticut. His son is a Chief Petty Officer in the US Navy and his daughter attends college.

Plastisol Composites North America

October 22, 2009 - Plastisol Holdings BV has appointed **Keith Purdy** as president of its North American operations reported Rob Walraven, CEO and owner of Plastisol.

"Keith has the right vision and experience to move our organization forward," said Walraven. "He is focused and understands our global vision."

Purdy has over 20 years' experience in apparatus manufacturing.

POK of North America

December 6, 2009 - POK of North America is pleased to announce its new manufacture representatives for the Southeast and Midwest states:

Charles M Allen Co. is covering the Southeast states of AL, AR, GA, FL, KY, LA, MS, NC, SC, TN, VA, and WV.

Fleming Safety Group is covering the Midwest states of ND, SD, MN, IA, WI, IL, IN, MO, NE, and KS.

Also look at the new POK catalog 2010 online at www.pokfire.com.

Pro Poly of America

December 8, 2009 - Pro Poly of America is pleased to introduce the promotion of Nick Dean to Vice President Operations of the Augusta, Wisconsin Division. Nick and his wife Maureen are now settled into their new home near the Pro Poly Wisconsin factory, and are acclimating to their first Christmas

with white powder on the lawn. Nick is filling the shoes of Merv Lemmon who retired from Pro Poly on December 1st following over 10 years of service to the company and fire service industry. Team Pro Poly wishes Merv and his wife Gloria success and happiness in their future endeavors.

Rosenbauer America

October 15, 2009 - Rosenbauer America President and CEO, Harold Boer, announced today that Kaza Fire Equipment of Ebensburg, PA has joined the Rosenbauer organization as its dealer for the central and western Pennsylvania region.

Kaza Fire's territory includes 41 counties in the areas surrounding Pittsburgh, Erie, State College, Carlisle, Williamsport and the western side of the Susquehanna River from Harrisburg.

"With the needs of fire departments in western Pennsylvania changing, it made sense for us to have a full apparatus product line to offer our customers," Kaza said explaining the change to his business focus. "Rosenbauer offers precisely what we need not only to continue growing our company for the long-term, but also to better service our customer base with a high-quality fire apparatus product."

The apparatus division of Kaza Fire Equipment will carry the Rosenbauer product-line into the western Pennsylvania market with a full-time apparatus sales manager, four full-time sales professionals and a roster of certified service technicians.

Spartan Motors

November 19, 2009 - Spartan Motors, Inc. (Nasdaq: SPAR) announced today it has reached an agreement to acquire Utilimaster Corporation from John Hancock Life Insurance Company, a unit of Manulife Financial Corporation, a leading Canadian-based financial services group, in an all-cash transaction valued at approximately \$45 million. Utilimaster is a dominant manufacturer of specialty vehicles made to customer specifications in the delivery and service market, including walk-in vans and hi-cube vans, as well as truck bodies.

Spartan said the acquisition of Utilimaster is expected to add approximately \$105 million in annualized revenues and be slightly dilutive to earnings in the first full year and accretive by year two. Utilimaster has approximately 550 employees and more than 550,000 sq. ft. of manufacturing capacity at its corporate headquarters in Wakarusa, Indiana.

"This acquisition represents a major strategic step forward to diversify our revenue stream into new end markets that offer growth potential and are not directly dependent on government funding or consumer spending," said John Szykiel, president and CEO of Spartan Motors. "The two companies share similar cultures, a focus on premium products and innovation, and management depth that make this an ideal fit. We also gain entry into the North American delivery and service market, add fabrication and vehicle body expertise, benefit from Utilimaster's strong brand, market share position and blue-chip customer base, and create opportunities to leverage future Spartan chassis growth."

Under the terms of the purchase agreement, Spartan will pay \$50 million in cash, less a net working capital adjustment. In addition, Spartan has agreed to pay contingent earn-out payments of up to \$7 million based primarily on the

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Utilimaster operation exceeding revenue milestones. The acquisition will be financed with a combination of cash and debt with an expected closing date for the transaction of November 30, 2009, subject to the fulfillment of customary closing conditions. Spartan had approximately \$48 million in cash and cash equivalents and an additional \$50 million in availability under its line of credit as of October 30, 2009.

December 11, 2009 - Spartan Establishes Market Teams - In a move that will align resources, improve efficiency and reduce waste, Spartan Motors has established market teams to concentrate on the emergency response market, emergency response chassis and other key markets.

This new approach will allow market teams to focus on what they do best – deliver innovative products and services that exceed the expectations of customers and end users. Changing to a market focus will enable each team to think both globally and strategically about the current and future needs of that market, while still focusing on providing quality products and services on

a day-to-day basis. Each market team will have dedicated support, including engineering, focused exclusively on that particular market.

Dave Reid, senior vice president, will lead the emergency response market team, which consists of Crimson Fire, Crimson Fire Aerials and Road Rescue. He will continue to work closely Jim Salmi, Kevin Crump and other executives at Crimson and Road Rescue.

Ed Dobbs, senior vice president, will lead the emergency response chassis team at Spartan, which will focus exclusively on developing platforms for fire apparatus, ambulances and other response vehicles.

"This new structure will allow us to improve our responsiveness to customers," said Tom Gorman, chief operating officer of SMI. "We will be able to introduce new products and increase the speed and agility with which we bring those products from the drawing board to the market. The market team structure ensures that we have the right resources in place that live, eat and breathe emergency response. Quality will improve and waste will be reduced."

Thanks to Fire Engineering

Fire Engineering
FOUNDED THE FIRE SERVICE FOR 125 YEARS



Lyle Hoyt
Senior Vice President



Eric Schlett
Vice President—Fire Group



Chad Wimmer
Magazine Team Leader

The FAMA Board and Membership gratefully acknowledge the generosity of *Fire Engineering* management and staff for the design and printing of the *Flyer*.

2010 FIRE SERVICE EVENTS CALENDAR

Show/Meeting/Contact	Date/Phone	Place
FDSOA Apparatus Specification/Maintenance Sym. Contact: Mary McCormack at FDSOA 508-881-3114	Jan 17-20	Orlando, FL
Fire Rescue East	Jan 22-23	Daytona Beach, FL
Southwest CAFS Seminar	Feb 11-14	Rosenberg, TX
Industrial Fire World	Feb 22-26	Baton Rouge, LA
Firehouse World Contact: Mary Velline 800-827-8009	Feb 28-Mar 4 (Ex. Mar 2-4)	San Diego, CA
EMS Today Conf. & Expo 800-875-7556	Mar 2-6	Baltimore, MD
FAMA Spring Meeting	Mar 21-25	Key West, FL
IAFC Wildland Urban Interface 703/273-0911	Mar 28-Apr 1	Reno, NV
Station Style Conference by Fire Chief Magazine	Apr 10-13	Kansas City, MO
Saskatchewan Fire Chiefs	Apr 15-17	Regina, SA
FDIC - Fire Department Instructors Conference Contact: Lila or Nanci at Fire Engineering 888-TEL-FDIC	Apr 19-24 (Exhibits 22-24)	Indianapolis, IN
FAMA Tech. Comm.	Apr 23	Indianapolis, IN
CFSI Fire Caucus Dinner	Apr 28-29	Washington, DC
Midwest Hazardous Materials Response Conf	Apr 30 -May 1	Northbrook (IL)
Ontario Fire Chiefs	May 1-5	Toronto, ONT
IAFC Fire-Rescue Med Conference	May 1-5	Las Vegas, NV
IAFC Eastern Division	May 13-15	York, PA
Metro Chiefs	May 14-20	Memphis, TN
Northwest Fire Rescue Expo.	May 14-15	Portland, OR
IAFC Hazmat Response Teams Conf. 703-273-0911	May 19-23	Baltimore, MD
Penna. Fire Expo Tina Alexander at 717-464-3291	May 21-23	Harrisburg, PA
Quebec Fire Chiefs	May 22-25	Quebec City, QUE
Health, Fitness and Safety Symposium (Phoenix FD)	May 26-28	Phoenix, AZ
British Columbia Fire Chiefs	Jun 6-10	Penticton, BC
INTERSCHUTZ 2010,	Jun 7-12	Leipzig, Germany
NFPA World Safety Conference	Jun 7-10	Las Vegas, NV
Fire 2010 (New York Fire Chiefs) 703-934-4700	Jun 9-12	Verona, NY
Manitoba Fire Chiefs	Jun 10-12	Winnipeg, MB
Alberta Fire Chiefs	Jun 19-23	Edmonton, ALB
IAFC Southeastern Division	Jun 24-26	Louisville, KY
New England Fire-Rescue/IAFC N. E. Division	Jun 25-27	W. Springfield, MA
Maritimes Fire Chiefs Conf.	Jul 4-7	Yarmouth, NS

Continued on back cover

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DEADLINE SPRING/SUMMER ISSUE:
April 25, 2010
(release: June 2010)



FAMA FLYER

A Publication of Fire Apparatus Manufacturers' Association, Inc.

2010 FIRE SERVICE EVENTS CALENDAR (continued)

Show/Meeting/Contact	Date/Phone	Place
IAFC Missouri Valley Division	Jul 7-9	Colorado Springs, CO
Firehouse Expo: Contact: Mary Velline, 800-827-8009	Jul 19-25, (Ex. 22-24)	Baltimore, MD
Texas A & M Municipal School	Jul 25-31	College Station, TX
I-Women Conference	Aug 23-24	Chicago, IL
IAFC Fire-Rescue International Contact: Carrie Abernathy at IAFC 703-273-0911	Aug 24-28 (Ex. 27-28)	Chicago, IL
FAMA Tech Meeting	Aug 28	Chicago, IL
Incident Management Symposium (Phoenix FD)	Sep 8-10	Phoenix, AZ
IAFC Southwestern Div.	Sep TBD	
New Jersey Firefighters	Sep 17-18	Wildwood, NJ
FDSOA Annual Safety Forum,	Sep 19-24,	Orlando, FL.
Fire-Rescue Canada	Sep 19-22	Saint John, NB
Firehouse Central/EMS Mary Velline, 800-827-8009	Sep 27-Oct 1	Dallas, TX
NFFF Memorial Weekend	Oct 1-3	Emmitsburg, MD
Pittsburgh Fire/Rescue & EMS 800-747-5599	Oct 2-4	Pittsburgh, PA
Fall Meeting : FAMA/FEMSA	Oct 6-9	San Antonio, TX
FireShowsReno	Oct 26-27	Reno, NV
F.I.E.R.O. Fire Station Design Symposium	Oct 31-Nov 1-3	Charlotte, NC
IAFC Volunteer & Combination Officers Symposium	Nov 11-14	Clearwater Bch, FL

— CALENDAR UPDATES MAY BE FOUND AT WWW.FAMA.ORG —

For updates or corrections, contact Bob Barraclough at 972-618-1599 or rjbarra@aol.com
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