



Lines & Leads

VOLUME I · ISSUE II · FEBRUARY 2011

THE PRINCE GEORGE'S COUNTY FIRE/EMS DEPARTMENT NEWSLETTER

WE ARE PRINCE GEORGE'S COUNTY

FIRE/EMS DEPARTMENT IMPLEMENTS REORGANIZATION – PHASE 2

On January 24, 2011, Acting Fire Chief Marc Bashoor announced the implementation schedule for Phase 2 of the Department reorganization. The first phase of the Department reorganization involved command staff realignment. In addition to returning to a seven Battalion arrangement, the following office and administrative moves are effective as of January 30, 2011.

Professional Standards and Compliance

The Office of Professional Standards will be renamed the Office of Professional Standards and Compliance (OPSC), placed under the Special Operations Command. The Equal Employment Opportunity (EEO) Officer and Department Disciplinary Coordinator (DDC) positions will be separated, with the EEO Officer reporting directly to the Fire Chief and the DDC reporting to the Special Operations Lieutenant Colonel.

The OPSC will take over responsibility for disciplinary coordination, the General Order program, Compliance Enforcement, and a new Secondary Employment section.

Community Outreach and Legislative Affairs

The Community Outreach office will also take on a portion of Legislative Affairs and will be renamed Community Outreach and Legislative Affairs (COLA). COLA will be a section of the Public Relations office, under the direction of the Public Information Officer, Mark Brady. Staff assignments are being realigned, with support staff to be added as funding allows.

Facilities and Resource Planning

The Research, Planning and Development office will work under the Administrative Services Command and will be renamed the Office of Facilities and Resource Planning (OF&RP). This is a name change only.

Individual Development Program

After careful consideration, including presentations from members of the Manager-In-Training program and conversations/letters of interest from the Administrative Staff Stand-Down, the Fire/EMS Department is implementing an Individual Development Plan (IDP) as part of the Past Performance Appraisal Process. An IDP Coordinator has been appointed, who will work with our staff to identify career training and growth opportunities. The IDP Coordinator will coordinate with individuals to achieve training and education goals.

Phase 3 - Planning

As we work towards improving the Department service delivery, the Work Groups and Task Forces (WG and TF) will be meeting to establish preliminary goals and benchmarks that will be used during Phase 3 implementation.

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EMBRACING CULTURAL DIVERSITY WITHIN THE FIRE/EMS DEPARTMENT

By Acting Battalion Chief Denice Dickens & Captain Yvette McNair

Webster's Dictionary defines diversity as, "the condition of having or being composed of differing elements: variety; especially : the inclusion of different types of people (as people of different races or cultures) in a group or organization". Cultural diversity is a broad term that is not limited to differences in our physical appearances, but includes our psychological and moral foundations, including the way we think, communicate, and interact with others.

As you work hand-in-hand with co-workers mitigating emergency incidents or solving complex challenges, pause for a moment. You will likely observe that the people standing next to you are from a variety of religious faiths, ethnic backgrounds, and hail from other parts of the world. This type of diversity needs to be understood and commonly embraced to ensure a successful organizational culture for our Department.

Every community we serve in Prince George's County is brimming with a multitude of diverse people. Individuals from diverse backgrounds promote cultural values and ethics that some may not be accustomed to. During emergency incidents,

assisting families who suffer a loss can be one of our most challenging feats. What might seem to be an acceptable action to you may be perceived as patently offensive to another. For example, in some cultures direct eye contact can be perceived as disrespectful. In other cultures, the act of touching someone without their stated permission could be a serious violation of their religious practices. The successful navigation of these cultural differences in times of emergency is primarily reliant on a basic understanding and appreciation of the culture of the individual and responding to their needs with sensitivity and compassion.

Cultural Diversity in the Workplace

When most of us define the Prince George's County Fire/EMS Department, we recognize the number and variety of people who complete our workforce. As the global community has expanded, a diverse variety of cultures have entered the American workforce prompting the need for improved intercultural communication. For any

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PRODUCED UNDER THE AUSPICES OF THE PRINCE GEORGE'S COUNTY GOVERNMENT

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PRINCE GEORGE'S HIGHLIGHTS: Our Facilities and Equipment

The Kentland Volunteer Fire Department, Inc., Company 33

By Volunteer Chief 833, Tony Kelleher

The Kentland Volunteer Fire Department (KVFD) was founded in 1951 by Bob Baeschlin and John Wilding when it was decided that there was not adequate fire protection for what was at the time a rural area minutes from Washington, DC. Bob called ten neighbors to his house one night and decided they would start a volunteer fire department to protect their homes. Although each new fire department in Prince George's County, Maryland, gets the proceeding number from the last established department, Bob fought for the # 33 for the department. The number 33 was also Bob's favorite football player, Sammy Baugh, of the Washington Redskins. Baeschlin and fellow volunteer fireman Steve Yuhasz mortgaged their homes to purchase a 1941 World War I surplus Ford pumper from the Silver Hill Fire Department. The engine was kept at Bob's house on East Inwood Street. People would call to report a fire and Bob would crank up the siren to tell all the volunteers in the community there was a call.



The KVFD averaged over 500 calls a year from the beginning and responded to primarily brush fires. Tragically, the original 1941 pumper flipped over en route to one of these calls. As a result, Walter Shea became the first Kentland Volunteer Fireman to be injured in the line of duty. The department raised funding to buy a 1926 American LaFrance pumper from the city of Hyattsville for \$100. It featured a right-hand, chain power drive. Since that day, the Kentland Volunteer Fire Department has followed the simple value of "Always do whatever is necessary to assure you have a fire truck with firefighters ready to do a job on the fireground."

The small town of Kentland grew in the 1950's and the department grew with it. The West Brothers Brick Company donated land on old 76th Avenue, now The Mt. Zion Church on Kent Village Drive, for KVFD to build itself a much-needed station. The department did not have any budget at the time so it relied on donations and newspaper collections to save up the funds to build the first Kentland firehouse. After expending all of their funds on the new firehouse, some of the firefighters of 33 again took mortgages out on their homes to finance the purchase of a new fire engine. The outdated chain driven pumper was replaced with the first brand new pumper: a \$50,000 1953 Seagrave. The rural area continued to flourish, growing into the metropolis it is today. Apartment complexes, townhouses, and multi/single family homes were being constructed in the area bringing a need for even more progress in the fire department. In 1959, The Kentland Volunteer Fire Department opened its current station on Landover Road. By 1987, annual call volume had increased to 4,194 runs.

To address a severe budget restriction in 1995, the Prince George's County Fire Department relocated the four career (day work) personnel from Company 33. Fearing the uncertain future of the department, the volunteer leadership of KVFD developed a staffing plan to assure that the citizens of the surrounding communities would continue to receive adequate emergency response. The leadership knew this would be a difficult task, yet through dedication, heart and a lot of hard work, the plan was carried out as designed. Kentland Volunteer Fire Department is proud that May 26, 2011, will mark the 16th year that Company 33 has been "100% volunteer". During the entire sixteen-year period, Kentland has recorded no understaffed or failed responses from Company 33.

The modern day Company 33 still operates on the same traditions and values of its founders. The team that proudly makes-up the active membership today is dedicated to the community they serve and are among some of the most decorated firefighters in Prince George's County. Their mind set is to be aggressive and skilled in carrying out their duties on emergency incidents. All of their on-duty membership is required to perform practical drills daily as the department's leaders strive to make the core group the best it can be. For more information on the Kentland Volunteer Fire Department, Inc., visit the official website at: www.kentland33.com

"PHASE 2" • CONTINUED FROM PAGE 1

Phase 3 will be a longer, more strategic analysis of our service delivery, which will ultimately include a series of strategic planning sessions with all segments of the Department. Phase 3 implementation will inevitably involve dynamic changes in the way we staff apparatus, instead of stations, independently. Additionally, Phase 3 will likely involve enhancements in delivery of our emergency medical services, with emphasis focused on identifying peak volume staffing plans. Additional information will be forthcoming on both the WG and TF program and the Phase 3 implementation. The following personnel reassignments were announced in conjunction with the implementation of Phase 2. Congratulations to all on their new assignments.

NAME	FROM	TO
Acting Major Corey Smedley	Duty Chief	OFM
Acting Major David Borchardt	OFM	OPSC
Acting Battalion Chief Denice Dickens	DDC/EEO	EOC
Acting Battalion Chief Thelmetria Michaelides	EOC	Homeland Security
Captain Yvette McNair	Office of Fire Marshal	EEO Officer
Captain Mary Crampton	EMS	DDC (Disciplinary)
Community Developer III Karen Hardy	Community Outreach	IDP Coordinator
Administrative Assistant III Jeff Callaway	Community Outreach	COLA
Community Developer II Damu McBride	Community Outreach	Office of Fire Marshal
Community Developer II Teresa Crisman	Community Outreach	COLA
Administrative Assistant II Kova Blake	EOC	Human Resources
Captain Tiffany Forrest	Homeland Security	COLA
Administrative Aide IV Paula Black	SOC	Office of the Fire Chief
Administrative Aide III Diana Fennell	Life Safety Inspections	SOC
Administrative Aide III LaVonne Dawson	Human Resources	Fire/Rescue Operations
Administrative Aide II Xiomara Lozano-Chevez	Office of the Fire Chief	Risk Management
General Clerk IV Williams Hawkins	Logistics & Supply	Office of the Fire Chief

A MESSAGE FROM THE FIRE CHIEF

I am pleased to report that we are on-track to hire 24 personnel on February 28th, with an additional 35 personnel to follow later this Spring. Letters have gone out to all candidates for Career Recruit Class #42 (12 personnel with prior experience) & Class #43 (12 personnel who will receive the entire recruit curriculum). An orientation session is scheduled to be held on Friday February 4, 2011 at the Training Academy in Cheltenham. Congratulations to all of our newest members and I look forward to meeting each of you.

It is no secret that since my appointment on December 6, 2010, I have been out on a lot of calls and visiting a lot of our facilities. Through these visits I have recognized that our Department has some significant issues in need of focus and resolution. I wish for all to understand that we will work to correct these challenges with expedience, yet not always in the order of their discovery.

Through individual conversations with many of you, I can appreciate that some within the Department are looking for instantaneous results to provide resolution for every issue we encounter. All Department personnel must realize that there are some challenges that we face that are not going to be "fixable" on demand. Lasting improvement can never be achieved through reactionary reflex. It requires methodical planning to address our challenges not necessarily in their order of discovery, but rather in the order of importance and the potential to impact our safety, efficiency and ability to better meet our global mission objectives.

I wish to assure each of you that we will fix what we can, when we can. Phase 1 included restructure of the Senior Staff. Phase 2 became effective Sunday, January 30, 2011. This edition of our Newsletter contains a comprehensive overview of the changes outlined in Phase 2. Further details on the reorganization were discussed during the Department Staff Meeting held on January 25, 2011. For the convenience of Department personnel who were unable to attend or listen on the conference line, a full audio recording of the Staff Meeting has been posted on the County intranet and is available from any terminal connected to the County network.

Having listened to and/or responded on a number of incidents in the past seven weeks, I have also witnessed some distressing challenges to achieving successful execution of the Incident Command System on the incident scene.

It seems that we do an awful lot of "talking" fires out. We cannot continue to do that. I have observed significant issues in nearly every part of our ICS implementation, from establishing command, to setting up safety and not waiting

for the Safety Officer to come from one end of the County to the other. To rectify this, I have tasked Lieutenant Colonel Scott Hoglander with development of the necessary processes to improve Safety Officer deployment with the goal of having the Safety Officer on-scene and in place within ten minutes of establishment of command. Lieutenant Colonel Jerry LaMoria has been tasked with providing a comprehensive assessment of our current operating conditions. He will work with our incident commanders to provide recommendations for the necessary improvement to get us back on the proper track.

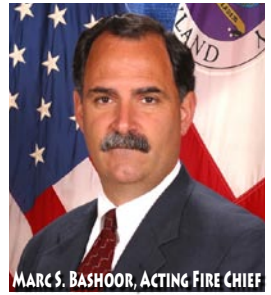
There are also a number of other operational issues we will be addressing in the coming months as we adjust to our new organizational philosophy. One of the most important of these is proper respect for our established Chain of Command. Even though I wish to maintain an "open door" policy with respect to the Office of the Fire Chief, everyone, administrative or operational, needs to understand that there is still a "door", and there is still a Chain of Command. All inquiries should proceed through the proper Chain of Command. I am counting on all personnel to acknowledge and respect that.

The Department will most likely see additional structural changes. Among these will be a concerted effort to promote personnel into all critical vacant positions. During the past three years, there have been 16 promotions made to the level of Major or Lieutenant Colonel with no transparent accountable promotional process in compliance with Personnel Law and the objectives of the Department's Career Development Program. This is clearly an unacceptable practice. While there may be the occasional critical need to fill a position in a non-competitive manner, this must be the exception rather than the rule. A process for identification of candidates for the rank of Major has just been completed. We will soon move forward with the formal promotional process.

In closing, I wish to say that since my appointment as your Acting Fire Chief on December 6, 2010, the outpouring of support and congratulations has been very gratifying and uplifting. It is nearly impossible for me to personally thank each of you in any timely manner for all of the cards, letters, emails, and phone messages. I trust that I will be able to live up to your expectations and lead the Prince George's County Fire/EMS Department to new levels of success. I Thank you.



Marc S. Bashoor, Acting Fire Chief



Volunteer Fire Lieutenant Rutter (Kentland - 833) Released From Burn Unit, Receives Visit from County Executive Baker

On January 15, 2011, Tower Ladder Lieutenant Christopher Rutter was seriously injured, suffering burns to his back when he fell through the first floor stairwell and into a basement while battling a house fire. Miraculously, Rutter was able to self extricate himself to safety. After evaluating his condition on the fire ground, he was transported to the Washington Hospital Center Burn Unit in Washington, D.C. Acting Chief Bashoor visited Rutter in the hospital that afternoon. After undergoing surgery and spending over eight days under strict observation, he was released on January 24, 2011.

Members of the Kentland VFD met Rutter at the Hospital to provide him with a traditional ride back to the Landover Road Engine House aboard Engine 331. After a busy day for Lieutenant Christopher Rutter, he received a surprise visit from Prince George's County Executive Rushern Baker III. Mr. Baker talked to Lieutenant Rutter and thanked him for his dedication to the community and willingness to continue to serve. After their conversation, County Executive Baker wished Lieutenant Rutter well in his long road to recovery.

The Officers and Membership of the Kentland Volunteer Fire Department, Inc., graciously thank everyone that showed their support during this time, especially the Rutter Family, Prince George's County Executive Rushern Baker III, The D.C. Firefighters Burn Foundation, the men and women of the Washington Hospital Center Burn Unit, Acting Fire Chief Marc S. Bashoor and Command Staff of the Prince George's County Fire/EMS Department, the Bladensburg Volunteer Fire Department and Rescue Squad, Inc., The Prince George's County Fire Commission, The Prince George's County Volunteer Fire/Rescue Association, members of the District of Columbia Fire Department, D.C.F.D. Engine Company No. 4/Air Unit No. 1, and anyone else that had a part in caring for our injured member.

Acting Chief Bashoor Honors Pledge to Complete CPAT Course, Issues CPAT Challenge to the Entire Command Staff

By Mark E. Brady, PIO

The job of a firefighter/medic is one of the most physically demanding jobs and requires high levels of cardiopulmonary and muscular endurance. On December 13, 2010, Acting Fire Chief Bashoor visited the site of the Candidates Physical Ability Test (CPAT), a test designed for individuals seeking employment with the Department. This test is physically demanding and requires a high degree of physical fitness. It is intended to ensure successful candidates are of the highest caliber expected by the citizens of Prince George's County who make the significant investment in a firefighter/medics career.

During his visit to the Millersville, Maryland facility, Chief Bashoor, who is not required to participate in CPAT, pledged to complete the course.

On Saturday, January 22, 2011, just five weeks after issuing his personal challenge, Bashoor returned to the CPAT test facility to participate. Bashoor donned a protective helmet along with a vest weighing 75 pounds. The vest is intended to duplicate the weight of a firefighter's personal protective equipment. Bashoor then completed the course, keeping his vow.

Candidates are provided 10 minutes and 20 seconds to complete the course. While taxed from the effort, Bashoor successfully completed the course, just 67 seconds beyond the allotted time. The Fire/EMS Department's Health and Wellness Coordinator Bill Bussing stated, "On the first attempt, it is not unusual for a participant to fail to complete the course or not complete in the prescribed time. This is why we allow the candidates several opportunities to practice the course before the actual qualification test. I was impressed with Fire Chief Bashoor, he did very well for his first time on the course."

Chief Bashoor has pledged to return and complete the course within the allotted 10 minutes and 20 seconds. Additionally, he has issued the challenge for all officers of the Department to join him in completing CPAT to provide an example for the physical fitness of our workforce. Best of luck Chief!



OUR PEOPLE: Above and Beyond the Call of Duty

PGFD Mourns the Passing of Ernest E. Moreland, Past President and Life Member, Capitol Heights VFD

By Volunteer Major James McClelland

Ernest E. Moreland was born September 12, 1918. On December 23, 2010, Ernie died at the age of 92. During these 92 years, Ernie led a fulfilling life, where he made many friends and touched so many lives. He was proud of his family, his service to his community as a volunteer firefighter and his service to his country.

Ernie joined the Capitol Heights Volunteer Fire Department in 1936. He served the department for nearly 75 years in a variety of ways and was a lifetime member. In Ernie's early days in the department he was a driver and active firefighter. In 1959, the largest fire in the history of the Town of Capitol Heights occurred at the September & Ford Lumber Company. Ernie was part of the crew on this incident that lasted for several days. Their heroic efforts saved those homes.

Moreland served as this President of Capitol Heights VFD from 1957 through 1962. He held the office of Treasurer for more than 25 years. After his 1995 term ended, Ernie retired from the Treasurer position and was named Treasurer Emeritus by the department. That same year, Engine 52 was dedicated to Ernest Moreland to honor his commitment and faithful service. In 1997, Moreland was inducted into the Prince George's County Volunteer Fire and Rescue Association's Hall of Fame. He was very humbled by this award and beamed with pride.

Moreland was a Sergeant in the U.S. Army's 106th Infantry Division. His unit saw much action in Europe as they pushed the German Army back to Berlin. Sergeant Moreland and about 6,000 of his fellow infantry men were captured during a fierce battle in Ardennes. This fierce battle is known as the Battle of the Bulge. Moreland spent several months as a prisoner of war in Stalag 9B in Bad Orb, Germany just outside Frankfurt. Stalag 9B was known for its brutal treatment of POW's. Ernie and his fellow POW's were later liberated by allied forces. After receiving medical treatment and a debriefing, Ernie returned home to his family. Ernie received a Purple Heart and a Prisoner of War Medal. Ernie's family still has the Western Union telegram telling them the Ernie was missing in action.

In addition to his fire and military service, Ernie was a dedicated family man. He and his wife Rose raised two daughters, Sheila and Patricia, of which they were both very proud. Ernie also had four grandchildren and seven great grandchildren which he cherished dearly. Ernie was proud of his service to the community as a member of the Capitol Heights Volunteer Fire Department and of his service to his country during World War II. Along the way he made and enjoyed many friendships. We are all thankful to have known him and glad that he called us friends.

The officers and members of the Capitol Heights Volunteer Fire Department are honored to call Ernie our friend. He will be truly missed and can never be replaced. And to Ernie, we say thank you for your faithful service. You have lived a long and good life. It is now time for you to re-join your wife, Rose, as we say so long for now. Until we meet again, rest in peace my friend, you have earned it!



workplace to survive and thrive, this diversity needs to be celebrated and understood.

Research has indicated that promoting cultural diversity in the workplace lowers absenteeism rates, and decreases liability in discrimination lawsuits, that are so prevalent in present times. In short, the act of valuing your employees for their differences - rather than despite their differences - ensures an open forum exists for individual and collective contributions.

Supervisory personnel play a major role in creating an environment that practices, encourages and respects diverse perspectives. One of the tangible benefits for achieving cultural diversity is that it removes barriers to inter-productivity, allowing all work groups to achieve their goals and objectives for the common good. For the Fire/EMS Department, an active recognition and embrace of cultural diversity will prove to be especially beneficial during our frequent community outreach and neighborhood intervention programs.

The Legalities of Cultural Diversity

Historically, cultural diversity in the workplace has been officially enforced through programs such as affirmative action and laws relating to equal employment rights. These programs and laws are designed to protect the rights of the individual. In Prince George's County these laws, as well as a mandated consent degree, have formed the building blocks governing our current EEO policies for the Prince George's County Fire/EMS Department.

It is vital to remember that you as an individual can be sued along with the Department and County Government for violations of our

Equal Employment Opportunity statutes. Take a moment and consider the history of co-workers who have been found liable for acts of discrimination and harassment. The potential stain created by their actions rests not only on them, but reflects on the quality of our Department, as a whole.

Promoting Cultural Diversity in the Workplace

As an individual, employee or manager, you can work to promote cultural diversity in the workplace by first being cognizant of the cultural values of those who work with you. Avoid generalizations and stereotyping, or separating people into subgroups based on culture.

There are several suggestions to confirm the things you say or do are ethically sound:

- 1.) Would you appreciate that comment, or laugh at that joke if it was directed at you or any member of your immediate family?
- 2.) Would you make a potentially unkind comment or laugh at a similar comment made by a co-worker if you were aware your conversation was being recorded?
- 3.) Would you allow your child, parent or spouse to be treated with a similar level of disrespect?

If your answer to any of these statements was "no", that should be a clue that the activity most likely crosses the line defining what is acceptable behavior.

In closing, before you criticize, take time to understand all of the diverse cultural practices and circumstantial influences you may encounter in the performance of your duty. The simple act of fostering communication over presumptions will go a long way in making your workplace truly dynamic and enjoyable for all.

Black History Month - A Cultural Celebration

What we now observe as Black History Month evolved from Negro History Week, an event that originated in 1926 and was established by Carter G. Woodson. Born the son of a slave, Woodson studied in the United States and abroad. He earned his Ph.D. from Harvard University in 1912, and spent his life working to educate all people about the vast contributions made by Blacks throughout history.

The significance of Black History Month, also referred to as National African-American History Month, is to bring awareness to the contributions of African-Americans in the history of our country. In 1976, as part of the nation's bicentennial, Black History week was expanded to Black History Month. The month of February was chosen as the period of observance because it coincides with the birthdays of President Abraham Lincoln and abolitionist Frederick Douglass—two men felt to be greatly influential in the lives of African-Americans. Black History Month is also observed in Canada and the United Kingdom in February and October, respectively.

The celebration of Black History Month presents an awesome opportunity for us to commemorate African-Americans who have changed the world. It would be unconscionable not to mention our legends and heroes who contributed, some even to the death, so that African-Americans and all minorities could drink from the waters of the fountain of "freedom...justice...equality." Thus, we salute Benjamin Banneker, Sojourner Truth, Harriett Jacobs, Alexander Crummell, Harriett Tubman, Ida Wells Barnett, W.E.B. DuBois, Jessie Fauset, Malcolm X, Dr. Martin Luther King, Jr., James Langston Hughes, Eric Holder, Cynthia McKinney, Condoleezza Rice, President Barack Hussein Obama, II, and countless others.

We shall never forget those whose names are indelibly etched in our history and in our hearts. Even so, let us also remember some of our African-American heroes who served before and with us in the Prince George's County Fire/Emergency Medical Services (EMS) Department. We tip our hats to Lemuel Roberts, first African-American Fire Chief; Lawrence Sedgwick, first African-American Fire Chief to come up through the ranks within our Department; Roger Willis (deceased), first African-American male Lieutenant Colonel; Carla Blue, first African-American female Lieutenant Colonel; Darrell Odom, established our Department's EEOC Policy and was the first EEO Officer; Thelmetria "Mimi" Michaelides, first African-American female Bomb Technician; Ernestine "Tina" Fitzgerald, first African-American female Paramedic in Prince George's County, Md., and first African-American female officer in our Department; and Christine Barker, first African-American female manager in our Department..

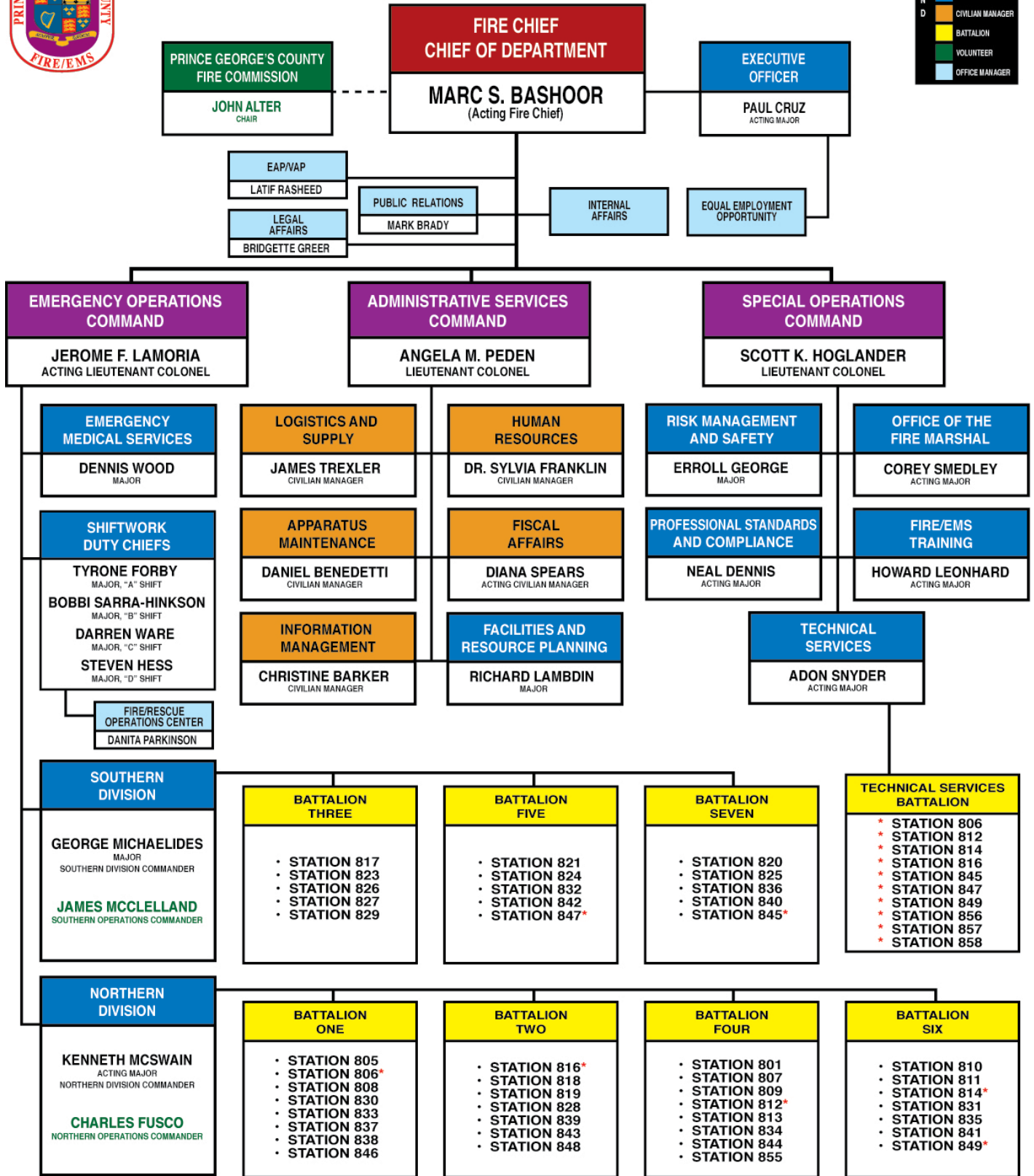
As we celebrate Black History Month, we acknowledge and embrace the accomplishments of our fellow African-Americans who paved the way for us. We will not merely talk of being grateful, but shall demonstrate our gratitude by continuing to build on the foundation they laid.

In accordance with All Sworn, Civilian, and Volunteer Personnel Memo #11-06, below is the revised organizational structure for the Fire/EMS Department effective February 13, 2011.



PRINCE GEORGE'S COUNTY FIRE/EMS DEPARTMENT EXPANDED ORGANIZATIONAL STRUCTURE

EFFECTIVE 0700 HOURS, FEBRUARY 13, 2011



* DENOTES COLLATERAL DUTIES AS PART OF THE TECHNICAL SERVICES BATTALION

BY AUTHORITY OF MARC S. BASHOOR, ACTING FIRE CHIEF