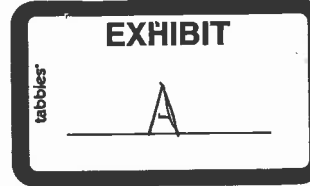




# CONESTOGA-ROVERS & ASSOCIATES



September 11, 2006

Mr. Eric Hansen  
Acting City Manager  
City of Mason  
6000 South Mason-Montgomery Road  
Mason, Ohio 45040

Re: Mason City Fire Department Enhancement Program

Dear Mr. Hansen,

Again, I hope this letter finds you well. Enclosed, please find three copies of Conestoga-Rovers & Associates' unsolicited proposal entitled; "The Development and Implementation of the Mason City Fire Department Enhancement Program." The proposal is designed to provide the City's fire department with facilitation and support that will enhance overall operations, promote efficiencies, and improve safety factors.

It is our hope that you and the City find our proposal acceptable. I plan to follow up with you next week. In the mean time, if you or any of your staff have any questions or desire additional information, please feel free to contact us @ 734 453 5123 or me directly on my mobile @ 301 524 3623.

Respectfully,

David C. Hagerty  
Group Leader  
Emergency Management/Business Continuity

Cc: Kari Geiser, No enclosure  
Chief Ron Ferrell No enclosure  
Honorable Tony Bradburn No enclosure  
Scott Adamowski No enclosure

CONESTOGA-ROVERS & ASSOCIATES, INC.  
14496 SHELDON ROAD  
PLYMOUTH, MICHIGAN 48170



**CONESTOGA-ROVERS  
& ASSOCIATES**

14496 Sheldon Road, Suite #200  
Plymouth, Michigan 48170  
Telephone: (734) 453-5123 Fax: (734) 453-5201  
www.CRAworld.com

**FACSIMILE**

DATE: SEPT. 27, 2006

TO: ERIC HANSEN

REFERENCE No.: 047099

FACSIMILE No.:  
513 229 8511

FROM: DAVID HAGERTY

Total Pages (Including Cover Page) 14

Facsimile is Receiver's Original

Original Will Follow By:

- Mail
- Overnight Courier
- E-mail

**MESSAGE**

ERIC -

PLEASE SEE MAIL FROM ME DATED  
TODAY.

David

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REGISTERED COMPANY FOR  
**ISO 9001**  
ENGINEERING DESIGN



6000 Mason-Montgomery Road  
Mason, OH 45040

September 2006

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# Technical Proposal to the City of Mason

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For

## The Establishment and Implementation of the Mason City Fire Department Enhancement Program

PRESENTED BY:



**CONESTOGA-ROVERS  
& ASSOCIATES**

CONESTOGA-ROVERS & ASSOCIATES, INC.  
14496 SHELDON ROAD  
PLYMOUTH, MICHIGAN 48170  
734 453 5123



Ref. # 047099

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# I. Executive Summary

Conestoga-Rovers & Associates, Inc. (CRA) welcomes the opportunity to present this unsolicited proposal to assist the City of Mason in its development and implementation of the Mason City Fire Department Enhancement Program. The basis for this program is warranted by the City of Mason's continuous growth and recent events that have prompted Mason Leadership to take specific corrective actions, including the development of an enhancement program for the Fire Department.

This Proposal will review existing capabilities, processes, and programs to determine the efficiencies and expectation of the current Fire Department and to identify possible voids. Then, this Proposal will provide the necessary support to adjust or correct the current Department programs to enable a comprehensive and regulated fire department structure. The scope of this undertaking will be divided into the following Phases:

- Phase I Incident Command Boot Camp (Part I)
- Phase II Incident Command Boot Camp (Part II)
- Phase III Position Description Development
- Phase IV Professional Observation & Evaluation Tool

In order to achieve the above undertaking, CRA has established a team of national recognized veteran fire science and management experts that will perform services in accordance with Federal, State, and local - guidelines, recommendations, rules, and regulations. The Mason City Fire Department Enhancement Program will be based on the nationally mandated Incident Management Systems (NIMS) process - a process that is based on emergency management principles including, the Incident Command Systems (ICS).

**Special Note:**

Because the CRA Team members are certified instructors at the U.S. Department of Homeland Security - National Fire Academy, participants of any courses or training conducted under this proposal that meets or exceeds the Academy's requirements will be registered with the National Fire Academy and participants will receive a certificate

## II. Approach

CRA is fully capable of supporting the City of Mason - Fire Department Enhancement Program with regards to planning and process development as described in this Proposal. Our prior and on-going experience with the emergency management field illustrates our capability to provide the described services and will continue to ensure that:

- Currently accepted emergency management practices are reviewed and incorporated into the final deliverables;
- Applicable regulations, guidelines and rules are identified and incorporated into all applicable facets of each deliverable.

CRA proposes a multi-phased technical approach to ensure an efficient and cost effective method of acquiring the necessary information to address the essential aspects of the emergency management processes within the Fire Department. This approach includes data acquisition, data assimilation, and product development.

Due to the on-going and well documented problems within Fire Operations, an intense and rigorous incident command training (A.K.A. Incident Command Boot Camp Part I and Part II) will provide the necessary guidance and skills to properly address, combat, and manage industrial and residential fires under the auspices of the Incident Command System.

During the initial Incident Command Boot Camp (Part I) - the CRA Team will conduct a complete Department-review of all operations, equipment, and personnel to gather essential data/information. This approach is designed to establish a starting point for Department structure, training, and equipment evaluation. This will be followed by Incident Command Boot Camp (Part II) - a series of critical instructional courses that will provide fire department staff with intense - interactive training based on the National Incident Management System (NIMS)

Upon completion of Part I and Part II of the Incident Command Boot Camp, the Department will most likely require some restructuring. To facilitate this effort, the development of a full complement of Position Descriptions for the Fire Department will provide the baseline requirements for each position and identify the necessary criterion for positions advancement.

In support of the position descriptions, a Professional Observation and Evaluation Tool (POET) will be developed. POET is a management tool that establishes acceptable and unacceptable performance standards for each position within the Department.

Based the recommended changes within the Department and some previous bad press, a near-term public relation strategy will be developed. This effort will assess and assist the Department's standing within the publics view, craft response based on new policies, and help organize media events with regards to the fire department.



### III. Statement of Work

CRA will take a coordinated and systematic approach throughout the project to completion. The efforts outlined in this Proposal will integrate existing programs, plans, and policies as well as the City of Mason - long-term goals and objectives. It is critical to the process of this type - for the City Leadership to embrace and support recommended changes or restructuring of the Department. This will ensure proper integration and sustainability of these new and future efforts.

a. Phase I - Incident Boot Camp (Part I)

**Scope**

Part I of the Incident Command Boot Camp will start with a complete review of the Fire Department operations, equipment and personnel utilizing a several different methodologies to determine proper structure and any corrective actions. This will be completed via interviews, Issue questionnaires, job analysis and evaluation of job performances, conduct group problems analysis, and a review of records and reports.

Areas to be addressed include:

- Training
- Moral and Motivation
- Environmental
- Internal and External Influences

The review will provide a better understanding of the problem and/or needs of the Department. Additionally, the following Tasks within the Department will also be included:

- |                                 |                                   |  |
|---------------------------------|-----------------------------------|--|
| • Management and Administration | • Emergency Medical Programs      | • Adherence to NFPA Recommendations    |
| • Current Goals and Objectives  | • Marketing the Emergency Service | • Fire Station Locations and Equipment |
| • Fire Prevention Program       | • Training Program                | • Response Vehicles Fire & EMS         |
| • Operational Plan Review       | • Promotions                      | • Fire Company Staffing                |
| • Fire Systems Knowledge        | • Communication                   | • EMS Staffing                         |
| • Public Education              | • Pre Incident Planning           | • Hiring Process of New Personnel      |

The Review will be followed by three intense training courses that are based on the National Incident Management System. This effort will provide both classroom and tabletop instruction on the use of NIMS as detailed in The NATIONAL RESPONSE PLAN (which includes the requirements for NIMS), FIRESCOPE 420 and National Wildland Coordinating Group manuals on the Incident Command System.

**Task Schedule**

- Review - Two Team Members; Seven Working Days
- First three courses - Two Instructors; a schedule to support 100 participants.



Ref. # 047099

**Deliverables**

Five copies of the "Mason City - Fire Department Review Report", depicting observations and recommendations for improvement within the Department and three initial Incident Command Boot Camp (Part I) Courses:

Priority	Course Title	Hours	Instructors
1	Preparing For Initial Company Operations	20	2
2	Strategy And Tactics For Initial Company Operations	20	2
3	Command And Control Of Incident Operations	40	2

**Courses will be structured to support 100 participants**  
*NFA Certificates will be available for NFA Authorized Courses*

**Client Responsibilities**

Complete access to all personnel, records, and facilities. Review and comment on draft report within five working days of receipt.

b. Phase II Incident Command Boot Camp (Part II)  
**Scope**

The Incident Command Boot Camp Part II will better prepare personnel at all levels in the Mason Fire Department and offer a better understand and utilization of the National Incident Management System (NIMS) for managing all emergency responses. This effort will provide both classroom and tabletop instruction on the use of NIMS as detailed in The NATIONAL RESPONSE PLAN (which includes the requirements for NIMS), FIRESCOPE 420 and National Wildland Coordinating Group manuals on the Incident Command System.

**Methodology**

Courses will be presented to selected levels of The Mason Fire Department on Incident Management team based on each levels responsibility and position, or potential position, to be filled during an emergency response. Courses to be delivered will be those developed and presented at the National Fire Academy (NFA) using qualified NFA instructors/facilitator. The same delivery methodology used at NFDA will be the format for presenting to members of The Mason Fire Department.





Modifications to course delivery will be made to accommodate the training needs of The Mason Fire Department and to ensure understanding and comfort in applying learned concepts. Topics include:

- Leadership and Management of Emergency Scenes
- The Incident Command System
- Command and General Staff Functions
- Command Options Including Single, Unified, Complex and Area Command
- The Command Sequence Cycle
- Command Presence
- Scene Management including;
  - Establishing branches, divisions and groups for scene control
- Resource Driven Decision-Making
- **Naturalistic Decision-Making** as it applies to the fire service
- Emergency Scene Safety
- Pre-Incident Planning and Building Fire Protection Systems

**TARGET AUDIENCE:** The personnel selected to attend each of the courses will be based on the selection criteria identified by NFA criteria and in consultation with the leadership of the Mason Fire Department.

**Deliverables**

<b>Priority</b>	<b>Course Title</b>	<b>Hours</b>	<b>Instructors</b>
4	Command And Control Of Fire Department Operations At Target Hazards	48	2
5	Fire Protection Systems For Incident Commanders	48	2
6	NIMS Incident Command System For The Fire Service	20	2
7	Introduction To Unified Command For Multi-Agency And Catastrophic Incidents	20	2
8	Command And General Staff Functions In The Incident Command System	48	3

*Each Class Size: 24 students Max  
NFA Certificates will be available for NFA Authorized Courses*

*Option 1 – Course Development for 50 Participants*

*Option 2 – Course Development for 75 Participants*

*Option 3 – Course Development for 100 Participants*

Ref. # 047099

**Task Schedule**

Due to the intense rigorous training associated with the Incident Command Boot Camp (Part I and Part II) it is recommended that the courses be provided in two week cycles with one respite week in between. Retention of course materials covered is greatly improved with a cycled schedule.

Example:

Week 1	Command And Control Of Fire Department Operations At Target Hazards
Week 2	Fire Protection Systems For Incident Commanders
Week 3	Respite
Week 4	NIMS Incident Command System For The Fire Service
Week 5	Introduction To Unified Command For Multi-Agency And Catastrophic Incidents
Week 6	Respite

**Execution Schedule**

Priority	Oct 06	Nov 06	Dec 06	Jan 07	FEB 07	Mar 07	Apr 06	Mar 06
1 (100)								
2 (100)								
3 (100)								
4 (24)								
5 (24)								
6 (24)								
7 (24)								
8 (24)								

(XX) = NUMBER OF PARTICIPANTS

**Client Responsibilities**

Classrooms and facilities that will accommodate 24 students and 3 instructors. Authorization for Department personnel to attend.

Additional Invitation:

Public works, City Police, County personnel, Health Systems Personnel, Schools Coordinators, Local Red Cross, Salvation Army, Industry Reps

Additional courses may be added or some courses listed above deleted based on review and input from the leadership of The Mason Fire Department.

**c. Phase III Position Description Development**

**Scope**

Upon completion of the Fire Department Needs Analysis, a compliment of Positions within the Fire Department will be identified. Once approved by the City, detailed position descriptions will be developed for each of position within the re-organized Fire Department.



### **Deliverables**

A complete Fire Department human resource register will be developed. The Mason City Fire Department Position Description Register will include, at a minimum the following for each position:

- Position Title and Rating
- Core Competencies
- Minimum Skill Sets
- Education Requirements
- Operational Certification and Re-Certification Requirements
- Equipment Certification
- Health Requirements

Two hard copies and one electronic copy of Mason City Fire Department Register will be delivered.

### **Client Responsibilities**

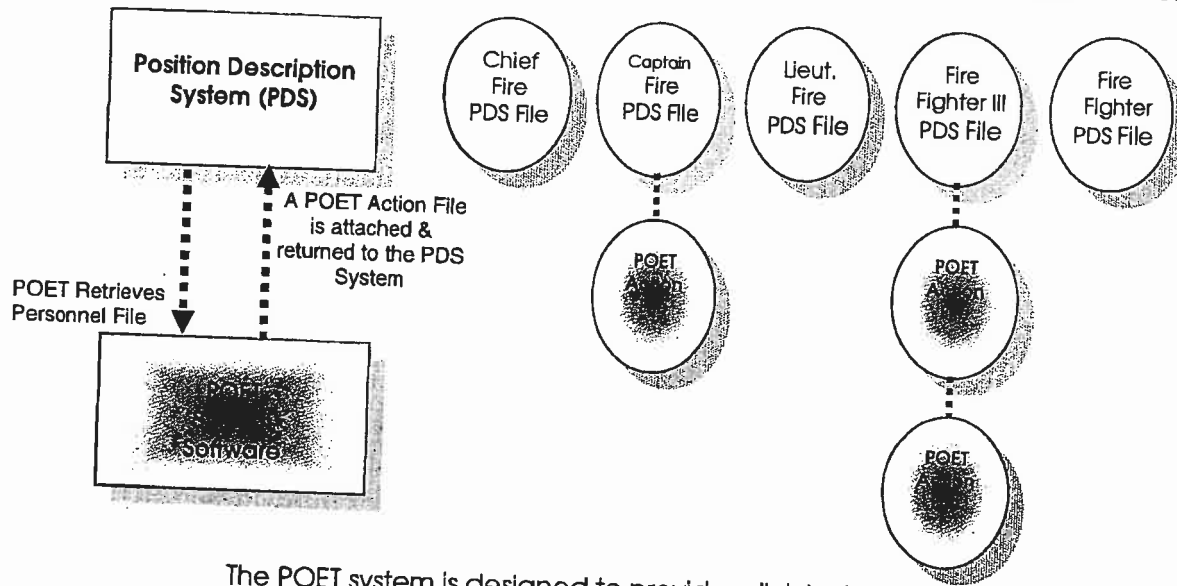
Access to all current position descriptions or human resource records.  
Review and approval of deliverable 10 working days of receipt.

d. Phase IV Professional Observation & Evaluation Tool

#### **Scope**

The Professional Observation & Evaluation Tool (POET) is management tool that integrates with the Fire Department's Position Descriptions and personnel records. This tool will develop, track, and report personnel improvement plans with respect to the job position. The POET system will be capable of:

- Establishing a consistent format for Human Resources tracking
- Provide pre-establish guidelines for Personnel Improvement Plans (PIP's)
- Establish disciplinary actions criteria



The POET system is designed to provide a link between fire department leadership and the City's Human Resource Department.

**Deliverables**

One POET system capable of supporting 100 employees (more are available if needed), developed in Visual Studio .NET and Microsoft SQL Desktop Engine (MSDE), technical support for six months following installation.

**Client Responsibilities**

Access and support from the Human Resource Department to ensure tailoring of the system is conducted in a timely fashion. Access to personnel records for data entry. Review and approval of POET system within 5 working days of installation.



## IV. Staffing

As mentioned earlier, CRA is fully capable of supporting and assisting in the development the City of Mason - Fire Department Enhancement Program. These capabilities include nationally recognized experts with Federal, state, and municipal experience. Our prior and on-going experience within the emergency management and business continuity field illustrates our capabilities.

This experience is enhanced by a select group of exceptionally talented support staff of CRA's Emergency Management & Business Continuity Group. CRA will provide the necessary resources/staffing to support of this proposal. Detailed resumes can be found in Appendix A.



Ref. # 047099

## V. Financial Considerations

- a. Phase I Incident Command Boot Camp (Part I)  
 Five copies of the "Mason City - Fire Department Review Report", and three initial Incident Command Boot Camp (Part I) Courses for 100 participants

Priority	Course Title		
	Department Review and Report		
1	Preparing For Initial Company Operations		
2	Strategy And Tactics For Initial Company Operations		
3	Command And Control Of Incident Operations	24 Participants	\$41,379.34
		100 Participants	\$74,520.99

- b. Phase II Incident Command Boot Camp (Part II)

Priority	Course Title		
4	Command And Control Of Fire Department Operations At Target Hazards		
5	Fire Protection Systems For Incident Commanders		
6	NIMS Incident Command System For The Fire Service		
7	Introduction To Unified Command For Multi-Agency And Catastrophic Incidents		
8	Command And General Staff Functions In The Incident Command System	24 Participants	
		<b>Total</b>	<b>\$59,486.50</b>
Option 1	Incident Command Boot Camp (Part II)	50 Participants	\$94,001.50
Option 2	Incident Command Boot Camp (Part II)	75 Participants	\$142,920.00
Option 3	Incident Command Boot Camp (Part II)	100 Participants	\$195,345.50



- c. Phase III Position Description Development  
Fire Department Position Description Register will be developed in accordance with Departments new organization status  
..... \$15,099.27
- d. Phase IV Professional Development & Evaluation Tool  
One POET system capable of supporting 100 employees (more are available if needed), developed in Visual Studio .NET and Microsoft SQL Desktop Engine (MSDE), technical support for six months following installation.  
..... \$15,437.31

### Consolidation

Phase I	Incident Command Boot Camp (Part I)	\$41,379.34
	100 Participants	\$74,520.99
Phase II	Incident Command Boot Camp (Part II)	\$59,486.50
	Option 1 - 50 Participants	\$ 94,001.50
	Option 2 - 75 Participants	\$142,920.00
	Option 3 - 100 Participants	\$195,345.50
Phase III	Position Description Development	\$ 15,099.27
Phase IV	Professional Development & Evaluation Tool	\$ 15,437.31
	<b>Grand Total:</b>	<b>\$131,401.42</b>

### Full Execution

Phase I	Incident Command Boot Camp (Part I) 100 Participants	\$74,520.99
Phase II	Incident Command Boot Camp (Part II) 100 Participants	\$195,345.50
Phase III	Position Description Development	\$ 15,099.27
Phase IV	Professional Development & Evaluation Tool	\$ 15,437.31
	<b>Grand Total:</b>	<b>\$300,403.07</b>

# Appendix A

Team Resumes



## David C. Hagerty, Project Manager

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David Hagerty is a seasoned project manager and has over 25 years of experience in emergency management and business continuity. He is accustomed to managing large, multifaceted projects, resources and personnel.

### **Conestoga-Rovers & Associates – Emergency Management/Business Continuity**

As the Group Leader for the Emergency Management/Business Continuity Group (EM/BC), David Hagerty provides guidance and management to the Groups 35 staff members and oversees all EM/BC projects. Under Mr. Hagerty's leadership, the EM/BC Group can provide a diverse array of emergency management products and services, including; emergency management plans, policies, and procedures, regulatory compliance, drill and exercise program.

His work experience includes the following:

### **Globaltec Industries, Inc. – President**

Recently merged with Conestoga-Rovers & Associates, Globaltec Industries was an emergency management consulting firm that was dedicated to developing implementing, managing, and maintaining emergency management programs for Fortune 500 companies. David Hagerty provided guidance and leadership within the Company to sustain growth and profitability. Created strategies for all aspects of business operations including, management, legal, financial, marketing, sales, and planning. Managed implementation of specific strategies to ensure milestones and goals are achieved; and see that new technologies are used to streamline day-to-day efficiency.

Developed and implemented a worldwide corporate model for emergency management and business resumption. Assist clients with the coordination and preparation of formal appeals to local and state code enforcement authorities.

### **The White House - Office of Nuclear Safety**

One of two Presidential Appointees assigned to the Department of Energy to assist the Department with the start-up of a new organization. Reported to the Secretary of Energy and White House. Assisted in the creation of the Office of Nuclear Safety, provided confidential and personal assistance to the Directors in matters related to planning, policy formulation, control and coordination of all activities within the Office. Performed special studies and prepared input regarding urgent/sensitive matters of concern/interest to the Director. Attended high-level meetings on behalf of the Director. Identified issues and information pertaining to the Office regarding Congressional, Departmental, and Field activities. Accompanied the Director and other high-level officials on personal appearances to assist with media and policy requests. Oversaw leadership programs for Office staff and managed special projects sensitive to Director, Secretary, and the President.

**University of California**  
**LAWRENCE LIVERMORE NATIONAL LABORATORY**  
**Laboratory Management**

Provided managerial support to the Chemistry and Material Science Department for weapons-supported research program. Managed program for plutonium-silicon thermodynamic research. Primary responsibilities included direct supervision of design engineering and fabrication of new glove-box facility and associated apparatus. Responsible for entire program budget.

Also responsible for responsible for the efficient, safe, and correct operation of major systems and sub-systems, research experiments, apparatus/instrumentation, and experimental facilities; prepared operational safety procedures, specifications, and technical reports and publications; applied knowledge of physics, engineering, optics, and other disciplines to perform research on highly radioactive materials. Other disciplines included: radiography, technical photography, and handling of radioactive and toxic materials.

**Plutonium Facility**

Provided metallurgical support to the Chemistry and Material Science Department. Advised scientific and engineering communities on the design and execution of research and development projects; applied special technical expertise in planning and methodologies to carry out major experiments and operations; provided an efficient and effective means of operations within a research and development environment.

**General Electric Company**  
**VALLECITOS NUCLEAR CENTER – Metallographer**

Performed metallurgical analysis within a hot cell environment. Responsible for hot cell operations, including the development of action plans during equipment failure within the hot cell; scheduled maintenance and all other functions to keep the hot cell fully operational. Additional responsibilities included the oversight of fuel examination and generation of technical reports on nuclear fuels and reactor hardware; working knowledge of procedures and guidelines for the preparation of radioactive fuels and chemical analysis; responsible for internal and external audits, including audits by the Nuclear Regulatory Commission; a working knowledge of remote manipulators, technical photography, and handling of hazardous and radioactive materials.

# Allen Thomason, Team Member

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Allen Thomason has over 35 years of experience encompassing the following areas of responsibility.

His work experience includes the following:

## **U.S. Department of Homeland Security**

### **United State Fire Administration**

#### **National Fire Academy - Instructor**

Adjunct faculty member teaching Executive Analysis of Fire Service Operations in Emergency Management, Command and Control of Fire Department Operations at Natural and Man Made Disasters, Command and Control of Fire Department Operations at Target Hazards, Strategy and Tactics for Initial Company Operations, Command and General Staff Functions in the Incident Command System, ICS 300 and 400 Train-the-Trainer, Management for Arson Prevention and Control, Management of the Fire Prevention Program, Leading Community Risk Reduction, Strategic Analysis of Community Risk Reduction, Advanced Leadership Issues in Emergency Medical Services, Management of Emergency Medical Services, Advanced Safety Operations and Management, Organizational Theory and Practice and Fire Inspection Principles. Served on project development team for course development in the fire prevention program.

## **Baltimore County, Maryland**

### **FIRE CHIEF – Administrator**

Mr. Thomason formulated policies and procedures and directing the activities of the Fire Department, one of the largest combination (career/volunteer) fire department in the nation with 26 career and 33 volunteer stations. This included day-to-day activities for fire operations, administration and City management liaison.

## **San Diego, California**

### **ASSISTANT FIRE CHIEF – Fire Operations**

As Assistant Fire Chief, Mr. Thomason helped manage 42 stations, 14 paramedic assessment engines, 28 EMT-D engine companies and 12 EMT-D truck companies; constructing and administering budgets ranging from \$52 to \$72 million; developed and implemented a successful affirmative action and equal employment opportunity plans; established and maintained cooperative agreements with other departments, agencies and the public entities.

## **Fire Suppression**

Mr. Thomason play a key role in planning and directing policies and procedures related to strategy and tactics; serving in multiple positions in the ICS system including Incident Commander, Operations Section Chief, Planning Section Chief, Safety Officer and Public Information Officer; determining resources needed to deal with emergency situations; deploying personnel and equipment; directing fire investigations to determine points of origin, cause and loss to structure and contents; delegating authority; analyzing causes of fire for institution of procedures for prevention; evaluating fire suppression operations.



### **Fire Prevention**

With his vast experience, Mr. Thomason provided program planning and coordinated research in relation to structures and hazardous materials and chemicals; managing and supervising fire investigation unit to determine origin and cause, identify and prosecute responsible parties, coordinated efforts of multi-agency arson task force; researching cost recovery programs for fire inspections and new construction planning review; conducting inspections of buildings and surroundings areas; assuring compliance of construction and fire protection systems with codes; developing cost-efficient and effective fire safety requirements in new and existing high-rise buildings; drafting codes and ordinances; coordinating information and operations with City, County and State agencies; liaison with developers and construction personnel.

### **Emergency Medical Services**

Formulated policies and procedures for EMS delivery systems in Baltimore County, Maryland, a full delivery system and in San Diego City through EMS contract administration and provider support through paramedic/engine concept. Developed and implemented paramedic exchange program with adjacent departments to enhance and maintain skill sets.

### **Personnel Training**

Developed and implemented training programs in numerous subject areas; developed and revised performance objectives; developed supervisory and management level training programs; developed and implemented in-service training programs for all department and adjacent department personnel; instructed numerous fire science subjects at a California community college.

### **Public Relations**

Serving in leadership positions in a verity of organizations; participating in fund-raising and other programs for the San Diego Institute for Burn Medicine, Downtown Y.M.C.A., San Diego Safety Council, Rotary and other service organizations.

## **James Porter**, Team Member

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Mr. James Porter has over 35 years of administrative and hands-on experience that continues to this day. Starting as a fire fighter and advancing to Department Administration, Mr. Porter has the necessary skill sets to guide, direct, and lead fire departments at any level.

His work experience includes the following:

**Michigan State University - Program Manager**

Hazardous Materials Training Project, interact with customer base to assign training for industrial facilities, manage Ford Motor Corporation Emergency Response Team Challenge, assist instructors with program set up and development, assign classes for Safety Education Training Grant from the Michigan Department of Consumers Industries.

**City of Howell Fire Department - Deputy Chief of Fire and Rescue**

Responsible for providing response to fire, emergency medical and rescues for the City of Howell and six surrounding Townships.

**National Fire Academy - Instructor**

Instruct fire service professionals in fire/arson detection, educational methodology, course development, and tactical operations for company officers, management of arson prevention and control, training program manager, and challenges for local training officers.

**Detroit Fire Department - Company Officer**

Managed operations for fire company emergency response in highrise fire district, including rescue, fire suppression, and inspection.

**Detroit Fire Department - Fire Fighter**

Provided fire protection and emergency rescue for citizens of the largest city in the State of Michigan.

**Michigan Fire Fighter's Training Council - Instructor/Administrator**

Instruct fire service persons from volunteer and paid fire departments in the basics of fire suppression in accordance with guidelines set forth by the Michigan Fire Fighter's Training Council. Provide training for all levels of the Fire Officer program.



## **James Munger**, Team Member

Mr. James Munger has is recognized as on of the Nations leading fire protection and fire code experts. This includes his working knowledge of application and interpretation of the model building and fire codes and the Codes and Standards of the National Fire Protection Association, the American with Disabilities Guidelines, OSHA safety regulations and the development of code equivalency concepts. Mr. Munger provides guidance and logistic support for fire loss analysis include the examination of the incident scene and any involved equipment, collection of evidence, determination of origin and cause, evaluation of prior investigations and assistance in case preparation.

His work experience includes the following:

**U.S. Department of Homeland Security  
United State Fire Administration**

**National Fire Academy - Instructor**

Mr. James Munger has over 30 years as a Adjunct Faculty Member and presently serves as an instructor for the following courses: Fire Inspection Principles; Principles of Fire Protection: Structures and Systems; Plans Review for Inspectors; Management of Fire Prevention Programs; Code Management: A Systems Approach; Fire/Arson Investigation; Fire Cause Determination for Company Officers, Initial Fire Investigation and Fire Prevention For First Responders and Small Departments, Plans Review for Inspectors, Marketing Fire Prevention for First Responders, Small Departments and Performance Based Fire Safe Building Design, Fire Dynamics/Fire Modeling and Fire Protection Systems for Incident Commanders.

These programs are in the Resident Programs Division of the National Fire Academy and provide instruction to Fire Inspectors, Fire Investigators, Fire Marshals, Fire Officers, Fire Chiefs, Building Officials, Architects and Engineers.

**U.S. Department of Homeland Security  
United State Fire Administration**

**National Fire Academy - Fire Prevention Technical Curriculum Prevention and Leadership  
Development Section**

Recently, Mr. Munger has participated in the development of the fire prevention and technical curriculum. In this position Mr. Munger assisted the Fire Program Specialist in the technical oversight of the Fire Prevention: Technical curriculum. Duties included, but were not limited to: the technical oversight, general maintenance and repair of the fire protection equipment demonstration laboratories; the technical oversight of statements of work, requisitions and related documents pertaining to the maintenance and repair of systems and equipment with the fire protection equipment demonstration laboratories; review of the content of instructor guides and student manuals for various fire prevention technical courses and make recommendations for updates and corrections; and coordinate, develop, and /or revise educational content and courses for the fire prevention technical area, and provide on-campus and off-campus consultation to users and organizations.

**Alabama Fire College and Personnel Standards Commission****Tuscaloosa, Alabama – Course Developer**

Mr. Munger is responsible for developing and presenting various courses dealing with both fire prevention and investigation. Courses were designed to meet the certification criteria for Fire Prevention Officer/Fire Investigation Officer.

Courses included the complete development, writing and presentation of the 1986 Fire Inspector School and 27th Annual Fire and Arson Conference. The 36-hour course inspector course included inspection preparation, pre-approach information, inspection equipment and appearance, right of entry, inspection techniques, record keeping and in-service inspections. The investigation course included effects on fire prevention by isolating cause, burning characteristics of materials, interpreting evidence, burn patterns leading to the point of origin, identifying incendiary indications, sources of ignition and materials ignited, preservation of fire scene and evidence, fire death investigation, photography, data collection in reporting.

Mr. Munger is developed and presented a four hour block of instruction for the Fire Investigator/Inspector Fundamental Course dealing with compressed and liquefied gases as addressed in NFPA 54 National Fuel Gas Code; NFPA 58 LP Gas Code, NFPA 59A LNG Code; and the Standard Gas Code. Material presented was specifically developed to meet or exceed the objectives set forth in NFPA 1031 Professional Qualifications for Fire Inspector. This was followed by instruction for the Fire Inspector Course dealing with building systems as addressed by NFPA 70 National Electrical Code; NFPA 90A Air Conditioning and Ventilation Systems; NFPA 211 Chimneys, Vents and Solid Fuel Heating; NFPA 54 National Fuel Gas Code; and the Standard Fire Prevention Code. Material presented was specifically developed to meet or exceed the objectives set forth in NFPA 1031 Professional Qualifications for Fire Inspector.

**State Fire Marshal's Office – Deputy State Fire Marshal  
Montgomery, Alabama**

Employed as a Deputy State Fire Marshal, Mr. Munger oversaw inspection, prevention, and investigation duties within the Office. Investigations included the examination of fire and explosion scenes, collection and preservation of evidence, determination of origin and cause and examination of financial and insurance records. Inspection/prevention duties included the inspection of various types of buildings/occupancies for compliance with state building and fire codes. Mr. Munger also performed review of all construction plans including automatic sprinkler for compliance with state building and fire codes. He worked closely with the Alabama Department of Environmental Management in the inspection and plan review of facilities handling hazardous materials and assisted the State Fire Marshal in the development and writing various regulations, memorandums and legislation.

**Fire Department – Fire Fighter  
City of Cullman, Alabama**

As a full time fire fighter, Mr. Munger performed fire fighting, determination of origin and cause of fires, maintenance of fire fighting equipment, fire code enforcement and public education programs. He also served in many diverse position including; Driver, Fire Engineer, Fire Operations, and On-scene Incident Commander - supervising other personnel in regards to actions taken on the fire ground.

## David Munger, Team Member

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As a consultant Mr. David Munger provides fire protection, code consulting, and fire loss analysis services to a wide variety of clients. Mr. Munger vast experience and capabilities offers a broad working knowledge in fire protection include application and interpretation of the model fire and building codes, the codes and standards of the National Fire Protection Association, the Americans with Disabilities Guidelines, OSHA safety regulations, the development of code equivalency concepts, the analysis and protection of unique or special hazards, the survey of buildings to determine their compliance with applicable codes and their fire protection needs, and the examination of fire suppression and detection systems to determine their adequacy.

Mr. Munger also is experience in fire loss analysis including; the examination of the incident scene and any involved equipment, collection of evidence, determination of origin and cause, analysis of prior investigations, and assistance in case preparation. Fire loss analysis duties can also include identifying any violations of applicable building and fire codes that caused or contributed to the incident, and/or adequacy of the design, installation, maintenance, and operation of automatic sprinklers, fire alarm and detection systems, and smoke detectors.

His work experience includes the following:

### **City of Cullman, Alabama Cullman Fire Department**

#### **Fire Chief**

As Fire Chief, Mr. Munger was responsible for the entire operation of a career fire department providing fire suppression, rescue, emergency medical, and hazardous materials response for the City of Cullman, Alabama. Mr. Munger managed human resources during an emergency operation; while working in fire stations; and during training. Mr. Munger participated in the hiring, promotion, and discipline of department employees; prepared duty rosters for all department personnel; and prepared necessary records and reports for payroll and other personnel matters.

Outside of the Fire Department, Mr. Munger planned, assigned, coordinated activities, and established priorities of the fire department outreach; maintained a working relationship with various groups in the city in relation to economic conditions, race, ethnic, age factors and community organizations and developed and maintained a department wide public relations program.

In this management role, Mr. Munger participated in the process of code development and administration within the city; determined the funds necessary to operate the department for each fiscal year and prepared a budget as prescribed by the mayor and city council and justified proposed expenditures and developed a system of budget controls based upon the fiscal and financial policies of the city.





Within Fire Operations, Mr. Munger analyzed emergency incidents requiring multiple companies and determined the resources required for Command and Control; developed, planned, initiated, administered and evaluated safety programs for compliance with NFPA 1500 *Standard on Fire Department Occupational Safety and Health*; and assessed the need for training facilities and programs. He was also directly responsible for the maintenance of all apparatus, vehicles and equipment owned, leased, used or maintained by the department.

Administratively, Mr. Munger developed a list of the requirements for new apparatus and equipment which indicated specific acquisition requirements for one year ahead and projected for minimums identified within a five and ten year plans and developed and administered operating policies affecting all aspects of department activities.

#### **Division Chief – Operations/Training**

As Division Chief, Mr. Munger directed the planning of a comprehensive program of classes to train all fire fighting personnel in the principles and operation of fire department apparatus and related equipment; researched and compiled information to be used in training and organized training materials for effective presentation and supervised and directed training in all aspects of fire department operations.

Administratively, Mr. Munger would conferred with company officers and other chief officers to develop methods for modifying or improving training programs; assigned training schedules to company officers; and prepared oral or written examinations as needed. Additionally, Mr. Munger would oversee and directed tests on pumpers, aerial apparatus, and other fire department equipment as needed or required. He also planned, scheduled, supervised and reviewed the work of subordinates; reviewed reports submitted for accuracy and completeness. Made periodic inspections of personnel, quarters, engines, trucks and other apparatus, tools, equipment and records; prepared reports of the conditions found and made recommendations. Served as water supply officer; supervised fire hydrant water flow tests.

Mr. Munger also performed the function of safety officer at all fire department operations and was responsible for planning and implementation of NFPA 1500 *Standard on Fire Department Occupational Safety and Health*. He responded to single and multiple alarm fires and directed fire fighting operations; made decisions regarding the need for additional resources; initiated and/or continued the Incident Command System until relieved by a superior officer.

From a safety stand point, Mr. Munger investigated accidents involving damage of department equipment or property and made reports and recommendations; he participated in preparation of plans for company activities in an event of a local or national emergency; and assigned subordinates to special details or duties. Mr. Munger also participated in training and drills of subordinates; observed fire fighting operations and drills and made recommendations for improvement; and organized and developed the department's hazardous materials response unit, including the recruitment and training of personnel, and specification and acquisition of the response vehicle and equipment.

**Engineer**

As an Engineer, Mr. Munger responded to fire alarms, hazardous materials incidents and emergency medical calls; determined the route to be taken by the responding company; directed work of fire fighters pending the arrival of a superior officer; supervised and participated in the laying of hose lines, placing ladders, directing water streams, ventilating buildings, rescuing persons, placing salvage covers, and providing emergency medical care.

He also drove and operated aerial apparatus, pumpers and other fire department vehicles and equipment; supervised and participated in the cleaning, inspection and return to proper station of company equipment after a fire; and assisted in the supervision of the cleaning of quarters, equipment, and apparatus on an assigned shift, instructed and drilled other employees in fire fighting methods and techniques and other job related subjects, transmitted orders and information.

**Firefighter**

As a firefighter, Mr. Munger operated as part of the Incident Command Team at emergency incidents including fires, hazardous materials incidents, and emergency medical calls. He performed skilled firefighting tasks in hazardous environments using hand and power tools, ladders, and specialized equipment. He also performed general maintenance work in the upkeep of fire department property; washed and cleaned walls and floors; made minor repairs; washed, hung, and dried fire hose; washed cleaned and tested apparatus. Participated in fire drills, attended classes in firefighting, emergency medical procedures, hazardous materials, and related subjects. Mr. Munger would attend public gatherings to ensure observance of fire safety requirements and participated in pre-incident planning and fire safety inspections and conducted fire safety presentations and station tours.

**Alabama Fire College and Personnel Standards Commission - Instructor**

As an instructor for both residential and field fire courses, Mr. Munger established himself as a leader in fire personnel training. This was expanded when he provided courses in Hazardous Materials, Fire and Arson Investigation, Building Construction, Extrication Rescue, and Incident Command.

Advanced training included a 40-hour course of instruction for the use of the CAMEO (Computer Aided Management of Emergency Operations) hazardous materials database and the ALOHA air modeling program and he prepared lesson plans and visual aids for the use in delivery of classes, presented instruction in the classroom and demonstrated practical application on the drill field as well as prepared and administered written and practical examinations to students.