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Objective

Fire Chief Killeen, Texas

Prologue

The Citizens of Killeen deserve the best and most well rounded Fire Chief. I am a subject matter expert in every aspect of the municipal fire industry. I have actually worked extensively in every division in the modern fire department and know them all well. I have studied a multitude of departmental organizational arrangements and financials across the United States and internationally. I am visionary leader that can see what others cannot and understand that the personnel that actually do the work need to be integrally involved in the development of facilities, equipment, and policies. I will provide leadership for the Killeen Fire Department (KFD) and expert advice to the city staff during all circumstances both emergency and nonemergency.

Municipal Fire Experience

* 06/27/06 to 01/01/11 > *10/01/15 to Present > **Chief of Finance/ Budget/ Support – Staff Position** > I have administered this position with complete competency. The purview for this assignment includes Finance/Budget and Controls, Facilities Design/Fire Station Construction/Maintenance, Apparatus Design/Construction/Maintenance including fire station land acquisition. I have completely supervised financing, designing, and the building of fire stations 1 and 8. With input from tenured fire personnel who have special skill sets in construction that understand the necessary design to make the fire stations user friendly, **station 1 did win a national award for design excellence**. Moreover, during construction of these two modern fire stations, I am the individual that was responsible for quality control and budget processes. I am currently overseeing the construction of fire station 9. I also supervised the research and design teams of exceptional specifications for: a 100-foot Aerial Elevating Platform, 2000 GPM Fire Engines, Wildland trucks, Advanced Life Support (ALS) Ambulances, and Heavy Rescue Units. A new generation of Fire Stations and Apparatus has been designed with exceptional performance specifications that lead to better efficiencies and safety for citizens and firefighters.

For many years I have prepared and administered operating budgets each year of over \$18 million and capital budgets of over \$10 million for fire stations, land, and equipment. I understand thoroughly and have directly used RFQ, RFP, quality construction processes, bond sales for capital purchase, lease to purchase, budget process, and controls. As well as the most recent new SAFER grant for 37 new fire personnel \$4,443,404, I have significantly contributed to acquiring successful grants for partial funding \$310,000 of a Fire Engine, the T-Pass Grace telemetry accountability system \$208,000, and wildland gear \$58,000. Further, I was integrally involved in the budget activation phase of a \$1.8 million SAFER grant for 18 personnel. My skills have been finely polished in the practice of strategic master planning. These acquired skills will certainly be of great value to Killeen's long range goals.

Due to my exceptional experience and my academic education preparation (Masters in Business Administration) my competency is replete. My competence is exemplary in every discipline of the municipal the fire service Industry.

* 01/01/11 to 10-01-15 > **Chief of Operations – Fire/ EMS Staff Position** > Killeen Fire Department (KFD) – Killeen, Texas - Population 140,000 (extra-territorial jurisdiction of 150 square miles) - 8 Fire Stations – 237 personnel of which more than 150 are paramedics (Texas EMT-P):

I directed and controlled three 24 hour shifts, six (6) Battalion Chiefs, 21 Station Officers, all Fire Suppression/Emergency Medical Services (EMS) Operations, Special Operations, Hazardous Materials (Haz-Mat), Confined Space Rescue, Swift Water Rescue, Wildland Urban Interface (WUI), Aerial Operations, High Angle Rescue, and Aircraft Rescue Firefighting (ARFF). Moreover, as with Killeen's 2007 flooding, and this last October 2015 localized flooding, I have tacit knowledge of Swift Water. In 2007 I was tasked to create the KFD's swift water rescue team, arranged the budgeting and personnel, purchase of boat and equipment, and the acquired the required training. KFD's Swift Water rescue team has won two National Higgins & Langley awards for exceptional performance and is now part of Texas Task Force 1; I was the on-scene Incident

Commander of the 2012 swift water rescues. When the need arises, during extreme emergencies I have skill sets in command and control that will be of particular benefit. Specifically, important in the event of a large or serious unfortunate incident, my broad Incident Command and Line experience will be a valuable benefit to the citizens of Killeen.

I reviewed operational policies in KFD and assisted the Emergency Management Coordinator with memorandums of understanding (MOUs) and Texas Department of Emergency Management (TDEM) annexes. I have significantly contributed to the automatic aid, mutual aid, and task force/strike team cooperative agreements that have been codified. Emergency preparedness and disaster response planning is paramount to effectively mitigating catastrophic events.

- * 06/04/99 to 04/19/02 > **Chief of Administration- HR, Personnel, Training, Recruiting, Haz-Mat – Staff Position** > My oversight Included human resources, provisions of Local Government Code 143, “State Civil Service”, State and Federal labor law compliance, diversity enhancement, discipline review, grievance processing, training, and recruiting. I helped to begin the process which lead to the formation of the new KFD Fire Academy and I was the individual that initiated contact with KISD to begin the KISD Fire Academy which graduates TCFP certified cadets from high school that has added to the KFD diversity. Regarding issues with personnel, I understand the complex issues affecting firefighters while conducting daily work activities and their morale. I strive for outcomes to all stakeholders that reflect positively. I always consider the city’s management objectives, balancing personnel needs and work to solve their problems equitably. Moreover, if the need ever arises I have become well versed in collective bargaining. While maintaining operational excellence and clarity of purpose -- honesty, fairness, and empathy are on my mind; this is the management style I do adhere to, faithfully. Understanding these complexities of personnel issues will be invaluable to the Killeen Fire Department.
- * 04/03/97 to 06/04/99 > * 04/19/02 to 06/27/06 > **Battalion Chief Shift Operations Commander** > I was responsible for all emergency operations in the City and extra-territorial jurisdiction (approximately 150 square miles). Oversight included 50 on-duty personnel and those recalled for emergencies in the City of Killeen. This responsibility included Fire suppression, EMS, ARFF, Haz-Mat, and any other emergencies requiring mitigation. I have commanded a multitude of large scale incidents including large scale fires, Haz-mat, multiple vehicle accidents, and WUI. I wrote KFD’s original policies for Haz-Mat and assumed all responsibilities for ARFF FAA Title 14 Part 139 Class I Index A Airport.
- * 07/13/81 to 09/17/84 > **Fire Marshal’s Office - Fire Prevention Inspector, Plans Examiner, Life Safety Officer, Arson Investigator, Peace Officer, Public Education Specialist – Staff Position.** > All of the afore mentioned experience combined with the time I served in Fire Marshal’s Fire Prevention Office as Fire Prevention Inspector, Plans Examiner, Life Safety Officer, Arson Investigator, Peace Officer, Public Education Specialist gives me a unique broad depth of understanding about the fire service and all of its traditional and nontraditional delivery system disciplines. This very unique and unusual combination of face-to-face human interaction at all levels, divisions, and my academic preparation makes me uniquely qualified to be the KFD Fire Chief. I am exceptionally well rounded!!
- * 04/03/97 to Present > **Director of Aircraft Rescue Firefighting FAA Title 14 Part 139 Class I Airport Program** > I have been the responsible party to maintain records, ensure training, and interface with the FAA Inspector. I am well versed in Part 139 Index A through E requirements. As required by the Federal Aviation Inspector, in 2013 when the Killeen Airport Manager asked for KFD’s assistance during an FAA Inspection, the KFD ARFF program continues to be in complete compliance with all FAA laws.
- * 01/01/11 to 10/01/15 > **Region 23 Texas Intrastate Mutual Aid System Coordinator (TIFMAS)** – I was TIFMAS coordinator responsible to gather local resources for deployment; under TIFMAS, region 23 that may deploy anywhere in Texas during extreme catastrophic events. KFD has deployed to hurricanes Katrina, Rita, and Ike, as well as the Jarrell tornado; KFD deployed to Possum Kingdom (PK) Complex Fire, Bryson Complex Fire, Magnolia Fire and other large Central Texas WUI events. In 2011 I personally deployed as Strike Team Leader to the Possum Kingdom (PK) Complex Fire and Bryson Complex Fire and have played an interregional role in mitigation solutions for very large scale WUI events. Killeen is a city with considerable WUI. My experience will be invaluable.
- * 06/04/99 to 04/19/02 > *01/01/11 to 10/1/15 > **Coordinator Volunteer Fire Department** – Provided guidance and direction to Volunteer Firefighters. I coordinated meetings, training, and certifications as well as acted as liaison for activities.
- * 09/17/84 to 04/03/97 > **Station Company Officer** > While in this position I was the go-to expert in Fire Science, Fire Fighting tactics, Hydraulics, and Driver Pump Operator proficiencies. I also taught these disciplines to cadets in the previous Killeen Fire Academy. Extensive experience as a Line Station Company Officer and Fire Rescue Officer (FRO)/Paramedic have provided me with one-on-one direct personal interface with fire personnel and citizens in need for over 15 years. As noted in my cover letter, this direct interface experience may be the most important attribute of all to understand solutions concerning personnel labor issues. Regarding personnel, training, and equipment my extensive experience of understanding personnel’s mindset will greatly benefit the fire fighters and Citizens of Killeen, Texas. Unity of labor relations to

management is extremely important. Being an approachable, fair, and empathetic, yet decisive Fire Chief is cogent to provide an effective proficient Killeen Fire Department that provides operational excellence that is proactive within the community.

* 07/03/78 to 07/13/81 > **Fire Fighter/ EMT/ Paramedic** > Direct interface of hazard mitigation and EMS treatment for the public. During my career I have been on thousands of diverse Fire, Rescue and EMS calls. I completely understand the training, equipment, and experience necessary to protect the citizens of Killeen.

Academic Education

* Master Business Administration: Texas A&M Central Texas Mu Delta - Honor Society	Major: MBA Aug 2010: GPA 3.83
* Bachelor of Applied Arts/Science: Tarleton State University Mu Delta - Honor Society - Graduated - Magna Cum Laude	Major: Business Occupations Dec 2008: GPA 3.79
* Associates Degree: Central Texas College Phi Theta Kappa - Honor Society	Major: Fire Protection Technology Dec 1989: GPA 3.8

Selected Professional Education Specifically Relevant to Fire Chief

Certified Fire Executive (CFE) (Fire Chief) - Texas Fire Chief's Academy (TFCA)	May 2011
Executive Development - National Fire Academy (NFA)	Jul 2013
Fire Officer IV (Chief Officer), TX A&M Engineer Ext. Ser. (TEEX, PROBOARD, TCFP)	May 2012
USFA Type 3 Incident Management Team (NFA) (FEMA)	June 2012
ICS 100-200-300-400-700-800 - Off Homeland Security (OHS, EMI, FEMA)	Various Dates
Master Firefighter- TX Comm. Fire Protection (TCFP, IFSAC)	Sept 1989
Master/Air Craft Crash Fire Rescue/ARFF (TCFP, IFSAC)	May 2007
Master Inspector (TCFP, IFSAC)	Oct 2012
Hazardous Materials Technician (TCFP, TEEX, PROBOARD, IFSAC)	April 2014
Hazardous Material Incident Commander (TEEX, PROBOARD, IFSAC)	June 2012
Command and Control Wildland/Urban Interface- Chief Officer (NFA, FEMA)	Sep 2013
Incident Command System (ICS) WMD – Office of Domestic Preparedness (ODP)	Feb 2004
Chemistry of Hazardous Materials (NFA) (FEMA)	Aug 1991
Hazardous Materials Control School (Technician) – (TEEX)	July 1988
Railroad Emergency Response Course ID #1039 (TCFP)	Sept 1992
Advanced Vertical Rescue (KFD)	Aug 1987
Wildland Urban Interface Summit – Austin/Bastrop - Texas Forest Service (TFS)	Dec 2011
Basic Wildland Firefighter National Wildfire Coordinating Group (NWCG-TCFP)	Jan 2012
Basic Emergency Management - Texas Department of Emergency Management (TDEM)	Feb 2012
Homeland Security Exercise and Evaluation Program - Homeland Security (FEMA)	Jan 2012
Plans Examiner (TCFP, IFSAC)	July 2008
Arson Investigator (CTC)	Dec 1981
Driver Pump Operator (TCFP, IFSAC)	May 2013
Emergency Vehicle Response – Texas Municipal League (TML)	May 2002
Supervisors Role D.O.T. Regulations Drug Free Workplace - National Safety Council	Feb 1991
Diversity in the Workplace - Texas Leadership Institute	Oct 2006
Public Fire Education (FEMA) US Fire Administration	April 1982
Fire Service Instructor II (TCFP, IFSAC)	May 2012
Swift-water Rescue Squad Leader-TX A&M Engineer Ext. Ser. (TEEX), Texas Task Force 1	Mar 2013
Paramedic/ EMT-P - Temple Junior College, Department State Health Services (DSHS)	May 1980
Emergency Medical Technician – DSHS, National Registry	April 2015
Intermediate Peace Officer-TX Comm. Law Enforcement Officer Standards (TCLEOSE)	Aug 1990

A multitude of other Professional Fire related certifications available upon request

Professional Affiliations

International Association of Fire Chiefs (IAFC)	Member in Good Standing
IAFC- Volunteer and Combination Officers Section (VOCS)	Member in Good Standing
Texas Fire Chief's Association	Member in Good Standing