

**TO:** Board of Directors, Monterey Peninsula Airport District  
**FROM:** Michael La Pier, Executive Director  
**SUBJ:** Staff Evaluation of the Airport Fire & Related Emergency Services

**DISCUSSION.**

On December 20, 2022, Airport staff published a Request for Proposals (RFP) for Monterey Regional Airport Fire & Related Emergency Services. The RFP notice was published in the Monterey Herald, posted on the Airport District website, and an email was provided to the following Fire Service providers: CalFire, City of Monterey, Monterey County Fire, City of Seaside, Pro-Tec Fire Services.

The RFP directed the proposal to provide for minimum staffing of three firefighters per shift 24 hours a day, with a minimum of one being a fully qualified ARFF firefighter on duty, 24/7/365. The proposal was to include allowances for fire prevention, suppression, and emergency medical services to on-Airport non-aircraft related incidents. The successful agency or provider was to be responsible for arranging all mutual-aid services and relationships, as well as manage and comply with the county-wide Next Generation (NGEN) Radio System Service Agreement that the Airport is party to. All proposals were to include the total cost to the District for providing the scope of services in the proposal, quoted as an annual cost with any inflation factor defined in the proposal.

The RFP submittal guidelines provided notice that all response documents were due to be submitted on March 1, 2023 by 4:00 p.m.

In response to the RFP process, two (2) proposal response documents were received: City of Monterey and Pro-Tec Fire Services, Ltd. (Pro-Tec).

**INITIAL PROPOSAL ANALYSIS**

Staff had reviewed the initial proposals and compared the response information and the cost associated with providing Fire and Related Emergency Services. Both response proposals included all information requested in the RFP submittal guidelines for a contract that would include three firefighters per shift 24 hours a day on Airport property. The original proposal costs are provided below:

<b>TIME FRAME</b>	<b>PRO-TEC FIRE</b>	<b>CITY OF MONTEREY</b>
10/01/2023 – 10-01/2024	\$1,730,000.00	\$3,124,597.19
10/01/2024 – 10-01/2025	\$1,790,000.00	\$3,280,827.05
10/01/2025 – 10-01/2026	\$1,860,000.00	\$3,444,868.40

At a Special Board meeting on April 5, 2023, the Board of Directors received presentations from both RFP response agencies. The Directors discussed the proposals, and it was the consensus of the board to direct staff to get clarity from both parties on specific areas of their proposals and bring final proposals back to the board. Both parties were notified that their Best and Final Offer was due on April 21, 2023 by noon.

## **BACKGROUND:**

As part of the Safety Enhancement Program (SEP) that has been implemented at the Airport, the current Aircraft Rescue and Fire Fighting (ARFF) facility is being relocated to the northeast corner of the airport. During the environmental review process on the SEP, on April 28, 2020, a response letter from the City of Monterey regarding the Draft Environmental Assessment (EA) was provided to the District and Federal Aviation Administration (FAA), as lead agency, that was signed by Monterey Mayor Clyde Roberson and states the following:

*“The City of Monterey respectfully requests the FAA delay a Finding of No Significant Impact (FONSI) decision until a more robust and collaborative analysis is made for the ARFF relocation. If that is not the chosen course of action, then the City requests that the FONSI be mitigated to only allow an ARFF on the north side of the airport if it is self-contained and does not answer daily calls to jurisdictions other than the Monterey Airport District.”*

The FAA issued the FONSI dated June 8, 2020. Contained in those findings on pages 8-9 the FAA states:

*“The only feasible location to relocate the ARFF station, which must be relocated to accommodate the relocated terminal, is on the north side of the airport. ARFF locations on the south side of the Airport are infeasible for cost and logistical reasons. In order for land use under the Proposed Action to remain consistent with the City of Monterey General Plan, once the ARFF building is relocated to the north side of the airport, it shall no longer be used as a joint-use facility that provides off-airport emergency services.”*

Further, as referenced in the FONSI pages 8-9 and defined in the Final EA in “Section 4.3.7 Land Use, page 4-40 Mitigation measure states:

*LU-1: Once the ARFF building is relocated to the north side of the Airport, it shall no longer be used as a joint-use facility that provides off-airport emergency services.”*

On Sept. 20, 2020, the city challenged the District Environmental Impact Report (EIR) Addendum on several issues, one being the relocation of the ARFF facility. The City unsuccessfully argued that the ARFF must remain on the south side of the runway while demanding that the relocated north side ARFF be utilized for on-airport emergencies only.



Consistent with the Final EA, the Revised Addendum to the Final EIR for the Airport Master Plan was adopted on April 20, 2022, and concluded that:

*“Relocation of the aircraft rescue and firefighting (ARFF) facility would be moved from Phase One of the short-term program to Phase Two. To ensure consistency with City of Monterey general plan and neighborhood plan policies, once relocated, the ARFF would no longer be a joint-use facility with the City of Monterey but would be used only for on-airport emergencies.”*

Subsequently, in response to the Revised Addendum to the Final EIR a *Settlement Agreement and Release* dated April 20, 2022, was made by and between the City of Monterey and the District, where on page 1 the “*Recitals*” state:

*“B. On August 12, 2020, the District approved a modified AMP and related Addendum to the AMP FEIR. Modifications to the AMP included: (1) moving the relocation of the aircraft rescue and firefighting building (ARFF) from Phase One of the short-term AMP program to Phase Two of the short-term program, and using the ARFF only for on-airport emergencies consistent with FAA regulations;”*

#### **FURTHER BACKGROUND:**

California State law requires that each city adopt a comprehensive, long-term general plan for the physical development of the area under its jurisdiction. The City of Monterey General Plan was originally Adopted: January 2005 (Resolution No. 05-03) and had several updates, with the most recent amendment dated June 2019 (Resolution No. 19-093). The general plan includes elements that together compose an integrated set of goals, policies, and action programs.

There are several relevant sections below that relate to City of Monterey fire protection policies to both the Airport and mutual aid. This information is taken from the City of Monterey’s website, we have provided a link below:

[https://files.monterey.org/Document%20Center/CommDev/Planning/General-Plan/19\\_0604-General-Plan.pdf](https://files.monterey.org/Document%20Center/CommDev/Planning/General-Plan/19_0604-General-Plan.pdf)

“SAFETY ELEMENT page 81

#### *d. Fire*

*Policy d.4. Continue to work with fire protection agencies that provide fire service to unincorporated areas through mutual aid. Encourage those areas that desire fire protection services which are beyond “outside legitimate mutual aid” to annex to the City of Monterey for fire protection services instead of using contractual or automatic aid agreements.*

*Policy d.5. Cooperate with fire protection agencies to obtain and maintain mutual aid agreements that will augment the City’s fire protection services. Continue*

*mutual aid with the California Department of Forestry that obtain adequate aid for larger, open-range type fires involving brush, trees and grass that require specialized tactics and equipment.”*

“Safety Element page 82

*e. Airport*

*Policy e.2. Continue to work with the airport district through a fire mutual aid agreement.”*

“Public Facilities Element pages 113-114

*c. Fire*

*The City of Monterey provides fire protection to all areas within the City’s jurisdictional boundaries except the Naval Postgraduate School facilities and housing areas. Fire protection by contract is also provided to the Presidio of Monterey (Defense Language Institute), and to the cities of Del Rey Oaks and Sand City.*

*The City’s fire department operates three fire stations. Fire station 1 is located at Pacific and Madison streets; Station 2, at 582 Hawthorne Street; and Station 3, at Montecito and Dela Vina Avenues.*

*The unincorporated areas within the City’s sphere of influence obtain fire protection service from County Service Area 39 (provided by the California Department of Forestry) to areas south of Highway 1, and from Salinas Rural Fire District to areas off Monterey-Salinas Highway (68).*

*The City’s fire protection system is designed to resolve fire occurrences in structures less than 5,000 square feet in area, as well as small open-range fires of brush, trees and grass. To achieve additional fire protection for those small percentages of emergencies that require greater resources, the City has entered into reciprocal mutual aid agreements.*

*Goal c. Maintain facilities to provide a cost-effective, high level of fire protection service.*

*Policy c.1. Require built-in fire protection for new and existing structures to minimize the need for additional fire facilities.*

*Policy c.2. Identify cost-effective fire station locations. using contractual or automatic aid agreements.*

*Policy c.3. Continue to monitor and evaluate the need for a new fire station to serve the Monterey-Salinas Highway (68) and Ryan Ranch areas. Explore opportunities to co-locate at the airport's fire station to provide this additional service.*

*Policy c.4. Provide for adequate fire facilities through capital funding.*

*Policy c.5. Develop a plan to upgrade or replace the fire administration building.”*

## **FINAL PROPOSAL ANALYSIS**

A question was raised by Pro-Tec related to the requirement for a reduced Errors and Omissions Coverage amount. Airport staff considered the reduced insurance amount and agreed that a lower amount would be acceptable given all of the other liability insurance policies in effect to protect the Airport. This information was communicated to both the City of Monterey and Pro-Tec on April 12, 2023 via email. Both parties acknowledged the modification to the errors and omissions insurance requirements. The final proposals were received on Friday, April 21, 2023 and information for each is provided below:

### **PRO-TEC FIRE SERVICES:**

In the *Pro-Tec Best and Final Proposal*, Pro-Tec Fire Services confirmed that with a reduced Errors and Omissions policy, they can offer reduced pricing as follows:

Year 1 10/01/2023 – 10-01/2024:	\$1,650,000.00
Year 2 10/01/2024 – 10-01/2025:	\$1,708,000.00
Year 3 10/01/2025 – 10-01/2026:	\$1,776,000.00

The Pro-Tec cost proposal includes staffing coverage for 24/7/365 as follows:

- One (1) Fire Chief working a 40-hour administrative work week
- Three (3) Captains each working a 24-hour shift (48/96)
- Six (6) Firefighters each working a 24-hour shift (48/96)
- Captains and firefighters will be EMTs

The Pro-Tec proposal assumes 100% dedication of resources to the Airport, except in the case of a Mutual Aid Response.

Pro-Tec Fire Services proposal provides all fire and emergency medical response services for the Airport as currently provided by the City of Monterey. Duties include aviation response that meets FAA requirements, fire prevention, suppression with structural, wildland firefighting, hazardous materials response, and emergency medical services to all on-Airport related incidents. Pro-Tec will be responsible for arranging all mutual-aid services and relationships, as well as managing and complying with the county-wide Next Generation (NGEN) Radio System Service Agreement that the Airport is party to.

The Airport will provide specified real property, building(s), apparatus, and equipment to Pro-Tec

to provide the specified services for the duration of the contract. Pro-Tec will be responsible for the daily maintenance of the buildings, apparatus, and equipment provided for the contract needs. The Airport will be responsible for the replacement and regular maintenance of capital property (ARFF building and vehicle apparatus) provided for services while under contract with Pro-Tec.

Based on reference checks conducted by the airport team and the depth of knowledge and training that Pro-Tec provides nationwide to aviation, including FAA Part 139 inspector training, they appear fully equipped and capable of providing quality fire prevention services to the Airport. Lastly, the *Value-Added Services* outlined in the March 1, 2023 proposal will augment and add to the overall operational support the airport provides to airport staff and tenants. Examples of value-added services include Wildlife Management, NOTAM management, Fire Extinguisher Inspections/Training, First Aid-CPR-AED training, and Storm Water Pollution Prevention Program management.

#### MUTUAL AID:

The Airport entered into a mutual aid agreement with the State of California in February 1974 and with Monterey County in February 1983. As identified in the City of Monterey's General Plan, Policy e.2. it states that they will continue to work with the airport district through a fire mutual aid agreement. While there would be renewed documents that need to be addressed, it appears those hurdles can be overcome.

#### CITY OF MONTEREY ALTERNATE PROPOSAL

The City of Monterey's Best and Final Fire Services Proposal is based on a Shared Service Delivery. This model is proposed to continue to serve the adjacent neighborhoods, Highway 68 Corridor, and Ryan Ranch. The revised pricing is based on an evaluation of a fully staffed, three-person engine company plus one fully dedicated ARFF engine staff member stationed at the Airport.

If the City of Monterey's Shared Delivery Model is accepted, the airport needs to reconcile conflicts with the Settlement Agreement, FEA and FEIR as it relates to joint use and off-airport emergency services. Should additional environmental analysis be necessary, the Airport would not have sufficient time to conduct the analysis before commencement of the fire services agreement.

Based on the shared service model, the engine may be used outside of the Airport's geographic boundaries whenever deemed operationally necessary. The City evaluated the service of on-airport and off-airport response by the engine located at the airport for a two-year period (2021 and 2022). The engine responded to a total of 623 calls which 496 calls were to off-airport (79.6%) and 127 calls were on-airport (20.6%).

Year 1 10/01/2023 – 10-01/2024:	\$1,787,572.98
Year 2 10/01/2024 – 10-01/2025:	\$1,876,951.63
Year 3 10/01/2025 – 10-01/2026:	\$1,970,799.21

Staff has noticed two issues that should be raised, as it may result in future price modifications. First, it appears that the labor agreement between the City of Monterey and the Monterey Fire Fighters' Association may be unresolved at the present time. This is important because the 3-year price proposal needs to be a firm price and not subject to adjustments based on factors external to the agreement for fire service. Second, while the City of Monterey intends to utilize the fire apparatus for all calls in the City of Monterey, which currently accounts for 79.6% of all calls, in the current proposal, 100% of all fees and costs for the fire apparatus are assigned to the Airport.

The revised cost proposal of the engine staffing would include three (3) personnel to meet the City's standards and is based on the percentage of on airport response calls (20.4%) as well as the full cost to staff the ARFF engine (1 technician).

When off airport response occurs, the one (1) ARFF technician is the only firefighter left onsite to service immediate airport needs. The proposal states that depth associated with the Monterey Fire Department will ensure that a resource will always respond to every incident at the Airport within their response time standard of 5 minutes or less.

The City proposes to continue to use the airport engine outside of the airport's geographic boundaries whenever deemed operationally necessary by the Fire Chief or his designee. The cost to maintain, service and fuel the vehicle are not identified.

The proposal requests that the Airport work with the city collaboratively to find a suitable location for the engine and personnel assigned to it, to be staged on the south side of the airfield during daytime hours. The proposal does not define the city's definition of daytime hours, nor does it identify how they intend to respond to off-airport emergencies during non 'daytime hours'. The costs associated with providing and maintaining a suitable southside location are not identified.

Further, it may be difficult to locate an acceptable location to stage the fire apparatus on the south side of the airfield because of the constraints and congestion that will occur for parking and airfield access on the southside when the Commercial Ramp construction project begins this fall 2023. Further, the Airport believes that the fire apparatus should be staged such that if it needs to respond by way of Highway 68, it would be optimal to do so from a signaled intersection to allow cross traffic to stop and give way to the first responders.

The City proposal does not identify who will be responsible for the daily maintenance of the buildings, apparatus, and equipment provided for the contract needs.

The proposal states that this model will allow the Airport and the city to retain the former Airport District employees. We would note that of the eleven (11) fire personnel that were hired from the airport, it appears nine (9) remain active. Of those nine, six (6) of the fire fighters have been with the City longer than they were employed as direct airport employees.

While the City of Monterey does provide a depth of resources, the valued added services dedicated to Airport support are not evident in the alternate proposal.

**SOURCE OF FUNDS.** The Fiscal Year 2024 Operating Budget for ARFF will incorporate the contract fees that will begin in October 2023.

**FISCAL IMPACT.** Fiscal Year 2024 Operating Budget will reflect the contract cost.

**IMPACT ON OPERATIONS.** No impact on operations during contract negotiations.

**RECOMMENDATION.** Staff recommend the Airport enter into a contract with Pro-Tec Fire Services Ltd. for fire services. Should the Board direct staff to enter into discussions with the City of Monterey, it should come with additional direction related to the global relationship with the City of Monterey and resolution of various matters.

Staff anticipates bringing a final agreement to the Board at the May regularly scheduled meeting.

**ATTACHMENTS:**

Pro-Tec Fire Services Ltd. Fire Services Best and Final Offer Pricing  
Pro-Tec Fire Services, Ltd. March 1, 2023 Proposal  
City of Monterey Fire Services Proposal dated April 21, 2023  
City of Monterey Fire Services Proposal dated March 1, 2023  
Fire Service Financial Analysis  
2021 and 2022 Airport Emergency Incident Response summary  
Staff Memo outlining Pro-Tec Reference Checks



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April 21, 2023

Monterey Peninsula Airport District  
200 Fred Kane Drive  
Suite 200  
Monterey, CA 93940

Re: Monterey Regional Airport Fire & Related Emergency Services Proposal Best and Final Offer Pricing

Members of the Monterey Regional Airport District Board,

On behalf of Pro-Tec Fire Services, I wish to thank the members of the Board for your time and attention during our presentation on April 5, 2023, to answer any questions regarding our proposal for Aircraft Rescue Firefighting Services.

We remain grateful to have had the opportunity to submit a proposal to provide Airport Fire and Related Emergency Services for the Monterey Regional Airport.

I wish to clarify the confusion regarding the line item of startup costs. This amount consists of expenses incurred by our company in advance of the contracted start date to be ready to begin the full provision of services. In this case, the current transition date is October 1, 2023. In order for us to start on that date, we must go through the hiring process to fill the required positions. Our Fire Chief is generally hired 45-60 days in advance of the contract start date. This individual goes through our training programs and will also participate in the hiring process for the remainder of the staff on the contract. The fire officers, drivers, and firefighters are hired approximately 30 days prior to contract start. We ensure they are trained and equipped. As such, part of the startup cost covers their wages, salaries, benefits, training, certifications, and any other items necessary so on Day 1 they are on duty and ready for service at the appointed time. These costs also include general office supply items such as computers, exercise equipment, EMS equipment, Personal Protective Equipment, Bedding/Linens, and any other hard items needed. We also include costs for startup-related travel for our Regional Fire Chief, Human Resources Director, President, and others who may be required to support the startup operations in advance of the actual contract start date. This cost is already accounted for in our proposed pricing as part of the total – it is not an additional cost. We then amortize this cost over a given term of the contract. In this case, it is amortized over a period of five (5) years. After the five years, the startup fees are no longer figured into renewal pricing of the contract. If the contract is terminated for any reason prior to the five years, there is no requirement for the customer to pay this money back. It is essentially at our own risk, but it is the best way to capture expenses that we incur before the contract begins.

Regarding the Chief's vehicle, based on the responses to the RFP questions, the airport will not be providing a vehicle for the Fire Chief, which is necessary for both administrative and operational responsibilities under the requirements of the Statement of Work. Pro-Tec will be providing a vehicle for the Fire Chief under this contract, which includes any purchase/lease costs, insurances, maintenances, equipment, fuel, and replacement (if needed). The line-item amount in our cost proposal is included in the total cost and is not in addition to the price quoted.

I also understand that there has been a request to review the total cost of our proposal. Based on our nearly 50 years of experience as the North America leader in providing ARFF and ARFF-related services, we believe the pricing structure submitted in our original proposal is reasonable and competitive based on our understanding of the requirements of the RFP.

As such, should all terms and conditions of the RFP remain the same, our Best and Final Offer will be the pricing provided with our original submission as outlined in the Cost to Provide ARFF Services on page 5, and referenced below:

Year 1: \$1,730,000.00  
Year 2: \$1,790,000.00  
Year 3: \$1,860,000.00

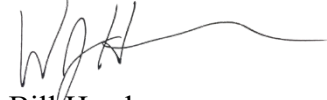
We do understand that there may be an opportunity to reduce, or remove, the current RFP requirement for Errors and Omissions Coverage in the amount of \$10,000,000.00 per occurrence. Pro-Tec Fire Services currently carries a \$4,000,000.00 aggregate Professional Errors policy. If this insured amount is acceptable, we can offer reduced pricing as follows:

Year 1: \$1,650,000.00  
Year 2: \$1,708,000.00  
Year 3: \$1,776,000.00

We firmly believe that our proposal completely meets, or exceeds, the requirements of the RFP to include staffing, services, cost, and certifications and training. All other terms and conditions provided within the RFP and our response remain the same.

Should you have any questions, please do not hesitate to contact me directly.

Respectfully,



Bill Hershman  
President





# PROPOSAL

## AIRCRAFT RESCUE & FIREFIGHTING SERVICES

March 1, 2023



Monterey Regional Airport

### Submitted by

J.J. Protective Services, Inc.  
d/b/a  
Pro-Tec Fire Services, Ltd.





**Pro-Tec Fire Services, Ltd.**

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Monterey Peninsula Airport District  
200 Fred Kane Drive  
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Monterey, CA 93940

March 1, 2023

Re: Monterey Regional Airport Fire & Related Emergency Services Proposal

Dear Selection Committee Members,

Pro-Tec Fire Services is honored to submit the enclosed proposal to provide Aircraft Rescue & Firefighting (ARFF) and Related Emergency Services for the Monterey Peninsula Airport District and the Monterey Regional Airport. We confirm our understanding of all terms and conditions contained in the solicitation and commit to providing the essential level of service and compliance to cited governmental regulations and requirements.

Pro-Tec is the premier leader in North America for providing ARFF services to commercial airports, airparks, and aircraft manufacturers. With 47 years of exemplary experience, we now serve 25 customers in the United States and Canada, many of which we have supported for more than 20 years.

Our team has demonstrated skills in the creation and cultivation of relationships, improving safety and security with our clients. We have a proven track record of successful airport startups, resulting in extremely satisfied customers. In just the last two years alone, we have initiated five startups in the U.S. Much of our success is due in part by our culture as defined by our Mission Statement, Values and Code of Conduct and by our past performance.

As our proposal clearly demonstrates, we are uniquely qualified and experienced to provide the requested services. Pro-Tec is a small, family-owned business. All we do is ARFF and airport-related services. We are focused, specialized, nimble, and reliable. With our knowledge and understanding of the service requirements, we excel at FAR 139 training and documentation compliance, as demonstrated by our near flawless FAA annual CERT inspection results.

Pro-Tec is more than just an ARFF contractor. While safety is our number one priority, and maintaining airport index is our focus, we provide an innovative staffing approach, allowing us to maximize our resources and provide value added services AT NO ADDITIONAL COST to you. Here are just a few examples:

- Airport Emergency Plan Review
- Airport Exercise Planning
- Foreign Object Debris/Runway Inspections
- Issuing Notice to Airman (NOTAMs)
- Automatic External Defibrillator (AED) Inspections
- Fire Extinguisher Inspections and Training
- Wildlife Management
- Community Engagement

Our guiding principle for providing additional services is simple. As long as it does not impact safety, nor our ability to maintain airport index, just ask us!

As President, I am authorized to negotiate and ultimately bind Pro-Tec Fire Services to the covenants of this RFP. Our proposal constitutes a firm offer for 90 days. Thank you for this opportunity.

Respectfully,

Bill Hershman  
President





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## Executive Summary

Pro-Tec Fire Services, through its predecessor, JJ Security, Inc., and our current holding company, JJ Protective Services, is the true pioneer of privatized Aircraft Rescue Firefighting Services (ARFF). When the Federal Aviation Administration (FAA) initially authorized airports to contract ARFF services, security, and other operational functions in 1974, many airports were unsure of how it would work and how cost effective it may be. Since our first contract, our success has set the stage in the industry. Not only do we provide cost-effective solutions to ARFF, airport operations, and management, we are a force multiplier for our customers providing an extensive list of value-added services at no additional cost.

Pro-Tec is extremely capable in providing as needed ARFF services and other subject matter expertise in support of this contract to the District. Our ability to go above and beyond the traditional model of contracted ARFF services, combined with the level of expertise and knowledge we bring to the table, clearly sets us apart from other proposers. We have outstanding past and current performance in meeting and exceeding the requirements of Federal Aviation Regulations (FAR 139), National Aerospace Standards (NAS 3306), and Transport Canada. While Monterey is only bound by the FAR requirements, having knowledge and experience with other ARFF regulations makes us a well-rounded provider.

As a private company, we always look at unique and innovating ways we can support our customers and grow our business to include adding experienced airport exercise design following Homeland Security Exercise and Evaluation Program guidance; airport incident management programs; and airport Standard Operating Procedure review and evaluation services.

Our President and Regional Fire Chiefs are emergency service professionals with direct experience in Aircraft Rescue and Firefighting. That means the team assigned to manage your contract know tactical and strategic-level airport emergency operations. We offer real-world experience with real-world solutions. In fact, the Regional Fire Chief assigned to your airport served as the Fire Chief of the Will Rogers World Airports in Oklahoma City, Oklahoma up until 2019. Our proposed Fire Chief for Monterey is Chief Sean Edwards, a well-respected, and well-known chief fire officer who most recently served as the Fire Chief of the Defense Logistics Agency (DLA) installation in San Joaquin, California, located just two hours from the Monterey Regional Airport.

### Unique Qualifiers

The below factors differentiate Pro-Tec from our competitors and allow us to bring additional value to our clients:

- ***Pro-Tec vigorously promotes a culture of safety.*** It is reflected in our Mission Statement, Core Values, and Code of Conduct. This is not something we just say. It is reflected in our safety record as evidenced by only one lost injury day over the past three years. It is also

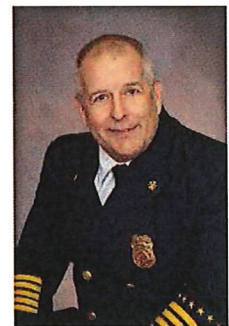
### Operational Highlights

- 25 active contracts covering 15 states in the US and 2 Canadian provinces
- Compliance with Federal Aviation Administration, National Aeronautical Standards, and Canadian Aviation Regulations requirements for the provision of ARFF services
- Staffing, Training, and Incident Reporting captured through Emergency Networking Software
- Administration of dozens of Mutual Aid Agreements, Joint Use Agreements, and Memorandum of Understanding for resource sharing
- Force multiplier for airport operations and community engagement



manifested by our extremely low workers' compensation experience modification factor (e-mod), which is at an astonishing low .57 for 2023!

- **Pro-Tec will provide you with continuity and consistency.** As a private company, we focus on hiring the best local talent available. We have numerous retention programs in place designed to reduce turnover. Unlike municipal fire departments, we do not transfer people through our locations. This provides consistency and continuity in the staffing at our locations with employees that are knowledgeable, dependable, and dedicated to the mission.
- **We have been doing this since 1974.** We currently operate at 25 airports, airparks, and aircraft manufacturers across the US and Canada. We are the largest and most experienced independent aircraft rescue firefighting firm in North America.
- **We are a small, family owned, business based in the U.S.** We have more than 300 employees with an organizational structure that provides for freedom, independence, expedited decision making, clear communications, and control. **Our only business is providing ARFF and supporting services. We are unencumbered by multiple layers of bureaucracy, and we empower our Fire Chiefs and Regional Fire Chiefs to make decisions on behalf of the company that benefit our customers.** Our Corporate Officers are available for our clients and are familiar with their individual operations and needs.
- **EXPERIENCED management support.** To ensure we are providing logistical and administrative support, we employ two veteran Regional Fire Chiefs as the liaison between our airport Fire Chiefs and the company. For Monterey, our Western Regional Fire Chief is Dan Diehl. Chief Diehl started his fire service career in 1984 with the Anchorage, Alaska Fire Department. After serving in multiple fire service management roles throughout the US, Chief Diehl was selected as the Fire Chief at Will Rogers World Airport in 2011, where he served until becoming a Regional Fire Chief with Pro-Tec in 2019. Chief Diehl is a designated Chief Fire Officer by the Center for Public Safety Excellence. He is a noted Aircraft Rescue Firefighting Subject Matter Expert.
- **Pro-Tec has significant experience in airport startup operations.** Since 2019, we have successfully started up the following airports:
  - Calgary International – 2019
  - Manchester-Boston – 2019
  - Mobile Airport Authority – 2020
  - Mojave Air and Space Port – 2020
  - Tulsa International Airport – 2021
  - Stennis International Airport – 2021
  - Boeing San Antonio – NORTH – 2022
  - Idaho Falls Regional Airport - 2022
  - Wicomico-Salisbury Regional Airport – 2022



All firefighters are trained by certified instructors and each firefighter will receive their annual live-fire training before they begin working at the airport. Additionally, all equipment is inspected, and all work guidelines are generated to meet the specific needs of the airport. We have a tested Startup/Transition Plan that has been leveraged and modified using best practices based on our years of experience. Monterey startup timeline can be found under additional information section of the proposal.

- **Pro-Tec employs the latest technologies in documenting training, emergency response, airport operations, and other functions in support of our clients.** Many of our airports use Emergency Networking and/or Target Solutions. Both products are web-based record-keeping solutions. Emergency Networking provides for record maintenance and retention suites including compatibility with the National Fire Incident Reporting System (NFIRS). This system also provides for the management of all fire department training records, manages all inventory records, develops work schedules, provides EMS Patient treatment forms,



maintains employee certification records, and provides for a station logbook. Target Solutions assists departments in tracking required training and the multiple expiration dates of required certifications for ARFF and EMS personnel. Target Solutions has a wide array of pre-made EMS/ARFF classes. These classes have been verified by the National Registry of Emergency Medical Technicians (NREMTs). Target Solutions' paramedic continuing education courses are accredited by the Commission on Accreditation for Pre-Hospital Continuing Education (CAPCE), accepted by the National Registry of Emergency Medical Technicians, and approved by UMBC for CCEMT-P recertification. Our staff is also fluent in the use of Airport Security Operations and Compliance System (ASOCS) as provided by GC International. Many of our airports currently use this system for tracking airport operations for inspections and other activities.

- ***Our proposed fire chief for Monterey Regional Airport is Chief Sean Edwards, a 31-year veteran of the fire and emergency services with much of his time being in ARFF.*** Chief Edwards joined Pro-Tec as Fire Chief of the Idaho Falls Regional Airport under a new contract



there in October 2022. Chief Edwards played an integral role in the startup operation, to include the development and administration of the mutual aid agreements between Pro-Tec and the Idaho Falls Fire Department. Chief Edwards recently retired from a distinguished federal fire service career where he served as a Chief Officer for the United States Army, United States Navy, and the Defense Logistics Agency. On the list of his many fire service achievements, Chief Edwards was integral in his department in DLA Columbus, DLA San Joaquin and Fort Detrick reaching "Accredited" status through the Center for Public Safety Excellence. He also served as the Fire Chief for the DLA installation in San Joaquin, California, and is well known and respected throughout the fire service in that area. Chief Edwards has in-depth knowledge of partnering with local, state and federal agencies. He worked within a nearby system in Tracy, California for over 5 years. He partnered similarly and established the only non-proprietary Advanced Life Support program in San Joaquin, County. He has demonstrated experience navigating multiple agency agreements to maintain reliable and fluid response capabilities. Chief Edwards is a designated Chief Fire Officer by the Center for Public Safety Excellence.

- ***Pro-Tec has a nearly flawless record with required Federal Aviation Administration annual inspections.*** We take great pride in our compliance with FAR Part 139 training and documentation. Over the course of the last several years, we have had ZERO deficiencies on our annual FAA inspections. These inspections include everything from the administrative inspection of airport files, to timed response drills. Our Regional Fire Chiefs combined have helped to support hundreds of FAA inspections for our airports. Several months in advance of the FAA Certification Inspection, our Regional Fire Chiefs deploy to the airport and conduct what we call a Staff Assistance Visit (SAV). During this visit, our Regional Chief runs the Fire Chief and airport staff through the paces of a simulated FAA inspection, noting any deficiencies and providing corrective action guidance. The results of our SAVs have been so successful that many inspectors have asked for feedback on what we do to prepare so they can share with other airports.
- ***Pro-Tec is more than just an ARFF contractor, we are a part of your airport community.*** While safety is our number one priority, and maintaining airport index is our focus, we provide more than just standard airport rescue and firefighting services. We go above and beyond by providing value added services AT NO ADDITIONAL COST to you. Here are just a few examples of our Value-Added Services:

- Airport Emergency Plan Review
- Annual Compliance/Risk Assessment Reporting
- Airport Exercise Planning
- Airport Operations Area (AOA) Training
- Issuing Notice to Airman (NOTAMs)
- Automatic External Defibrillator (AED) Inspections
- Fueling/Fuel Farm Inspections
- Fire Extinguisher Inspections and Training
- Wildlife Management
- Operational Risk Management/Job Hazard Analysis
- Community Engagement
- Grant Support

Our guiding principle for providing additional services is simple. As long as it does not impact safety, nor our ability to maintain airport index, just ask us! More information on our value-added services can be found in our Operations Plan.

Our employees live in and around the communities they serve, and they are dedicated to those communities and that service. More information on our operational experience, qualifications, staff, and capabilities can be found throughout our proposal response.



## Cost to Provide ARFF Services

Pro-Tec Fire Services is extending the following pricing for Monterey Regional Airport in Monterey, CA, which represents a total full-time staff of 10 including one (1) Fire Chief working a 40-hour administrative work week, three (3) Captains, and Six (6) Firefighters each working a 24-hour shift (48/96) for 24/7/365 coverage. Pro-Tec will provide a total of three (3) personnel on duty 24/7/365, plus the Fire Chief during regular business hours. Under this staffing model, we can provide Index B coverage, and have some flexibility in responding to other incidents (EMS/Structural) on airport property without impacting index. However, we would recommend some contractual language protecting both parties if another incident has the potential to impact our ability to respond to aircraft emergencies as required under the Federal Aviation Regulations.

Year 1 Annual Firm Fixed Price: **\$1,730,000.00**

### Pricing Breakdown:

Wages and Salaries (annual)	
Fire Chief	<b>\$140,000.00</b>
Fire Captain	<b>\$92,720.00</b>
Firefighter	<b>\$83,448.00</b>
Salaries and Benefits	<b>\$1,256,240.00</b>
Insurances	<b>\$119,300.00</b>
Physicals, Uniforms, Training, Inspections	<b>\$28,000.00</b>
Station Supplies, Maintenance, Repairs, SCBA	<b>\$40,700.00</b>
Chief's Vehicle	<b>\$14,200.00</b>
Startup Costs	<b>\$29,559.00</b>
Overhead and Margin	<b>\$244,941.00</b>

### Pricing Assumptions:

#### **Contractor to Provide:**

- Regulatory expertise and documentation
- Staffing (Index B)
  - One (1) Fire Chief working a 40-hour administrative work week
  - Three (3) Captains each working a 24-hour shift
  - Six (6) Firefighters each working a 24-hour shift
- Captains and Firefighters will be Emergency Medical Technicians
- Benefits: Health, dental, life and 401k
- Payroll taxes and work comp insurance
- All certifications, training, and annual live fire as required by FAR 139
- Liability insurance coverage (\$10 million per occurrence)
- Errors and Omissions insurance coverage (\$10 million per occurrence)
- Uniforms
- Physicals
- Personal Protective Equipment (PPE)
- Self-Contained Breathing Apparatus (SCBA) Maintenance and Replacement



- Station:
  - Cell phones
  - Internet
  - Office supplies
  - Maintenance supplies
  - Emergency Networking software
  - Bedding/linens
  - Exercise equipment and gear
  - Emergency Medical Services Equipment
- Periodic quality/performance audits

**Airport to Provide:**

- Fully furnished ARFF station
- ARFF station utilities (electricity and water)
- ARFF station furnishings
- ARFF station kitchen supplies
- Self-Contained Breathing Apparatus (includes a single face piece for each employee in compliance with NFPA fit testing requirements)
- ARFF vehicles and all related operating expenses (maintenance, foam, retardant, etc)
- Fuel
- All other gear, tools, radios, and supplies required to meet FAR 139

**Assumptions:**

- Start-up: Minimum 60 days following contract execution.
- Pricing includes the cost of OT associated with vacation, sick leave, time off to cover vacancies as required.
- Contract would require mutually agreed upon terms to amend based on significant changes to economic conditions, staffing, unionizing, etc.

**Contract Terms:**

- Firm-Fixed Price
- Three-year contract duration
- Mutually agreed renewals annually following initial contract duration
- First three years fixed rates at the following to cover incremental cost increases:
  - Year 1 - \$1,730,000.00
  - Year 2 - \$1,790,000.00
  - Year 3 - \$1,860,000.00
- Rates negotiated annually thereafter with renewal
- Contractor to invoice monthly at 1/12 annual rate (ex: \$1,730,000/12 = \$144,166.67 per month)
- Terms net 30



## Statement of Qualifications and Experience

Pro-Tec Fire Services has provided Aircraft Rescue and Fire Fighting (ARFF) services continuously since 1974. Currently, we have 25 airports, airparks, and aircraft manufacturers under contract in North America. Each contract is as unique as the needs of each airport. Nevertheless, all contain at their core the same basic service elements for Part 139, NAS 3306, or Transport Canada compliance. We respond as medical first responders to medical emergencies, and we provide initial response to structural fire incidents for almost all our customers. The table below illustrates our experience in the indicated areas of expertise, and we have highlighted our experience with similar airport types.

Table 1. Pro-Tec Experience Factors

Airport	Start Date	FAA Index / DCMA Category/ Transport Canada Category	ARFF	EMS	Airfield	Bldg	DCMA Required	Fuel Farm/ Mobile Fueler Inspection	SIDA Badging/ Training Security
Green Bay Austin Straubel Int'l	1974	C	✓	✓	✓	✓		✓	✓
Kalamazoo-Battle Creek Int'l	1984	B	✓	✓		✓		✓	
Ardmore Airpark	1986	GA	✓	✓	✓	✓		✓	
Rogue Valley Int'l	1986	B	✓	✓	✓			✓	
Will Rogers World *	2001	C	✓	✓	✓			✓	✓
Skyxe Int'l	2004	Cat-6	✓	✓					
Lynchburg Regional	2005	A	✓	✓	✓			✓	
McClellan-Palomar	2007	A	✓	✓	✓	✓		✓	✓
Appleton Int'l	2010	B	✓	✓	✓	✓		✓	✓
Summit Aviation	2011	GA/Cat 4	✓	✓		✓	✓		
Trent Lott Int'l	2012	A	✓	✓	✓		✓		
Chicago Rockford Int'l	2014	C	✓	✓		✓		✓	
Des Moines Int'l *	2014	C	✓	✓				✓	
Boeing San Antonio	2015	GA/Cat 9	✓	✓		✓	✓		✓
Trenton-Mercer	2018	B	✓	✓	✓	✓		✓	
King Aerospace	2018						✓		Security
Calgary Int'l	2019	Cat-9	✓	✓		✓			
Manchester Boston Regional	2019	C	✓	✓	✓	✓		✓	
Mobile	2020	B	✓	✓	✓	✓		✓	
Mojave Air & Space Port	2020	GA	✓	✓	✓	✓		✓	
Tulsa Int'l	2021	C	✓	✓		✓		✓	
Stennis Int'l	2021	A/Cat 6	✓	✓	✓	✓	✓	✓	
Boeing San Antonio – NORTH	2022	GA/Cat 9	✓	✓		✓	✓		✓
Idaho Falls Regional	2022	B	✓	✓	✓			✓	
Wicomico-Salisbury Regional	2022	B	✓	✓	✓				

\* Paramedics on site

As this table clearly demonstrates, we have successful experience with eight (8) Index B airports, providing similar services as would at Monterey Regional Airport. Additionally, we serve seven (7) Index C airports in North America.

We believe our longevity and experience speak for themselves. In addition to the provided list of references, we welcome the Monterey Airport selection committee to contact any one of our customers from the list below for a recommendation.





## Current Pro-Tec Fire Contract Information

Airport	Address	Airport Contact	Contact Number	Start	Index	# of FF
Green Bay Austin Straubel Int'l	2077 Airport Dr. Suite 18 Green Bay, WI 54313	Marty Piette	920-492-4934	1974	C	13
Kalamazoo/Battle Creek Int'l	5235 Portage Rd. Portage, MI 49002	Craig Williams	269-388-3690	1984	B	6
Ardmore Airpark	620 General Dr. Suite 1 Ardmore, OK 49002	Dan Luttrell	580-389-5238	1986	GA	12
Rogue Valley Int'l-Medford	1000 Terminal Loop Parkway #201 Medford, OR 97504	Jerry Brienza	541-776-7222	1986	B	7
Will Rogers World	7100 Terminal Dr. #954 Oklahoma City, OK 73159	Jeff Mulder	405-316-3260	2001	C	36
Skyxe Saskatoon Int'l	2625 Airport Dr. Suite 1 Saskatoon, SK S7L 7L1 CANADA	Andrew Leeming	306-975-6466	2004	B	11
Lynchburg Regional	350 Terminal Dr. Suite 100 Lynchburg, VA 24502	Andrew LaGala	434-455-6089	2005	A	5
McClellan – Palomar	2192 Palomar Airport Rd. Carlsbad, CA 92011	Oliver Brackett	760-431-4646	2007	A	4
Appleton Int'l	W6390 Challenger Dr. Suite 201 Appleton, WI 54914	Abe Weber	920-832-5267	2010	B	14
Summit Aviation, Inc.	4200 Summit Bridge Rd. Middletown, DE 19709	Bruce Palmer	302-449-1039	2011	GA/Cat 4	9
Trent Lott Int'l	8301 Saracennia Rd. Suite 11 Moss Point, MS 39563	Cinnamon Snyder	228-475-1371	2012	A	12
Chicago Rockford Int'l	60 Airport Dr. Rockford, IL 61109	Mike Dunn	815-969-4450	2014	C	10
Des Moines Int'l	5800 Fleur Dr. Suite 207 Des Moines, IA 50321	Kevin Foley	515-256-5100	2014	C	12
Boeing-San Antonio South Ramp	375 Airlift Dr. San Antonio, TX 78226	Phillip Clark	210-452-4590	2015	GA/Cat-9	14
Trenton-Mercer	340 Scotch Rd. Suite 200 Ewing, NJ 08628	Melinda Montgomery	609-882-9015	2018	B	10
King Aerospace	402 Wright Dr. Ardmore, OK 73401	Jack Vanderslice	580-389-5505	2018	n/a	8
Calgary Int'l	2000 Airport Rd. NE Calgary, AB T2E 6W5 Canada	Chris Miles	403-735-5550	2019	C	27
Manchester – Boston	One Airport Rd. Suite 300 Manchester, NH 03103	Ted Kitchens	603-624-6539 x301	2019	C	18
Mobile Airport Authority	1891 Ninth Street Mobile, AL 36615	Izzy Bonilla	251-438-7334	2020	B	13
Mojave Air and Space Port	1434 Flight Line Mojave, CA 93501	Todd Lindner	661-824-2433 x236	2020	A	6
Tulsa Int'l	7777 Airport Drive Suite A-2111 Tulsa, OK 74115	Shawn Chittum	918-838-5115	2021	C	10
Stennis Int'l	7250 Stennis Airport Dr. Kiln, MS 39556	Chanse Watson	228-467-9231 x101	2021	A/Cat-6	5
Boeing – San Antonio North Ramp	375 Airlift Dr. San Antonio, TX 78226	Philip Clark	210-452-4590	2022	GA/Cat-9	11
Idaho Falls Regional	2140 N. Skyline Dr. Ste. 12 Idaho Falls, ID 83402-4906	Rick Cloutier	208-612-8224	2022	B	7
Wicomico-Salisbury Regional	5485 Airport Terminal Rd. Unit-A Salisbury, MD 21804	Tony Rudy	410-548-4827	2022	B	5

2/14/2023





## Operational Procedures & Philosophies

Pro-Tec Fire Services' operational plan is clear and effective. We delegate all necessary authority to our local Fire Chief to ensure immediate and local response to any of the airport's needs. Pro-Tec Corporate Headquarters provides required logistical and administrative support for projects at the airport. Our President and Regional Fire Chiefs are available 24/7/365 to assist Airport Administration and our local Fire Chief. The local Fire Chief has a direct line to the company's senior management team, and communications between the Chief and home office are conducted weekly, if not more frequently.

Pro-Tec has a progressive Human Resources Department, and our company and management policies and procedures are updated regularly. Management policies include, but are not limited to:

- Alcohol and Substance Abuse
- Communication & Information Access Policy
- Equal Opportunity Statement Policy
- Harassment & Sexual Harassment Policy
- Seatbelt Policy
- Social Media Policy
- Social Security Policy
- Solicitation Distribution Policy
- Station Security & Visitor Policy
- Travel Policy
- Uniform Policy
- Vehicle Policy
- Violence in the Workplace

### OPERATIONAL CAPABILITY

- Pro-Tec will provide personnel who are trained to qualify Monterey Regional Airport for "Certification" under Federal Aviation Regulation (FAR) Part 139.315, 139.317, 139.319 entitled "*Certification and Operations: Land Airports Serving Certain Air Carriers*". Personnel will be provided to meet "Index B" requirements with service provided 24-hours each day, unless otherwise directed by the Airport.
- Pro-Tec will provide ARFF and airport operational support services and other duties as outlined in the Monterey Regional Airport Fire and Related Emergency Services Request for Proposals, including:
  - Aircraft Rescue Firefighting
  - Maintaining FAA required training records for firefighters
  - Preparing and organizing all necessary training records and exercises, including the Part 139 required tri0-annual disaster exercise and other required training
  - Daily airfield inspections (FAR Part 139.327) on weekends, holidays, and special occasions
  - Fire Prevention
  - Structural Firefighting
  - Emergency Medical Services
  - Mutual Aid Agreements and Service Agreements impacting emergency response
- Pro-Tec will furnish all certificates of insurance as requested.
- Pro-Tec personnel will respond to structure fires and other on-Airport non-aircraft related incidents to render assistance and initiate command until the arrival of the local fire department, provided that such response does not in any way interfere with the primary responsibility to provide ARFF services as required by contract.
- Pro-Tec reserves the right to cancel or postpone requests for airport operational support services if support for those events hinder response capabilities to an aircraft emergency.
- All licenses and permits applicable to the performance of this contract shall be the responsibility of Pro-Tec Fire Services.

- Pro-Tec shall perform under the contract in accordance with the highest standards and shall observe and comply with all requirements of the duly constituted public authorities and with all federal, state, or local statutes, ordinances, regulations, and standards including, but not limited to, rules and regulations promulgated from time to time by Monterey Regional Airport applicable to Pro-Tec and the operation of the Airport.
- Pro-Tec shall perform other miscellaneous duties and tasks as directed by the Airport Manager, or a designee, provided they are not of a nature that will result in additional cost over and above those expressly identified in the contract.
- Pro-Tec shall have qualified and certified personnel on duty seven (7) days per week, 24 hours per day. This schedule will accommodate any changes or deviations in the airline schedules.
- All staff will receive initial and recurrent training as identified in the training curriculum in accordance with Part 139.319 and Advisory Circular 150/5210-17. All initial and recurrent training will be documented and tracked in a manner approved by the airport and FAA.

**INNOVATIVE APPROACHES AND REGIONAL SOLUTIONS**

Pro-Tec Fire Services has been a leader in the transition from traditional municipal ARFF coverage to professional contracted services. We have successfully completed dozens of these types of transitions, many in just the past few years. Each of these are unique based on the location, existing services provided, current operational procedures and capabilities, and standing agreements. Prior to beginning any contract, our transition team (made up of our Regional Fire Chief, Airport Fire Chief, and others) begins meeting with the surrounding jurisdictions and stakeholders to outline plans, policies, and procedures that take advantage of existing emergency response resources. Because of our Chief Edward’s previous experiences and relationships, we will actively pursue a mutual training partnership with the Presidio of Monterey (POM), along with nearby Seaside, Pacific Grove, Marina, and Monterey.

Additionally, if we are the successful bidder, Pro-Tec Fire Services proposes joining the Monterey County Mutual Aid Plan. This will include emergency response resources from neighboring agencies. Pro-Tec will also ensure partnership with the California Fire and Rescue Mutual Aid System. Chief Edwards will become an active member of the Monterey County Fire Chiefs Association to ensure a seamless transition. The RFP indicated the use of the Mobile IC unit may be used for mutual aid (other than Airport use), so long that the costs are recouped from responding agencies. The State of California has a robust reimbursement system for mutual aid. The Mutual Aid Reimbursement System (MARS) is the program utilized by CALOES to distribute funds for reimbursement. Pro-Tec Fire Services would facilitate any reimbursement of funds in the event Airport resources are requested/dispatched to an incident that authorize a reimbursement as it relates to the reimbursement fee schedule established by CALOES. The funds would be directly returned to the Airport District. Each of these approaches economically benefits the District and strengthens associations with surrounding jurisdictions.

**STAFFING**

Pro-Tec will meet or exceed the staffing levels outlined in the RFP for the Monterey Regional Airport Fire Department. The table to the right illustrates our proposed staffing to maintain Index B.

Index B
(1) Fire Chief
(3) Fire Captains
(6) Firefighters



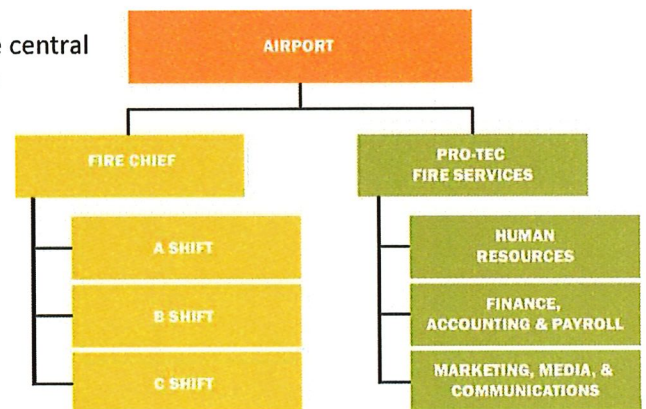
## Index B Staffing

The Fire Chief, or ARFF Senior Fire Officer (SFO) on-duty in the Fire Chiefs absence, is responsible for ensuring that we meet all the requirements of this section. The Fire Chief will be expected to exercise good judgment when the airport operations tempo is elevated, reserving the right to cancel or postpone operational support services that, in their opinion, would have a negative impact on our ability to respond to an aircraft or medical emergency. Examples of situations which might cause the Fire Chief to cancel or postpone operational support activities include staff currently on an operations support activity; response to a medical emergency; response to a mutual aid request or other airport-directed activity that has reduced available staff to the minimum required to respond to an aircraft-related emergency on the airport. When the airport operations tempo has dropped to where our staff can support operational support activities, we will resume all operational support activities.

The Fire Chief or SFO will be expected to notify airport administration when conditions dictate that we cancel or postpone operational support activities. The fire department will be expected to resume full support of operational support activities as soon as the personnel become available to resume normal operational support activities.

## ORGANIZATIONAL CHART

Chain of Command and Unity of Command are two of the central tenants of the Incident Command System. These tenants ensure that everyone clearly understands the reporting relationships and flow of communications throughout their organizations. The below chart illustrates our organization chart under this contract. All local Pro-Tec staff will report directly to the Fire Chief. The Fire Chief will report to the Airport Manager or their designee for day-to-day operations at the airport. The Fire Chief will, with strong assistance from the Pro-Tec Regional Fire Chief, be responsible to the Airport Manager or their designee for the successful execution of the contract.



## KEY MANAGEMENT PERSONNEL

Pro-Tec is committed to providing exemplary local leadership in support of this contract. We have a proven track record in hiring talent that represents a diverse industry with a focus on continuous improvement, future growth strategies, a commitment to safety, and key leadership qualities.

Corporate management at Pro-Tec is keenly focused on the success of our organization, as our success equates to the success of our employees. As a small, family-owned business, we can make decisions, effect change, and communicate more effectively. We also can provide complete corporate transparency, and continuously search out opportunities for feedback and improvement. With our Regional Fire Chief located less than one hour from the airport, we can have senior management at your location almost immediately, and our company President is available 24/7.

Below you will find brief biographies of our key management staff. Of note is that our President, Regional Fire Chief, and proposed Fire Chief have nearly 100 years of combined fire service, emergency management, and public safety experience.



## President Bill Hershman



Bill Hershman joined Pro-Tec Fire Services as Senior Vice President in June 2020. He has more than 20 years experience as a senior executive with small businesses and Fortune 500 companies. Additionally, he has more than 30 years experience in the fire and emergency services as a first responder, chief-level officer, and emergency management consultant.

### PROFESSIONAL EXPERIENCE

- **2010-2020**, Bill was the Vice President of Ascenttra, Inc., an international emergency preparedness planning, training, and exercise consulting firm based out of Washington, D.C. There he was responsible for the day-to-day operations including overall program and project management.
- **2011-2015**, Bill was the Government Sales Manager and Northeastern US/Canada ARFF Sales Manager for Rosenbauer America in Lyons, South Dakota. He initiated sales programs to expand business with Federal, State, and local governments by leveraging programs such as the General Services Administration and Defense Logistics Agency. He led the creation of company's first government-based sales and marketing strategy.
- **2006-2010**, Bill held various roles with Oshkosh Corporation and Pierce Manufacturing. For Oshkosh, Bill was responsible for the development of government and homeland security business development for all business units. While at Pierce, he led their Defense, Government, and Rescue sales teams with a budget of more than \$165 million and revenues increasing 3%-5% annually.

### EDUCATION AND ACCOMPLISHMENTS

- Bachelors of Science, Mass Communications from Virginia Commonwealth University
- Masters of Professional Studies from University of Connecticut
- Retired firefighter, fire instructor, fire officer, and Emergency Medical Technician





## Western Regional Fire Chief

**Dan Diehl**



### PROFESSIONAL EXPERIENCE

- 2019-Present, Western Regional Fire Chief, Pro-Tec Fire Services
- 2011-2019, Will Rogers World Airport Fire Chief, Oklahoma City, OK
- 2005-2011, Kalispell Fire Department Fire Chief, Kalispell, MT
- 2001-2005, Fire Consulting, Polson, MT
- 2000-2001, Alaska State Fire Marshal Safety Inspector
- 1984-2000, Anchorage Fire Department Captain, Anchorage, AK

### EDUCATION

- Montana State University, B.S. Business Administration
- University of Alaska, A.A.S. Fire Science
- Chief Fire Officer, Center for Public Safety Excellence

### ACCOMPLISHMENTS

- National Fire Academy courses, Emmitsburg, Maryland
- Fire Officer II, IFSAC
- Fire Instructor II, IFSAC
- Fire Inspector II, International Fire Code
- Building Plans Examiner, International Building Code
- Hazardous Material Technician
- Emergency Medical Technician
- Anchorage Police Academy
- Adjunct Professor, University of Alaska Anchorage
- NIMS 100, 200, 300, 400, 700, 800
- Executive Fire Officer Courses, National Fire Academy



## **Sean Edwards, Fire Chief - Idaho Falls Regional Airport**

Pro-Tec Fire Services, 31 years in Fire Service (16 as Chief)

- IFSAC Firefighter I II
- IFSAC Airport Firefighter
- IFSAC Driver/Operator (Structural)
- IFSAC Driver/Operator (Airfield)
- IFSAC Driver/Operator (Aerial)
- IFSAC Fire Instructor I, II, & III
- IFSAC Haz/Mat Awareness
- IFSAC Haz/Mat Operation
- IFSAC Haz/Mat Technician
- IFSAC Haz/Mat IC
- IFSAC Fire Inspector I & II
- IFSAC Fire Officer I, II, III, & IV
- IFSAC WMD Tech
- IFSAC WMD IC
- IFSAC Telecommunicator I & II
- National Registry Emergency Medical Technician Basic
- State of Maryland Emergency Medical Technician Basic
- Confine Space Rescue I & II
- High Angle Rescue I & II
- IFSAC Haz/Mat Materials Awareness
- IFSAC Haz/Mat Materials Operations

### *Work History*

#### **2022 - Present : Pro-Tec Fire Services, Ltd. - Fire Chief - Idaho Falls Regional Airport, Idaho Falls, ID**

I am responsible for the overall management and supervision of the fire protection program, providing fire prevention, protection, safety education, as well as emergency medical services within Federal Aviation Administration Part 139 regulations to an Index B commercial airport. Major responsibilities include budget planning and oversight, staffing, supply, maintenance, and payroll. I independently direct operating programs to include fire prevention, inspection, public education, fire protection training, fire operation response, basic life support response, investigation, maintenance of fire house facilities and operational readiness of fire apparatus and several types of equipment, and maintenance and testing of fire extinguishing systems. I exercise delegated managerial authority to plan, direct, coordinate, oversee, and control the fire department's operations through subordinate fire officers. I exert significant responsibilities in dealing with officials of other organizations and in advising management officials of higher rank. I assure reasonable equity within the work unit of performance standards and rating techniques developed by subordinates. I make decisions on work problems presented by subordinate supervisors. I evaluate performance of subordinates and serve as the reviewing official on evaluations of nonsupervisory employees rated by subordinate fire officers. I make and/or approve selections for subordinate positions. I hear, review, and resolve group grievances and serious employee complaints. I review and approve serious disciplinary actions involving non-supervisory subordinates. I review and approve requests for training that is non-routine, costly, and may be controversial. I consult with subordinates on immediate and long-range training needs. I approve expenses relative to extensive overtime, employee travel, within-grade increases, etc. I identify and implement ways to eliminate or reduce significant problems and barriers to production and improvements to work operations. I routinely interact with external agencies to modify, negotiate, and execute mutual aid agreements. I have forged relationships with multiple different fire districts encompassing Bonneville County, Idaho resulting in efficient interagency all hazard response. I coordinate and local, State and Federal assistance through established mutual aid agreements. Provide full range of response equipment of all hazard response. I currently hold a non-critical sensitive with secret access federal security clearance with a reevaluation date of 2029.

Professionally, I am highly motivated, well-disciplined, hard-working, and resourceful. Personally, and without reservation, I am good natured, ethical, and selfless. My assessment abilities are worthy of note, in December 2009, I received the prestigious Chief Fire Officer designation through the Center for Public Safety Excellence, becoming the one of only a few fire service professionals to reach this level of professional development. My continued goals are to further my education and grow as a fire service professional.

#### **2018 - 2023 : Department of Army - Fire Chief - Fort Detrick/Forest Glen Fire & Emergency Services Division**

Responsible for the overall management and supervision of the fire protection program, providing fire prevention, protection, safety education, as well as emergency medical services within direct capability guidance for two logistically separated installations. Led the organization to an Accredited status through



the Center for Public Safety Excellence in March of 2019. Major responsibilities include budget planning and oversight, staffing, supply, maintenance, and payroll. I independently direct operating programs to include fire prevention, inspection, public education, fire protection training, fire operation response, advanced life support response, investigation, maintenance of fire house facilities and operational readiness of fire apparatus and various types of equipment, and maintenance and testing of fire extinguishing systems. I exercise delegated managerial authority to plan, direct, coordinate, oversee, and control the fire department's operations through subordinate supervisors. I exert significant responsibilities in dealing with officials of other organizations and in advising management officials of higher rank. I assure reasonable equity within the work unit of performance standards and rating techniques developed by subordinates. I make decisions on work problems presented by subordinate supervisors. I evaluate performance of subordinate supervisors and serve as the reviewing official on evaluations of nonsupervisory employees rated by subordinate supervisors. I make and/or approve selections for subordinate positions. I hear, review, and resolve group grievances and serious employee complaints. I review and approve serious disciplinary actions involving non-supervisory subordinates. I review and approve requests for training that is non-routine, costly, and may be controversial. I consult with subordinates on immediate and long-range training needs. I approve expenses relative to extensive overtime, employee travel, within-grade increases, etc. I identify and implement ways to eliminate or reduce significant problems and barriers to production and improvements to work operations. I routinely interact with external agencies to modify, negotiate, and execute mutual aid agreements. I have forged relationships with multiple different fire districts encompassing Frederick County and Montgomery County, Maryland resulting in efficient interagency all hazard response. I coordinate and provide federal assistance through established mutual aid agreements. Provide full range of response equipment of all hazard response. I currently hold a non-critical sensitive with secret access security clearance with a reevaluation date of 2029.

**2015 - 2018 : Department of the Army - Fire Chief - USAG Detroit Arsenal**

I am responsible for the overall management and supervision of the fire protection program, providing fire prevention, protection, safety education, as well as emergency medical services within CLS guidance. Major responsibilities include budget planning and oversight, staffing, supply, maintenance, and payroll. I independently direct operating programs to include fire prevention, inspection, public education, fire protection training, fire operation response, advanced life support response, investigation, maintenance of fire house facilities and operational readiness of fire apparatus and various types of equipment, and maintenance and testing of fire extinguishing systems. I exercise delegated managerial authority to plan, direct, coordinate, oversee, and control the fire department's operations through subordinate supervisors. I exert significant responsibilities in dealing with officials of other organizations and in advising management officials of higher rank. I assure reasonable equity within the work unit of performance standards and rating techniques developed by subordinates. I make decisions on work problems presented by subordinate supervisors. I evaluate performance of subordinate supervisors and serve as the reviewing official on evaluations of nonsupervisory employees rated by subordinate supervisors. I make and/or approve selections for subordinate positions. I hear, review, and resolve group grievances and serious employee complaints. I review and approve serious disciplinary actions involving non-supervisory subordinates. I review and approve requests for training that is non-routine, costly, and may be controversial. I consult with subordinates on immediate and long range training needs. I approve expenses relative to extensive overtime, employee travel, within-grade increases, etc. I identify and implement ways to eliminate or reduce significant problems and barriers to production and improvements to work operations. I routinely interact with external agencies to modify, negotiate, and execute mutual aid agreements. I have forged relationships with multiple different fire districts encompassing Macomb County in Michigan resulting in efficient interagency all hazard response. I coordinate and provide federal assistance through established mutual aid agreements. Provide full range of response equipment of all hazard response. I currently hold a non-critical sensitive with secret access security clearance with a reevaluation date of 2017.

**2007 - 2015 : Defense Logistics Agency - Fire Chief**

During this period I have served as the installation Fire Chief for two Defense Logistics Agency (DLA) installations. I served first at DLA Columbus from August 2007 to January 2010. My organization became only the 15th Department of Defense Fire Department to reach an "Accredited" status through the Center for



Public Safety Excellence. Additionally, under my leadership, DLA Columbus was awarded the 2008 DLA Fire Prevention Program of the Year, 2009 DLA Fire Department of the Year, and 2009 DLA Fire Prevention Program of the Year. In January 2010, I transferred to California, at the agency's request, where I currently serve as the Fire Chief of DLA San Joaquin, a large complex multi-mission installation.

I am responsible for the overall management and supervision of the fire protection program, providing fire prevention, protection, safety education, as well as paramedic services. Major responsibilities include budget planning and oversight, staffing, supply, maintenance, and payroll. I independently direct operating programs to include fire prevention, inspection, public education, fire protection training, fire operation response, advanced life support response, investigation, maintenance of fire house facilities and operational readiness of fire apparatus and various types of equipment, and maintenance and testing of fire extinguishing systems. I exercise delegated managerial authority to plan, direct, coordinate, oversee, and control the fire department's operations through subordinate supervisors. I exert significant responsibilities in dealing with officials of other organizations and in advising management officials of higher rank. I assure reasonable equity within the work unit of performance standards and rating techniques developed by subordinates. I made decisions on work problems presented by subordinate supervisors. I evaluate performance of subordinate supervisors and serve as the reviewing official on evaluations of nonsupervisory employees rated by subordinate supervisors. I make and/or approve selections for subordinate positions. I hear, review, and resolve group grievances and serious employee complaints. I review and approve serious disciplinary actions involving non-supervisory subordinates. I review and approve requests for training that is non-routine, costly, and may be controversial. I consult with subordinates on immediate and long range training needs. I approve expenses relative to extensive overtime, employee travel, within-grade increases, etc. I identify and implement ways to eliminate or reduce significant problems and barriers to production and improvements to work operations. I routinely interact with external agencies to modify, negotiate, and execute mutual aid agreements. I have forged relationships with over 32 different fire districts encompassing San Joaquin County, California resulting in efficient interagency all hazard response. My organization is a member of the XSJ Region IV Strike Team State level Wildland Strike Team Response. I coordinate and provide federal assistance through established mutual aid agreements. Provide a full range of training for wildland firefighting techniques. Provide full range of response equipment of all hazard response. Most recently, DLA Fire & Emergency Services began utilizing ESAMS, the web-based fire department information management tool. I currently hold a non-critical sensitive with secret access security clearance with a reevaluation date of 2017.

#### **2006 - 2007 : Department of the Army - Assistant Fire Chief of Operations - Fort Stewart/Hunter Army Airfield**

As the Assistant Fire Chief of Operations, I was extremely well versed with various types of software programs, such as Firehouse management, FASCLASS, ATAAPS, FIREPRO management, CERTTEST, and multiple office management software. I attained impeccable leadership, communication, analytical, organizational, time management, and writing skills. I was an accomplished overall program manager for the following functional areas: fire operations, hazardous materials/CBNRE response, medical response, fire training, fire prevention, short-term/long-term budgetary requirements, government purchase card, applicable regulatory compliance, Operational Risk Management (ORM), risk assessment, EEO policies/procedures, and CFAI accreditation (strategic self-assessment/planning process). I implemented full supervisory controls which included personnel/resource management and all other related tasks. Managerial responsibilities included, but were not limited to, fostered a positive professional work environment, planned work, set and adjusted priorities, prepared schedules for completion of work, assigned work to subordinates based on priorities, difficulty and abilities of employees. The vast majority of my work was of an independent decision making process. I implemented ways to improve production and increase the quality of work and customer service needs. I developed performance standards for subordinates and evaluated work performance of subordinates for the professional development of employees. I participated in the selection process of hiring or promoting employees, interviewed candidates for positions within the organization, and recommended appointment, promotion, or reassignment to such positions. I delegated or exercised leave authority. I identified developmental and training needs of employees and provided for or arranged needed development and training. I gave advice, counsel, or instruction to employees on both work and administrative matters,



heard and resolved complaints from employees, referred group grievances and more serious unresolved complaints to a higher level supervisor. I interacted with directors of Hunter AAF commands and tenant commands as one of the senior authorities in fire prevention and protection matters. I was capable of establishing clear and concise policies to fulfill the fire department's mission.

**2004 - 2006 : Department of the Navy - Assistant Fire Chief of Operations - NAS Sigonella Fire & Emergency Services**

As the Assistant Fire Chief of Operations and Training/Prevention, I demonstrated full supervisory controls which included personnel management, coordination of resources, and all other related tasks. These duties included full supervisory controls of 4 Structural companies and 3 ARFF companies, encompassing three logistically separated fire stations. As the Assistant Fire chief of Operations, I supervised 43 personnel which included US Civilian, US Military, and Local National personnel. Day-to-day managerial responsibilities included, but were not limited to, planned work, set and adjusted priorities, prepared schedules for completion of work. I assigned work to subordinates based on priorities, difficulty, and abilities of employees. The vast majority of my work was of an independent decision making process. I implemented ways to improve production and increase the quality of work. I developed performance standards for subordinates and evaluated work performance of subordinates. I participated in the selection process of hiring or promoting employees, interviewed candidates for positions in the unit, and recommended appointment, promotion, or reassignment to such positions. I delegated or exercised leave authority. I identified developmental and training needs of employees and provided for or arranged needed development and training. I gave advice, counsel, or instruction to employees on both work and administrative matters, heard and resolved complaints from employees, referred group grievances and more serious unresolved complaints to a higher level supervisor. I coordinated and developed budgetary processes for the Operations division as part of the annual Naval Air Station Sigonella Fire & Emergency Services Department budget.

In addition to the management of the Training Division, I was the immediate supervisor to 5 personnel assigned to the Fire Alarm Communications Division and the first line supervisor to 1 Battalion Chief of Operations. As the Assistant Fire Chief of Training, I coordinated, managed, and implemented an extremely diverse training program to over 100 assigned personnel who included: United States Naval personnel, United States Civilian workforce, and Italian Local National Civilian workforce. I demonstrated full supervisory controls which included personnel management, coordination of resources, and all other related tasks.

**2002 - 2004 : Department of the Navy - Battalion Chief/Hazardous Materials Program Manager - NSA Naples Fire Rescue Division**

I performed the following duties as Battalion Chief/Hazardous Material Program Manager: supervised multiple structural and crash fire rescue crews, each which consisted of a Crew Chief (Captain), Driver Operator, and 1 to 2 firefighters. I was responsible for approximately a 30 square mile area that included 3 military areas, 2 of which were active military installations, and 1 recreational area. Other areas of responsibility included multiple residential areas in the Naples Italy community. I performed the Assistant Chief of Operations duties in the absence of the incumbent. I performed all duties, but not limited to the Battalion Chief with limited supervision, such as the completion of duty rosters, daily station reports, annual employee evaluations, submission of pay/budget request information to department heads, annual and sick leave considerations, entered run report information into the National Fire Incident Reporting System, developed and wrote Standard Operating Procedures, and ensured that all assignments were completed in a timely manner. I obtained impeccable leadership, writing, organizational, communication, analytical, and interpretational skills.

**1996 - 2002 : Department of the Navy - Firefighter/Lead Firefighter - NAS Corpus Christi Fire & Emergency Services**

I performed various positions from Firefighter to Lead Firefighter while employed at NAS Corpus Christi, Texas. I responded to structural, EMS, airfield, hazardous materials, and technical rescue emergencies. I performed all duties, but not limited to the Lead Firefighter with limited supervision such as the completion of duty rosters, daily station reports, annual employee evaluations, submissions of pay/budget request

information to department heads, annual and sick leave considerations, entered run report information into the National Fire Incident Reporting System, developed and wrote Standard Operating Procedures, and ensured that all assignments were completed in a timely manner. I obtained impeccable leadership, writing, organizational, communication, analytical, and interpretational skills.

### *Education*

Columbia Southern University, Orange Beach, AL - Fire Science

Community College of Air Force, Maxwell/Gunter AFB, AL - Fire Science

### *Training*

Extraordinary Leadership Training

DLA Executive Leadership Tier III/IV Training Program

DLA Supervisory Tier I/II Training Program

Accreditation Manager's Workshop/Peer Assessor Training

ICS 100, 200, 300, 400, 700, and 800

Sexual Harassment for Supervisory Employees

Supervising US Civilian Employees

Supervising Host National Civilian Employees

Ethics in the Federal Government

Emergency Vehicle Operators Course Inst

Operation Risk Management

### *Performance Ratings, Awards, Honors, and Recognitions*

ID-S 2020 Small Fire Department of the Year – (01-2021)

Quality Step Increase – Performance Award – (06-2020)

Fort Detrick FES – CFAI Accreditation (3-2019)

DLA San Joaquin FES – CFAI Accreditation (3-2014)

Special Act Award (09-2010)

CPSE Chief Fire Officer Designation (2009 – Present)

Named 2009 DLA Fire Department of the Year (05-2010)

Named 2009 DLA Fire Prevention Program of the Year (05-2010)

Named 2008 DLA Fire Prevention Program of the Year (05-2009)

DLA Columbus FES – CFAI Accreditation (03-2009)

Performance Rating of Excellence (1994 – Present )

### *Currently Enrolled*

American Association of Airport Executives

Airport Master Firefighter/Airport Fire Officer designation programs





## Director of Human Resources

### Kate DeSmidt



Kate DeSmidt joined Pro-Tec Fire Services as Human Resources Manager in September 2021 where she is working alongside the HR Director learning all facets of Aircraft Rescue and Firefighting. Kate is actively involved in the recruiting, hiring, placement of employees for multiple contracts along with administrating all commercial and health insurance for the company. Her role in HR, compliance will be an asset to the organization. She has over 25 years experience in both leadership and human resources. She has a strong background in developing policies and procedures to include process improvements throughout her career.

#### PROFESSIONAL EXPERIENCE

- **2013-2021**, Kate held both a leadership and a Human Resources Senior Assistant role while at CONNECT, powered by American Family Insurance (formerly Ameriprise Auto & Home Insurance). There she was responsible for hiring, coaching, evaluating, and mentoring staff, creating and implementing policies and procedures to, which included tracking key deliverables, R/E diversity metrics, and supporting department and company initiatives.
- **1993-2013**, Kate was a Clinic Manager with Dental Associates. She was responsible for developing and leading key initiatives to increase patient and staff satisfaction as well as bottom-line profits for the organization's third largest clinic with annual revenues of \$22 million. She also managed outside vendor contracts and a budget of \$6 million.

#### EDUCATION AND ACCOMPLISHMENTS

- Bachelors of Science, Psychology from Carrol University
- Society of Human Resource Management (SHRM) member
- LEAN Certificate Series for NWTC



## Director of Media Relations and Communications



### Beth Chandonais

Beth Chandonais joined the Pro-Tec Fire Services team in August 2019. Since then, she has been the Director of Media Relations and Communications handling all marketing, website and social media activities. Her main goal is to generate new media opportunities, expand public awareness, align messaging and streamline processes.

#### PROFESSIONAL EXPERIENCE

- **2018-2019**, Beth held the position of Marketing Coordinator for STAT Informatic Solutions, LLC in Appleton, Wisconsin. Here she developed and implemented marketing strategies, advertising campaigns, content marketing and trade shows. She created a new company website and e-mail marketing campaigns.
- **2006-2017**, Beth was employed with Eggers Industries in Neenah, Wisconsin. Starting out in Inside Sales and Estimator and later being promoted to Sales and Order Entry Coordinator and Marketing Specialist. Beth managed the workloads of 14 order detailers and oversaw all incoming purchase orders, hard copies and online. She managed the flow of those POs from receiving to production to shipping. She implemented a "lead time" process that created no late shipments to customers.

#### EDUCATION AND ACCOMPLISHMENTS

- Earned her bachelors degree in Business Administration from Winona State University in Winona, Minnesota
- Continuing education on website design and development
- Broad knowledge of social media platforms
- Increased engagement and impressions on Facebook by 128%, Instagram by 330% and LinkedIn by 20% within seven months by composing daily posts, communicating and engaging with followers and curating marketing campaigns





## Director of Accounting & Finance

### Heidi McGill-Cahak, CPP



Heidi McGill-Cahak joined the Pro-Tec Services team in August, 2018. She is responsible for Accounts Receivable, Accounts Payable and processing payroll for U.S. and Canada employees.

#### PROFESSIONAL EXPERIENCE

- **2017-2018**, Heidi held the position of Associate Accountant at Baker Tilly Virchow Krause, LLP in Appleton, Wisconsin. Here she prepared tax returns, processed client's payroll and assisted with tax projects.
- **2016-2017**, Heidi was a Biller with Bergstrom Automotive in Neenah, Wisconsin. Her main responsibilities were to prepare invoices, monitored daily sales, reconciled vehicle inventory, calculated and logged monthly commissions and prepared credit forms for customers or finance companies.
- **2001-2016**, Heidi held the positions of Accountant and Office Manager for Andrew F. Davis, CPA in Rhinelander, Wisconsin. Here she prepared tax returns, implemented payroll procedures, pre-tax and after-tax benefits and quarterly/year-end tax reporting.

#### EDUCATION AND ACCOMPLISHMENTS

- Earned her designation for Certified Payroll Professional (CPP)
- Earned her A.A.S. degree in Accounting, Small Business Accounting Technical Certificate from Nicolet College, Rhinelander, Wisconsin
- A.A.S. Police Science from Fox Valley Technical College, Appleton, Wisconsin
- Proficient in QuickBooks
- Knowledge of local, state and federal practices and laws
- Member of American Payroll Association (APA)
- Member of Canadian Payroll Association (CPA)



## Payroll Specialist

### Stephanie Koga



Stephanie Koga joined the Pro-Tec Fire Services team in September, 2022. She is responsible for processing payroll for U.S. employees and assisting in Accounts Receivable, Accounts Payable, and processing payroll for Canada employees.

#### PROFESSIONAL EXPERIENCE

- **2018-2022**, Stephanie held the position of Payroll Specialist at Bergstrom Automotive in Neenah, Wisconsin. Here she prepared and processed employees payroll, sales tax, and assisted with year-end statements.
- **2013-2018**, Stephanie was a Biller with Bergstrom Automotive in Neenah, Wisconsin. Her main responsibilities were to prepare invoices, monitored daily sales, reconciled vehicle inventory, calculated and logged monthly commissions, and prepared credit forms for customers or finance companies.

#### EDUCATION AND ACCOMPLISHMENTS

- Attended Rasmussen College for Accounting classes
- Proficient in QuickBooks
- Knowledge of local, state, and federal practices and laws

## Management Approach

*We believe in being actively involved with our clients at each of our contract locations.*

With a typical start-up, we focus on several key milestones as outlined below:

- Day One:** Pro-Tec's active involvement begins immediately upon contract award, when the Regional Fire Chief and the Start-Up Fire Chief make contact with Airport Administration to coordinate the transition.
- 0-6 Months:** During the first six months of the contract the Corporate Office will be in contact with the airport Fire Chief on a weekly basis and with Airport Administration on a bi-weekly basis in order to ensure that the transition is smooth and that operational questions are addressed quickly and effectively.
- 7 Months:** By the seventh month of the contract, a Corporate representative will visit the location to meet with Airport Administration and with ARFF staff and will conduct a quality assurance audit, which we call a *Staff Assistance Visit*. The audit covers FAR Part 139 compliance and examines adherence to all company policies and procedures. Once the Staff Assistance Visit has been completed, the auditor will de-brief Airport Administration on the outcomes.
- Beyond 7 Months:** The Pro-Tec management team is in contact with the Fire Chief on location and with Airport Administration on a regular basis via telephone and email. Communications with each location may be as simple as sharing industry news, training information, newly released Advisory Circulars, Cert Alerts, safety information, or administrative information, such as budget reviews or human resources information. We believe strongly in being proactive and continuing to maintain clear, consistent communication between Pro-Tec Corporate and each location.

*We believe in personal improvement and professional development.*

We believe that continuing to acquire information and operational knowledge is essential to our success and allows us to best serve our clients. One way of achieving this goal is by having our Chiefs attend FAA regional airport conferences. At these events our Chiefs build relationships with regional FAA officials, including Airport Fire Chiefs and FAA Administrators, while marketing our company and our services. These events allow our Chiefs to effectively see the "big picture", to hear Safety and Standards Bureau Certification Inspectors discuss pressing topics first-hand, and to ask questions in an informative environment.

Occasionally, we bring all of our Chiefs together. The Chiefs' Meeting is held at one of our locations, so that all of them may become familiar with the airport, city, and ARFF units at that location. During the three-day meeting, we discuss issues involving safety, budgeting, industrial relations, hiring, turnover, training, quality assurance trends, new policies, and other corporate-related topics. We also facilitate role-playing exercises designed to help our Chiefs improve their counseling and interpersonal skills. This meeting grants Chiefs the opportunity to develop and maintain strong working relationships with fellow location Chiefs and creates a valuable resource network for support or guidance on specific issues.

Pro-Tec is also a sustaining member of the Aircraft Rescue and Fire Fighting Working Group (ARFFWG). As a member, we budget for several of our Chiefs to attend the annual ARFFWG conference each year. At this conference, Chiefs interact and network with other ARFF professionals from around the world, they see the latest in ARFF technology, and they attend



three days of seminars that are facilitated by global ARFF, aviation, and firefighting experts. Each Chief who attends is then tasked with bringing this information back to their staff and to our Corporate Office so that all our Chiefs may benefit from the experiences and knowledge shared at the conference.

### **SAFETY**

Our culture places safety as our number one priority in all day-to-day activities. We take great pride in the fact that our workers comp ex-mod, work related injuries and lost time are well below both state and national averages. We continuously train our employees through safety talks during our morning shift briefings as well as recurring classes and seminars on how to be safe in the workplace. Training with, and use of, appropriate PPE is stressed in all activities.

Our safety culture is also supported by companywide “safety stand-downs”. During the stand-downs, nonessential duties are deferred so crews can focus on safety. Activities may include facility and equipment inspections, vehicle movement, review of SOGs and airport policies, safety in emergency operations, etc. Training is led by the Fire Chief with emphasis on safety in their local environment.

Another major component of safety for ARFF and emergency services is having the physical capabilities to perform the job required. All personnel are required to participate in our physical conditioning program requiring a minimum of one hour per shift to work out and develop their strength, cardio, and physical endurance.

We also place a significant emphasis on employee retention. Both Pro-Tec and our customers benefit operationally and economically from retaining well-trained, qualified, and highly motivated firefighters on our team. Each of our firefighters are given a benefits package that is highly competitive within the market. We also provide continual training that exceeds standard expectations, and we work to ensure that every employee is motivated and engaged.

We believe that it is essential for our firefighters to have as much information and operational knowledge as possible to best serve our customers and our company.

### **SALARIES AND BENEFITS**

Pro-Tec strives to provide our team members with competitive salary and benefits packages that are comparative to local municipalities and aligned with their years of experience and qualifications. Our human resources department research salary and benefit comparisons from surrounding areas on a regular basis so we can adjust based on market trends.

At the end of the day, we are a service provider. We have a people first culture that reflects to our customers as each of our team members represent not only Pro-Tec, but the airports we serve. To that end, we try to provide the best compensation and benefits packages for them and their families. Our employees are also members of the local community and feed the local economy. That concept is not lost on us as we provide wages and benefits packages to help attract and retain the best possible cadre or ARFF professionals available.

### **EMPLOYEE SCREENING**

Pro-Tec employs quality third party partners in conducting thorough criminal background checks, pre-employment and annual physicals, drug screening, and, when required, verification of certifications and credentials. We provide recurring reviews with our team members to provide them with strengths and areas for improvement in their roles, and we regularly consider internal candidates for growth opportunities within the company before we begin looking outside of the organization.

## **AIRPORT OPERATIONS**

The Corporate Fire Chief will primarily provide quality assurance for ARFF services for the corporation. Other corporate officers will also be actively involved in supporting and evaluating the operation in special situations.

Pro-Tec will perform periodic staff assistance inspections during each year of the contract. The Corporate Fire Chief will conduct the inspections. During these inspections we will check for compliance with requirements outlined in the contract. Copies of these reports will be furnished to Monterey Regional Airport on request. Any variations in contract compliance or service are most often corrected on the spot. Items that cannot be corrected immediately will be noted and a correction date, appropriate to the severity of the deficiency, will be issued to the Fire Chief. Corrective actions will be reported to corporate headquarters.

Pro-Tec shall develop reporting forms, for example, training records, logbooks, and other records relating to ARFF functions. These records are to be kept on Airport premises and made readily available for inspection by Airport Administration and the Federal Aviation Administration. The reports shall include all accidents, incidents, safety inspections, and any safety violation related to ARFF occurring at the Airport. Division of Fire Safety forms will be completed after a reportable event. We will ensure that proper log entries and reports are submitted as required to the Airport Manager or designee. Forms must be acceptable to the FAA.

All personnel shall be employees of Pro-Tec Fire Services, and Pro-Tec shall pay all salaries, social security taxes, federal and state unemployment tax and all other taxes relating to such employees.

Consumption of alcoholic beverages by ARFF personnel during the performance of their duties is prohibited, and use of such beverages during duty hours shall be cause for the immediate removal by Pro-Tec Fire Services. Under no circumstances may any employee use or consume any alcohol nine (9) hours prior to or during a scheduled work shift, work breaks, or during the lunch hour when such employee will or can be reasonably expected to be back on the job at his or her workstation immediately following such work break or lunch. Use of mood-altering chemicals such as barbiturates, narcotics, amphetamines, hallucinogens, and marijuana will be grounds for removal of employee.

Pro-Tec shall provide physicals for its personnel, which will include a substance abuse test and hepatitis immunizations as required. Pro-Tec shall also provide a pre-employment physical for each prospective employee as a condition of employment.

Pro-Tec will provide and maintain physical fitness equipment for its staff to use while on-duty. All staff members are required to exercise one hour each shift. The exercise will be logged in an auditable format acceptable to the Airport Manager or their designee.

Pro-Tec, and its personnel, are specifically prohibited from issuing or making any public statements to media except when directed to do so by the Airport Manager or their designee, which must be approved by corporate office.

The building housing the fire equipment shall be maintained in a neat and clean appearance and condition. Pro-Tec shall be responsible for the removal of debris, snow, and ice around the ARFF station that would interfere with operational effectiveness. Pro-Tec will provide grounds maintenance around the ARFF building.

Pro-Tec shall respond to ARFF emergencies which occur on airport property, including, but not limited to, the following:

- Incidents involving any aircraft within the airport boundary.
- Fire occurring in any hangar within the Air Operations Area (within the security fence).
- The terminal building.



- Aviation fuel spillage.
- Medical emergencies.
- Use of automatic defibrillator.

Pro-Tec shall further respond as directed by the Airport Manager and/or designees to any emergency. The scope of the Contractor's responsibility under the provisions of this paragraph may be more specifically defined in a comprehensive ARFF plan developed by the Airport Manager and Pro-Tec.

Pro-Tec shall ensure that adequate ARFF personnel are available to meet minimum response times in emergency situations.

All radios installed in the Airport apparatus and building shall be used only in accordance with rules and regulations issued by the FAA, the Federal Communications Commission, and the Airport Manager or their designee.

The Contractor shall regularly and routinely inspect Airport premises from the standpoint of fire or hazard potential in accordance with FAR 139.321 (B) and recommend corrective action whenever necessary.

Pro-Tec will comply with the requirements of the Request for Proposal. We will inspect the Air Operations Area (AOA) on weekends, holidays, and during special occasions. During these inspections, Pro-Tec shall identify hazards, debris, and inoperative runway, taxiway, and rampway lighting. Deficiencies are to be reported to the Airport Manager or designee on the Daily Report Form.

Pro-Tec shall store and control all necessary materials required to satisfactorily perform the duties and tasks identified.

Pro-Tec shall be responsive to the Airport Emergency Plan as it applies to ARFF functions in the following areas:

- |                               |  |
|-------------------------------|--|
| • Aircraft accident           | • Natural disasters                    |
| • Personal injury and illness | • Civil disturbances                   |
| • Bomb threats or hoax        | • Radiation accident or nuclear attack |
| • Disabled aircraft           | • Mutual aid plans                     |
| • Structural fires            | • Hazardous Materials                  |

Pro-Tec shall perform other miscellaneous duties and tasks as directed by the Airport Manager or designees provided, they are not of a nature that will result in additional costs over and above those expressly identified in the contract.

Pro-Tec employees shall be trained to hazardous material operations level and respond to all fuel spills on the airport.

Pro-Tec shall ensure that ARFF vehicles, radios and the alarm systems are tested daily. All discrepancies shall be reported to the Airport Manager or designee.

- The Airport Manager requires certain groups, including the ARFF Services Contractor, to wear uniforms and to maintain a high standard of appearance to identify the airport, the profession, and the individual in a positive and professional manner when on-duty.
- Pro-Tec shall establish procedures for the consistent enforcement of all appearance standards.
- The uniform will be provided to ARFF personnel by Pro-Tec.
- The uniform must be neat, clean, pressed, and presentable always.
- Any person out of uniform will be immediately relieved of duty and replaced when required.

A minimum acceptable uniform shall consist of:

- Trousers, shirt, belt, boots, and jacket - all appropriate to weather, season, and position.
- Appropriate sleeve patches identifying Pro-Tec and Aircraft Rescue Fire Fighting. Pro-Tec shall provide all uniforms insignias for all personnel.

### **TRAINING PROGRAM**

Pro-Tec provides a multi-faceted robust training program for all employees to meet the requirements of the airport, FAA, OSHA, and EMS programs. We encourage and support outside advanced certification training to prepare our employees to assume additional duties and responsibilities. All training is supervised by state certified fire and EMS instructors. We use a combination of training materials including:

- IFSTA Essentials of Firefighting IFSTA ARFF 6th ed.
- OSHA Standards
- DOT Emergency Response Guide
- AAAE's ANTN Digicast NFPA Standards
- State approved EMS training materials

All training is documented in our ERMS records system and transferred to each member's training spreadsheet for inspection by the FAA. Certification Inspectors have been very complimentary of our program and documentation. Our program has passed 50 FAA inspections without any negative comments from the inspector.

Initial training for new employees will consist of the following requirements to be completed and documented prior to the employee being assigned to a fire suppression crew position. Initial training will consist of a minimum of forty (40) hours covering Part 139.303, as well as:

- Part 139.303.c.1-3 = Movement Area Driving
- Part 139.319.h.2.i = Unannounced Timed Responses
- Part 139.319.i.2.i = Airport Familiarization, Including Airport Signs, Marking and Lighting
- Part 139.319.i.2.ii = Aircraft Familiarization
- Part 139.319.i.2.iii = Rescue Fire Fighting Personnel Safety
- Part 139.319.i.2.iv = Emergency Communications Systems Including Fire Alarms
- Part 139.319.i.2.v = Use of Fire Hoses, Nozzles, Turret s & Other Equipment
- Part 139.319.i.2.vi = Application of Extinguishing Agents
- Part 139.319.i.2.vii = Emergency Aircraft Evacuation Assistance
- Part 139.319.i.2.viii = Firefighting Operations
- Part 139.319.i.2.ix = Adapting and Using Structural Rescue and Fire Fighting Equipment for ARFF
- Part 139.319.i.2.x = Aircraft Cargo Hazards, Including HazMat / Dangerous Goods Incidents
- Part 139.319.i.2.xi = Familiarization with Firefighter Duties under the Airport Emergency Plan
- Part 139.319.i.3 = Live Fire Training
- Part 139.327 = Self Inspection Program
- Administrative = Department SOP's and SOG's
- OSHA= Blood-borne Pathogens
- OSHA= Hazardous Communications
- Part 139.313 - Snow and Ice Control, Part 139.337 - Wildlife Hazard Management, and



Part 139.339 - Airport Condition Reporting will be lightly covered in Initial training, and covered more in depth by Airport Operations during their annual training of these topics

- All ARFF personnel will participate in at least one live-fire drill and two (2) No-Notice Timed Response Exercises, one (1) daytime, and one (1) nighttime, prior to initial performance of ARFF duties
- All ARFF personnel will meet the minimum EMS requirements of Part 139.319 (i)

#### **RECURRENT TRAINING REQUIREMENTS**

All personnel employed by Pro-Tec shall be fully trained in aircraft accidents/incidents, fire, and rescue duties. Such personnel shall be fully trained in the application of local, state, and federal regulations. Pro-Tec employees shall be trained to ensure maximum efficiency for the duties assigned. Pro-Tec shall develop an on-going, continual classroom training program keeping precise records as to what classroom training has transpired, course materials used, hours, dates, and attendance records. Such records shall be kept for each individual and made available to the Airport Director or his designee on request. Pro-Tec shall include initial and recurrent instruction in all the areas listed in the previous section, as well as any state required training in firefighting.

The training program shall include classroom studies and on-the-job training. Individual personnel files and records indicating type, extent, and dates of training received will be maintained on each employee.

Two staff members will attend an advanced ARFF training class each year.

#### **EXAMINATIONS TO VERIFY KNOWLEDGE**

Pro-Tec will periodically administer quizzes and practical skills evaluations as a quality assurance tool to ensure we are able to meet the training requirements of this contract, Part 139, and Advisory Circular 150/5210-17x.

#### **TASK PERFORMANCE EVALUATIONS-CHECKLIST**

Periodically as part of Pro-Tec's recurrent training program, all staff members will be required to perform certain operational tasks (i.e., Aircraft Fire Fighting). To ensure that Pro-Tec evaluates each task consistently according to industry standards we have developed standardized checklists, to conduct these evaluations.

#### **EMERGENCY MEDICAL CARE**

All personnel on duty during air carrier operations will be trained and current in basic emergency medical care in accordance with the contract and 139.319 (i) (4).

#### **EMERGENCY NETWORKING SOFTWARE**

Per FAR Part 139 the management of records becomes an important part of this scope of work. Pro-Tec Fire Service's record keeping system is well established, maintained, automated, and supported by Emergency Reporting. Pro-Tec has implemented its current work management and records system called Emergency Networking. This system is a secure web-based record management system that provides record maintenance and record retention suites including the National Fire Incident Reporting System (NFIRS). The system also provides management of all fire department training records, manages all inventory records, develops work schedules, provides EMS Patient treatment forms, develops vehicle and equipment inspection and maintenance forms, maintains employee certification records, provides a station logbook program, and develops pass on information for shift turnover meetings. The system is web based so it will not require any IT support from the customer. Being the fact that the system is web-



based gives Pro-Tec the ability to monitor each customer location from our Corporate Office. Pro-Tec can also provide off site technical backup.

The Duty Firefighter is responsible for ensuring that all required documentation has been completed and entered in the fire department data management system prior to going off duty. They also maintain the shift turnover log so that they can brief the oncoming Firefighter and the ARFF Chief of events that occurred during their shift as well as other pertinent information (condition of the response fleet, condition of the emergency response equipment, important activities that are occurring on the Airport, issues with fire protection systems on the Airport, on-going or abnormal maintenance activities, and changes in hazards), as well as any other vital information that has to be passed on to maintain a strong continuity of services.

Emergency Networking offers several advantages of conventional records management software:

- Real time viewing of all records.
- Training program management.
  - Tracks staff certifications ensuring recertification are completed on time.
  - Schedules recurrent training based on frequency of each required subject.
  - Tracks recurrent training ensuring all staff is current.
  - Library of training references that all staff will have access to 24/7.
- Manage personnel records.
  - Tracks key personnel data securely.
  - Tracks/manages vacations and sick time.
- Ensures all staff read and acknowledges important memos and notices.
- Daily activity logs.
  - Consistent format across the company.
  - Tracks all activities including scheduling inspections.
  - Incident reporting. The software will automatically populate the appropriate NFIRS (National Fire Incident Management Reporting system more efficiently file) report fields.
  - Ensures that the report is complete and ensures the report is reviewed by the Fire Chief before submission.

## **REPORTS**

The following list is a sample of the reports used by Pro-Tec Fire Services. Examples of the following reports are available for review.

1. Incident Report
2. Daily Activity Log
3. Station Checklist
4. AED Daily Checklist
5. Fuel / Farm Mobile Refueler Unit Inspection Checklists
6. Maintenance Records
7. Training Records
8. Daily Vehicle Checklists
9. Weekly Vehicle Checklists

## **INSPECTIONS**

### **Pro-Tec Proposed Inspection System**

The role of Pro-Tec's corporate office regarding the inspection process is straightforward. The Regional Fire Chief or his designee, will conduct a site visit no less than once per year. We refer to this as a Staff

Assistance Visit. The Regional Fire Chief (or designee) conducts a thorough inspection of the fire department's operations using a standardized fourteen-page checklist that includes, but is not limited to, the ARFF vehicles, personnel records, training records, fueling records, the ARFF facilities, policies, and those listed below. During these inspections we will check for compliance with requirements outlined in the contract. Copies of these reports will be furnished to the designated airport representative.

The Regional Fire Chief will review the final contract to determine all services that Pro-Tec will be required to provide under the agreement. A copy of the checklist will be provided to the local Fire Chief to be reviewed with the Regional Fire Chief to ensure that the requirements of the contract are clear and understandable. The contract specifications will serve as a "self-inspection" tool for the local Fire Chief to make certain everything is being accomplished as required by the contract.

Areas reviewed are as follows:

- ARFF Facilities
- Emergency Response Actions
- Communications Training
- Administrative Files
- Protective Clothing
- Budget Planning
- Hazard Communications Program
- Bloodborne Pathogens Program
- Self-Contained Breathing Apparatus
- Fuel Farm and Mobile Refueler Units Inspection Program
- AOA Inspection Reports and NOTAMS
- Vehicle Inspections
- Practical Exercises for Personnel
- No-Noticed Timed Responses

At the completion of the Staff Assistance Visit, the Regional Fire Chief conducts an out-briefing for the local Fire Chief and the Airport Director, providing both with a copy of the inspection report. Any items noted during the inspection that require corrective action will be assigned a suspense date for completion. The local Fire Chief will be required to report, in writing, the corrective action taken for each item assigned a suspense date.

#### **CORRECTIVE ACTION PROCEDURES**

Any variations in contract compliance or service will be corrected in a timely manner. However, most are corrected on the spot. Items that cannot be corrected immediately will be noted and a correction date, appropriate to the severity of the deficiency, will be issued to the local Fire Chief and corrective actions will be reported to Corporate Headquarters.

#### **QUALITY ASSURANCE**

We are dedicated to our customers and our **quality assurance program** is a guarantee that you will receive a positive experience from all required inspections. We have been contracting ARFF services for over 45 years and we have experienced over 400 FAA Safety and Standards Bureau Certification Inspections. We continue to maintain a proven track record of perfect cert inspections for our existing customers, which we credit to continuous training and monitoring by our Corporate Fire Chief and to thorough one-site quality control audits. In fact, we have been consulted numerous times by the FAA and by other authorities to advise airports that are having problems with their ARFF programs and to resolve their outstanding deficiencies.

The Staff Assistance Visit (SAV) program is the primary quality assurance tool that we use in order to ensure that we meet all contractual, federal, local, and state requirements. The SAV is completed 3-4



weeks prior to the airport's FAA certification inspection, in order to allow for any corrective actions that need to be completed prior to certification inspection. The SAV consists of a comprehensive, dynamic checklist that incorporates all necessary contract, federal, local and state requirements. It is completed during a site visit by a Corporate Representative, who evaluates each checklist item on a "Compliant" / "Noncompliant" standard, based on the regulatory requirements for each item. The individual conducting the SAV will debrief the Airport Director and the airport Fire Chief. All noted deficiencies will be followed-up by the individual conducting the SAV, based on a schedule developed with the location Fire Chief.

Throughout the year, there will likely be regulatory changes for which we will issue updates (i.e. new or revised Advisory Circulars, cert-alerts, relevant IFC/NFPA standards, industry technical bulletins, and other industry related publications or human resources issues). When updates are issued, we also create a date by which each location is required to indicate that they have complied with the posted update. If warranted, the updated item will also be included in the revised SAV checklist for the next year.

We take advantage of any opportunity to learn what other certification inspectors are looking for in order to better prepare our other locations for their next cert inspection. After a cert inspection, the Airport Fire Chief is required to report the results of the inspection to the Corporate Fire Chief. The Corporate Fire Chief will then share the results with the other locations but will leave out the name of the specific airport that was inspected. If there is a positive or negative comment that might be found at another location, the Corporate Fire Chief will require the airport Chief to evaluate the risk and to report back for further guidance, in order to ensure that another location does/does not repeat the noted item.



## **BUDGETING**

Each airport Fire Chief is expected to be able to efficiently manage budgets. In many cases, they are expected to manage the client's ARFF budget and Pro-Tec's budget for that specific contract. During the airport's budget development cycle, the Fire Chief will create the airport budget and will send it to the Corporate Fire Chief for review prior to submitting it to the airport for consideration. The Corporate Chief will assist the Airport Chief in determining requirements and will develop justification for budgeted line items.

The ARFF Chief is also responsible for managing the Pro-Tec budget for that location. The Chief will develop the Pro-Tec budget for the next calendar year during the November-December time frame each year. During the budget development phase, the Director of Operations, the Corporate Fire Chief, and the Airport Chief will all meet via teleconference to review the current year's budget and the proposed budget, in order to ensure that it is realistic and that it is within the Corporate budget variance. At every calendar quarter the General Manager will send the Chief a quarterly budget review prepared by our accountant. The Chief will review the report and will explain any expenditure outside of the accepted variance to the Corporate Chief, along with a strategy to ensure that the next quarter aligns with the allowed variance.

## **ELECTRONIC DOCUMENTS AND MANUALS**

Pro-Tec will ensure that the Airport receives copies of all documents and manuals developed to comply with this Operations Plan and the contract, if requested. When operating instructions or Standard Operating Procedures are developed or revised, the local Fire Chief will ensure a copy of the revision is provided to the Airport in an acceptable media, if requested.

## **EMERGENCY CONTINGENCY STAFFING PLAN**

In the event of a significant occurrence where personnel are depleted at one of our facilities, such as natural or man-made disasters or even the current Coronavirus Pandemic, Pro-Tec can continue our operations at our sites with little-to-no disruption. Our company-wide Contingency Emergency Staffing Plan outlines our response to these types of events. Maintaining our operational readiness and your airport index is one of our highest priorities, and with our reach, we can do so.



## Value Added Services

Our Fire Chiefs are the backbone of our company and help us provide expert services to each one of our customers. They provide staff leadership, training, and coordination, with the ultimate objective of meeting and exceeding customer expectations.

The following is a list of **Value-Added Services** that we offer our clients at no additional charge.

- **Airport Emergency Plan Review**
  - We will review the Airport Emergency Plan **annually** to ensure that it is accurate and up to date.
  - We will conduct a Table-Top exercise for all agencies identified in the plan.
  - Training will be documented in a manner deemed acceptable by the FAA.
- **Triennial and Table-Top Exercise Planning**
  - We will plan, coordinate, and conduct all training exercises prescribed by Part 139 and by the Airport Emergency Plan.
- **Airport Self-Inspection Program Compliance**
  - We will conduct airfield inspections in accordance with Part 139.327, documenting the inspections on the forms prescribed by the Airport Certification Manual.
  - Before beginning inspections, our Fire Chief will train and certify our staff to perform the inspections, using a training course we developed that is also approved by the FAA.
  - All staff will receive recurring training throughout the year.
- **Operational Risk Management / Job Hazard Analysis**
  - We will develop an Operational Risk Management Program using industry-wide based practices built from fire department accreditation programs developed by the Commission on Fire Accreditation International and the Center for Public Safety Excellence.
  - This documented process assists in collecting and analyzing data, identifying risks, developing mitigation plans, and program evaluation.
- **Fuel Farm / Mobile Fueler Inspections**
  - We will inspect fueling agents that operate on the airport.
  - We will also inspect fuel farms and mobile refueler units to ensure compliance with FAR Part 139.321, (d).
- **NOTAMs**
  - Our staff will manage the airport's NOTAM program, in accordance with Part 139.339.
  - We will call flight service or use the automated NOTAM system to post NOTAMs, as directed by Airport Administration.
- **First Aid / CPR / AED Training**
  - We will provide airport staff and tenants with CPR and First Aid training, including how to use an Automatic External Defibrillator (AED), making use of either American Heart Association or American Red Cross training materials.
  - We will also offer disaster preparedness training as requested.
- **Community Emergency Response Team (CERT) Training**
  - We will facilitate and train airport and community volunteers on how to respond to emergencies on the airport and in the community.
- **Local Area Community and Technical Colleges**
  - We will work to build our partnership with Local Area Community and Technical Colleges.
  - Teaching students in the Fire Science Technology programs about Airport Rescue Firefighting and high expansion foam systems.
- **Automatic External Defibrillator Inspections**
  - We will inspect Automatic External Defibrillators (AED) in the airport terminal and airport-owned facilities on a **weekly** basis.



- All inspections will be logged in our daily activity log, as well as in the inspection documentation for the AED.
- When we identify one that needs to be services, we will report it to Airport Administration for immediate correction.
- **Incident Command Training**
  - We will conduct FEMA and State-approved Incident Command System training for airport staff and tenants.
  - All training will ensure that the airport meets with appropriate federal guidelines.
- **Fire Prevention Inspection and Programs**
  - We will conduct periodic fire prevention inspections at all airport facilities, noting any deficiencies, all of which will be reported to Airport Administration for correction.
  - We will conduct fire prevention programs for the airport staff and tenants throughout the year.
  - We will implement seasonally based programs, targeted at hazards common for each season.
- **Fire Extinguisher Inspections**
  - We will inspect all fire extinguishers on the airport *monthly or as needed*.
  - We will either replace a faulty extinguisher with one provided by the airport or we will contact the fire extinguisher contractor directly to re-service the extinguisher.
- **Fire Extinguisher Training**
  - We will provide fire extinguisher training for airport staff and tenants, ensuring that all participants know how to operate a fire extinguisher safely and quickly.
  - Additionally, should the airport not have a fire extinguisher training burn trainer, we will work with the airport to secure one through grants or another source.
- **Storm Water Pollution Prevention Program**
  - We will assist in a Storm Water Pollution Prevention Program at each location by inspecting storm water retention ponds and drainage systems.
  - If requested, we will take over responsibility for the Storm Water Pollution Prevention Program
- **Wildlife Management**
  - We will conduct assessments during daily airfield inspections.
  - We will respond when directed by airport operations or the traffic control tower to a report of wildlife on the airfield.
  - We will take appropriate actions as outlined in the Wildlife Airport Management plan.
  - We will create a plan to reduce the risk of wildlife coming into contact with aircraft.
- **Honoring Fallen Heroes**
  - Pro-Tec has a long history of honoring our Fallen Heroes when they return home. When a Fallen Hero is brought home through the airport, our staff will pay the proper respects to the Fallen Hero and their family. We will also make our staff available to assist the family with anything they need.
- **Honor Flights**
  - Our staff will assist with Honor Flight, as they move through the terminal when they arrive in the morning and again when they return in the evening.
- **Grants**
  - We will use our expertise and our contacts to research and secure grants for the airport to purchase needed equipment.
- **Public Relations**
  - We will provide public relations for the airport, as it pertains to aircraft rescue firefighting. This would involve duties including conducting tours for the general public, support airport charity programs, maintain membership with local Fire Chief and Firefighters' organizations, and providing courtesy fire prevention inspection for airport tenant operations.
- **Dignitary Visits**
  - Our staff supports the safety and security needs of dignitaries visiting.

- Chief will represent the Airport Authority at planning meetings and in Secret Service Command posts, acting as the liaison between airport operations and the command post.

Our proposal response includes examples of some of the deliverables from our value-added services. We have enclosed a copy of our Operational Risk Management program at Idaho Falls Regional Airport (Appendix B), and the Situation Manual (SITMAN)(Appendix C) from our annual discussion-based exercise to be conducted in February for Idaho Falls.

The airport Chief and his/her team are available to assist the airport and community in any way the airport would like. Just ask; we take great pride in the services we provide. We will always respond immediately to assist with any emergent situation when requested by airport authorities.

Our guiding principle for additional services is if it is safe and does not derogate our ability to meet our core responsibilities, we will do it!

### **Community Involvement**

We encourage our Fire Chief and our staff to be active members of the community. Here are some of our recent, notable community engagements:

- At John G. Diefenbaker International Airport in Saskatoon, Saskatchewan we host a BBQ and operate telephones for a local children's hospital telethon, raising over \$1,000 each year.
- At Rogue Valley International-Medford Airport in Medford, Oregon our staff sets up a blood pressure screening clinic in the airport terminal, which provides free blood pressure checks and offers information from the American Heart Association on healthy lifestyles.
- At Will Rogers World Airport in Oklahoma City, Oklahoma and at Austin Straubel International Airport in Green Bay, Wisconsin, we participate in "Pass-the-Boot" for Muscular Dystrophy every summer.

**Pro-Tec Fire Services continues to offer unparalleled customer service, centered around our values of safety, service, low-cost, and compliance. We continue to motivate our firefighters to find new ways to exceed customer expectations and we continue to find ways to help our communities become remarkable places to live.**





Our culture is defined by our **Mission Statement**, our **Core Values**, and our **Code of Conduct**.

### **MISSION STATEMENT**

Pro-Tec Fire Services is committed to protecting life, property, and the environment for those we serve through safe practices, teamwork, and community service.

### **CORE VALUES**

<b>Safety</b>	<i>Everyone goes home safely – no one gets hurt.</i>
<b>Service</b>	<i>Delight your customer.</i>
<b>Efficiency</b>	<i>Only use available resources, conservatively.</i>
<b>Excellence</b>	<i>We strive to be the best every day.</i>

Our company's **Mission Statement** and **Core Values** are presented to our employees when they are hired. Each employee will operate and train by these standards. In addition, each firefighter is also expected to operate by our **Code of Conduct**.

### **CODE OF CONDUCT**

**We will** be safe.

**We will** meet or exceed the requirements of our customer.

**We will** be efficient in our use of resources.

**We will** take accountability for our actions.

**We will** conduct ourselves in a professional manner.

**We will** respect our peers, supervisors, and the chain of command.

**We will** wear the uniform with pride.

**We will** train and respond as a team.



Appendix A - Example Certificate of Insurance

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
2/14/2023

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement.

PRODUCER: The McClone Agency, Inc.
INSURED: Pro-Tec Fire Services Inc
CONTACT NAME, PHONE, FAX, E-MAIL ADDRESS, INSURER(S) AFFORDING COVERAGE, NAIC #

COVERAGES CERTIFICATE NUMBER: 1153790752 REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES.

Table with columns: INSR LTR, TYPE OF INSURANCE, ADDL INSD, SUBR WVD, POLICY NUMBER, POLICY EFF (MM/DD/YYYY), POLICY EXP (MM/DD/YYYY), LIMITS. Rows include Commercial General Liability, Automobile Liability, Umbrella Liab, and Workers Compensation.

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER CANCELLATION

Form containing Certificate Holder information (Kalamazoo Battle Creek International) and Cancellation notice (Should any of the above described policies be cancelled before the expiration date thereof, notice will be delivered in accordance with the policy provisions).



Appendix A



**Operational Risk Management Program**

**Idaho Falls Regional Airport Fire Rescue Division**

The purpose of the following is to establish and implement an Operational Risk Management Program for Idaho Falls Regional Airport Fire Rescue Division. The program will consist of the following items:

- Executive Summary
- Review and analysis of data
- Identification of existing risks
- Selection of goals and objectives
- Requirements for achieving the goals and objectives
- Description of processes to be implemented
- Description of implementation of plan and schedule
- A schedule and method for periodic evaluation of progress

**Idaho Falls Regional Airport Fire Rescue Division**



## **Operational Risk Management Program**

The Idaho Falls Regional Airport Fire Rescue Division is a contract fire department and operates under the Idaho Falls Regional Airport. IDA Fire Rescue is led by a very proactive Fire Chief and augmented by a staff of highly motivated personnel to include: a staff of fire officers and firefighter/EMT(s). The division is divided into three areas of responsibility: fire operations, fire training, and public education services. Idaho Falls Regional Airport Fire Rescue Division provides aircraft firefighting, hazardous materials/CBRNE, basic life support, and technical rescue response capabilities. Additional duties include, Part 139 inspections, Notice to Airman (NOTAMS) reporting, CPR training, fire extinguisher training, wildlife management, and incident management training. Idaho Falls Regional Airport maintains an entire spectrum of support services, multiple story complexes, maintenance shops, aircraft parking structures, and warehouses. Idaho Falls Regional Airport is located within Bonneville County and operates within the city limits of Idaho Falls, Idaho.

The Idaho Falls Regional Airport Fire Rescue Division currently has in place a mutual aid agreement with Idaho Falls Fire Department. This lends us additional resources through the county-wide mutual aid agreements. These agreements afford our agency the necessary resources to meet mandated response requirements as outlined in Federal Aviation Administration, Code of Federal Regulations, and National Fire Protection Association standards.

**Idaho Falls Regional Airport Fire Rescue Division**





## **Operational Risk Management Program**

The fire protection risk management plan establishes a comprehensive safety program that identifies potential problems, risk evaluation, risk decision techniques, and risk management monitoring. The plan covers facilities, training, vehicle operations, protective clothing and equipment, operations at emergency incidents, operations at non-emergency incidents, and other related activities. The intent of this plan is to reduce the risk of firefighter death or injury by preparing for and when possible, avoiding, potentially hazardous situations.

Firefighting operations put firefighters in unusual and dangerous environments and risk management is everyone's responsibility. It is everyone's obligation to prevent and reduce accidents, personal injury and property damage.

Risk Management requires that personal safety be given the highest priority. Emergency operations pose the highest risk to firefighters. Taking unnecessary risks with the lives of firefighting personnel when there is no appreciable benefit is irresponsible. Risk management also applies to every day operations within the fire station and during fire department training exercises.

**Idaho Falls Regional Airport Fire Rescue Division**



## **Operational Risk Management Program**

### **Executive Summary**

To effectively develop, implement and manage an Operational Risk Management (ORM) program, you must first understand what ORM is. ORM is a decision-making tool used at all levels to increase operational effectiveness by anticipating hazards and reducing the potential for loss, thereby increasing the probability of a successful mission. The purpose of ORM is to minimize risks to acceptable levels, proportional to mission accomplishment. The goal of ORM is to manage risk so the mission can be accomplished with the minimum amount of loss. The benefits of ORM are actually applying the process to reduce mishaps, lower or eliminate injury and property damage costs, provide for more effective use of resources, improve training effectiveness, and improve readiness. Idaho Falls Regional Airport Fire Rescue Division's ORM program will follow this 5-step program to use as a guide:

Selection of goals and objectives:

- Risk Analysis
- Risk Assessment
- Risk Decisions
- Control Implementation
- Supervision Controls

**Idaho Falls Regional Airport Fire Rescue Division**





## **Operational Risk Management Program**

Activities that present a significant risk to the safety of members shall be limited to situations where there is a potential to save endangered lives.

Activities that are routinely employed to protect property shall be recognized as inherent risks to the safety of members, and actions shall be taken to reduce or avoid these risks. No risk to the safety of members shall be acceptable when there is no possibility to save lives or property.

Firefighting operations must be evaluated to determine strategy with risk to members being of primary consideration when the Incident Commander makes decisions. The management of risk levels involves all of the following factors:

- Routine evaluation of risk in all situations
- Well-defined strategy options
- Standard Operating Guidelines
- Effective training
- Full protective clothing and equipment
- Effective incident management and communications
- Safety procedures and Safety Officers
- Back-up crews for rapid intervention
- Adequate resources
- Rest and rehabilitation
- Regular re-evaluation of conditions
- Pessimistic evaluation of changing conditions
- Experience based on previous incidents and critiques



## **Operational Risk Management Program**

The Incident Commander shall evaluate the risks to members, with respect to the purpose and potential results of their actions in each situation. In situations where the risk to fire department members is excessive, activities shall be limited to defensive operations.

The acceptable level of risk is directly related to the potential to save lives or property. Where there is no potential to save lives, the risk to members must be evaluated in proportion to the ability to save property of value. When there is no ability to save lives or property, there is no justification to expose fire department personnel to any avoidable risk, and defensive fire suppression operations are the appropriate strategy.





## **Operational Risk Management Program**

### **Operational Risk Management (ORM)**

The Hazard Risk Assessment Matrix provides a systematic method for assigning a hazard level to a failure event based on the severity and frequency of the event.

The hazard level consists of one number and one letter. The number represents the severity of the event. The numbers represent: (1) Death, system loss, or irreversible environmental damage. (2) Severe injury, occupational illness, major system damage, or reversible severe environmental damage; (3) Injury requiring medical attention, illness, system damage or environmental damage. (4) Possible minor injury, minor system damage, or minimal environmental damage.

The letter of the hazard level represents the frequency of occurrence. The letters represent: (A) Expected to occur frequently; (B) Will occur several times in the life of an item; (C) Likely to occur sometime in the life of an item; (D) Unlikely, but possible to occur in the life of an item; (E) So unlikely, it can be assumed occurrence may not be experienced.





As can be seen from the table, each hazard level is associated with a risk category. Risk categories assist risk-management team members in differentiating credible high-hazard threats that may result in loss of life and property from less probable risks, therefore aiding management in risk vs. cost decisions.



## Operational Risk Management Program

Frequency of Occurrence	Severity			
	(1) Catastrophic	(2) Critical	(3) Marginal	(4) Negligible
(A) Frequent	1A	2A	3A	4A
(B) Probable	1B	2B	3B	4B
(C) Occasional	1C	2C	3C	4C
(D) Remote	1D	2D	3D	4D
(E) Improbable	1E	2E	3E	4E

Risk Categories:

 High	 Serious	 Medium	 Low
--	---	--	---

The Operational Risk Management program is a logic-based, common-sense approach to making calculated decisions on human, materiel, and environmental factors before, during, and after operations.

With any fire department operation, there are a multitude of potential risks. This organization evaluates the potential of those risks vs. the benefit of taking said risks and applies the following principles:

1. Risk a lot to protect savable lives
2. Risk a little to protect savable property
3. No risk for life/property already lost



## Operational Risk Management Program

### Operational Risk Management Program

For this section of the ORM program, this organization will conduct an operational analysis by listing the major steps of the operations, then a preliminary hazard analysis will be performed, which will include a list of the hazards, associated with each step and list of the possible causes of the hazards. The following are the most common terms that affect an operational risk management program.

#### **Terms:**

**Hazards:** A condition with the potential to cause illness, injury, death, property damage, or mission degradation.

**Cause:** Something that produces an effect, result, or consequence.

**Risk:** A possible loss expressed in terms of severity and probability.

**Risk Assessment:** A risk assessment is a process that will identify operational hazards and associated risks.

**Severity:** Expected consequences of an event in terms of degree of injury, illness, property damage, or other mission-impairing factor.

**Controls:** Action taken to eliminate hazards or reduce their risks.





## **Operational Risk Management Program**

### **Three types of controls:**

1. Engineering Controls – controls used to reduce risk by design or material replacement.
2. Administrative Controls – controls used to reduce risk through specific administrative actions.
3. Personal Protective Equipment – controls used to create a barrier between a personal and a hazard.



## Operational Risk Management Program

The next step is to perform an operational analysis of the entire organization. In this step we will identify all associated operational risks. According to NFPA 1500, *Standard on Fire Department Occupational Safety and Health Program*, the following are categories that must be outline in an organization's ORM program.

- Administration
- Facilities
- Training
- Vehicle Operations, both emergency and non-emergency
- Protective clothing and equipment
- Operations at emergency incidents
- Operations at non-emergency incidents



## Operational Risk Management Program

### Administration:

Associated risks with the administrative division of this organization are:

- Insufficient knowledge of associated operational risks.
- No in-service training to prevent associated risks.
- Utilizing paper cutter
- Electrical Equipment
- Opened cabinet doors
- Lifting heavy objects
- Typing or Keyboard
- Desk Chairs
- Video Display Terminals





## Operational Risk Management Program

### Risk Analysis:

- Insufficient knowledge of associated operational risks.
- No in-service training to prevent associated risks.

### Risk Assessment:

2A High Risk

### Risk Decisions:

Noncompliance of NFPA 1500 is not a risk this department is willing to accept or continue to operate without an established ORM program.

### Control Implementation:

- Establish a documented ORM program immediately.
- Establish a training regimen to ensure that there is an even flow of participation in the program.
- Establish a Standard Operating Procedure that outlines the implementation, usage, and guidance of the ORM program.

### Supervision Controls:

An ORM program manager shall be assigned to manage the overall operations of the program.

**Idaho Falls Regional Airport Fire Rescue Division**



## Operational Risk Management Program

### Risk Analysis:

- Electrical Equipment

### Risk Assessment:

3D Marginal Risk

### Risk Decision:

Safety briefings on the proper usage, care, and storage of all electrical devices utilized.

### Control Implementation:

- Maintain electrical cords in a manner that keeps them in a secluded area when possible.
- Unplug electrical devices not being utilized.

### Supervision Controls:

Ensure personnel keep electrical cords out of walkways or other areas that could potentially cause a tripping hazard.



## Operational Risk Management Program

### Risk Analysis:

- Opened cabinet doors

### Risk Assessment:

3D Marginal Risk

### Risk Decision:

Provide safety briefings on the closing cabinet doors when not in use.

### Control Implementation:

- Instruct all personnel to close cabinet doors when not in use.

### Supervision Controls:

Ensure personnel are closing cabinet doors when not in use.





## Operational Risk Management Program

### Risk Analysis:

- Lifting heavy objects

### Risk Assessment:

3B Marginal Risk

### Risk Decision:

Instruct personnel on proper lifting procedures and request assistance to assist in lifting heavy objects.

### Control Implementation:

- Provide training on proper lifting procedures.

### Supervision Controls:

Ensure personnel receive proper training in lifting procedures and receive assistance when lifting heavy objects.



## Operational Risk Management Program

### **Risk Analysis:**

- Typing or Keyboard

### **Risk Assessment:**

3A Marginal Risk

### **Risk Decision:**

Instruct personnel on proper typing procedures and proper hand placement.

### **Control Implementation:**

- Provide training on proper typing procedures. Also, provide ergonomic wrist pad for carpal tunnel syndrome.

### **Supervision Controls:**

Ensure personnel receive proper training in typing procedures and proper hand placement



## Operational Risk Management Program

### **Risk Analysis:**

- Desk Chairs

### **Risk Assessment:**

4C Marginal Risk

### **Risk Decision:**

Instruct personnel on proper seating procedures and prohibit the use of elevated feet on the desks.

### **Control Implementation:**

- Provide training on proper seating procedures.

### **Supervision Controls:**

Ensure personnel receive training in proper posture when sitting in a desk chair.





## Operational Risk Management Program

### Risk Analysis:

- Video Display Terminal

### Risk Assessment:

4B Marginal Risk

### Risk Decision:

Instruct personnel on proper screen level and change lighting to reduce glare.

### Control Implementation:

- Provide training on proper lighting and height requirements to avoid glare.

### Supervision Controls:

Ensure personnel receive proper instruction on lighting and screen level while sitting at the workstation.



## Operational Risk Management Program

### Facilities:

Associated risks with the facilities division of this organization are:

- Bunker gear stored in non-ventilated rooms
- Stall floor grates
- Stall overcrowding
- Showers
- Infection control
- Slips, Trips and Falls



## **Operational Risk Management Program**

### **Risk Analysis:**

- Bunker gear stored in non-ventilated rooms.

**Risk Assessment:** 3A Serious Risk

### **Risk Decision:**

Install exhaust fans or outside vents in the Bunker gear storage rooms to provide air flow that allows bunker gear to air out.

### **Control Implementation:**

- Place a work request to have vents or exhaust fans installed in the Bunker gear storage rooms.

### **Supervision Controls:**

Ensure work request is placed and meets applicable standards.





## Operational Risk Management Program

### Risk Analysis:

- Stall floor grates

### Risk Assessment:

3D Medium Risk

### Risk Decision:

Provide awareness training for all personnel.

Cover the grates when possible.

### Control Implementation:

- Leave vehicles in the station when possible, covering floor grates.

### Supervision Controls:

Ensure vehicles are left in the station when possible, covering floor grates.



## **Operational Risk Management Program**

### **Risk Analysis:**

- Stall overcrowding

### **Risk Assessment:**

4C Low Risk

### **Risk Decision:**

Arrange vehicles & equipment in such a way as to keep a free walkway to and around all vehicles.

### **Control Implementation:**

- Have vehicles & equipment arranged in such a way as to keep a free walkway to and around all vehicles.

### **Supervision Controls:**

Ensure vehicles & equipment is arranged in such a way as to keep a free walkway to and around all vehicles.

**Idaho Falls Regional Airport Fire Rescue Division**



## Operational Risk Management Program

### **Risk Analysis:**

- Showers

### **Risk Assessment:**

4A Medium Risk

### **Risk Decision:**

Provide proper no slip matting in all shower areas.

### **Control Implementation:**

- Purchase proper no slip matting in all shower areas.

### **Supervision Controls:**

Ensure proper no slip matting is installed in all shower areas.





## Operational Risk Management Program

### Risk Analysis:

- Infection control

### Risk Assessment:

4B Medium Risk

### Risk Decision:

Maintain an area for washing and disinfecting clothing, tools, and equipment.

### Control Implementation:

- Dedicate an area for the sole purpose of washing and disinfecting clothing, tools, and equipment.

### Supervision Controls:

Ensure an area for the sole purpose of washing and disinfecting clothing, tools, and equipment is properly utilized and maintained.

**Idaho Falls Regional Airport Fire Rescue Division**



## Operational Risk Management Program

### Risk Analysis:

- Slips, Trips and Falls

### Risk Assessment:

- 4C Low Risk

### Risk Decision:

Keep floors clean, dry and free of debris.

Provide training on "Slips, Trips and Falls".

### Control Implementation:

- Keep floors clean, dry and free of debris.
- Provide training on "Slips, Trips and Falls".
- Use of handrails when ascending or descending the stairs.

### Supervision Controls:

Ensure floors are kept clean, dry and free of debris.

Ensure proper training on "Slips, Trips and Falls" is conducted on a regular basis.



## Operational Risk Management Program

### Training:

Associated risks with the vehicle operations portion of this organization are:

- Performing practical evolutions with new (untrained) personnel.
- Night drills
- Inclement weather
- Facility Hazards
- Utilizing live fire for training exercises
- Winds changing direction during live fire training.
- Proper use of PPE during live fire training.
- Ladder Falling





## **Operational Risk Management Program**

### **Risk Analysis:**

- Performing practical evolutions with new (untrained) personnel.

### **Risk Assessment:**

3C Medium Risk

### **Risk Decision:**

Reduce risk by providing classroom instruction prior to performing practical evolutions.

### **Control Implementation:**

- Provide new members initial training, proficiency opportunities, and a method of skill and knowledge evaluation for duties assigned to the member prior to engaging in practical training.

### **Supervision Controls:**

Ensure individuals have completed proper classroom training prior to participating in practical evolutions.

Verify written training documentation has been completed prior to allowing individual to participate in practical evolutions.



## Operational Risk Management Program

### Risk Analysis:

- Night drills

### Risk Assessment:

3C Medium Risk

### Risk Decision:

Limit the number of night drills.

Perform a “walk through” during daylight to inspect for possible hazards.

Assign Safety Officer & Provide adequate lighting equipment.

### Control Implementation:

- Have crews physically walk the training area during daylight hours to become familiar with the area and remove or clearly mark any tripping hazards.

### Supervision Controls:

Ensure the crews are familiar with training grounds prior to conducting night drills.

Ensure there is a Safety Officer assigned prior to conducting night drills.

**Idaho Falls Regional Airport Fire Rescue Division**



## Operational Risk Management Program

### Risk Analysis:

- Inclement weather

### Risk Assessment:

3D Medium Risk

### Risk Decision:

Limit the time spent in inclement weather for training.

Wear proper clothing and limit time spent in PPE during periods of extreme heat.

Ensure everyone is hydrated and potable water and adequate cover is available during training.

Conduct safety briefings.

### Control Implementation:

- Limit the amount of training to be held during periods of inclement weather.
- Ensure all personnel are wearing PPE.
- Provide potable drinking water and designate an area to get out of the weather during down time.

### Supervision Controls:

Assign a Safety Officer to monitor personnel while training in inclement weather.

Ensure everyone is briefed on proper hydration and are given sufficient down time to periodically seek shelter in designated area and re-hydrate.

**Idaho Falls Regional Airport Fire Rescue Division**





## **Operational Risk Management Program**

### **Risk Analysis:**

- Facility Hazards

### **Risk Assessment:**

4C Low Risk

### **Risk Decision:**

Pre-Fire Plans, Pre-inspection, & Conduct Facility Familiarization

### **Control Implementation:**

- Ensure personnel stay together as a group.
- Do not mess with or unnecessarily operate equipment unfamiliar to you.
- Observe all warning signs posted in facilities and watch out for wet, slippery, uneven, or otherwise possibly dangerous existing conditions.

### **Supervision Controls:**

Keep all personnel together.

Ensure personnel do not operate any equipment unnecessarily.

Wear proper hearing and or eye protection in designated areas.

Ensure all personnel are aware of possible existing trip and or slip hazards.

**Idaho Falls Regional Airport Fire Rescue Division**



## Operational Risk Management Program

### Risk Analysis:

- Utilizing live fire for training exercises

### Risk Assessment:

1B High Risk

### Risk Decision:

Visually inspect all safety devices and emergency shutdown switches are operational prior to live fire training evolutions.

Ensure remote fuel shutoff valves and/or switches are operational and safely located outside of, but within sight of the operation and continuously attended by safety personnel properly trained in its operation.

Eliminate all possible sources of ignition, other than those that are under the direct supervision of the person responsible for the start of the training fire.

### Control Implementation:

- Have all safety measures in place and operational prior to initiating training exercises.

### Supervision Controls:

Ensure all safety measures are in place and operational prior to initiating training exercises.



## Operational Risk Management Program

### Risk Analysis:

- Winds changing direction during live fire training.

### Risk Assessment:

3B Serious Risk

### Risk Decision:

Check weather conditions (forecast, wind speed and direction) and maintain awareness throughout the evolution, including a final update immediately prior to the actual ignition.

### Control Implementation:

- Contact the emergency communications center to get weather conditions (forecast, wind speed and direction) and maintain awareness throughout the evolution, including a final update immediately prior to the actual ignition.

### Supervision Controls:

Ensure weather conditions (forecast, wind speed and direction) are acquired and satisfactory throughout the evolution.





## Operational Risk Management Program

### Risk Analysis:

- Proper use of PPE during live fire training.

### Risk Assessment:

3B Serious Risk

### Risk Decision:

Clearly mark the operations area, and ensure proper protective equipment is worn before entering the area throughout the entire training evolution.

### Control Implementation:

- Have the operations area clearly marked, and provide proper protective equipment to be worn before entering the training area.

### Supervision Controls:

Ensure the operations area is clearly marked and proper protective equipment is worn before entering the area throughout the entire training evolution.

**Idaho Falls Regional Airport Fire Rescue Division**



## Operational Risk Management Program

### **Risk Analysis:**

- Ladder Falling

### **Risk Assessment:**

2D Medium Risk

### **Risk Decision:**

Provide training in the proper use of ground ladders.

Wear helmets and gloves when working with ladders.

Ensure enough people are present when raising, lowering, and positioning ladders.

### **Control Implementation:**

- Conduct training in the proper use of ground ladders.
- Wear helmets and gloves when working with ladders.

### **Supervision Controls:**

Ensure enough people are present when raising, lowering, and positioning ladders.

Ensure helmets and gloves are properly worn when working with ladders.



## Operational Risk Management Program

### Vehicle Operations (Emergency and Non-emergency):

Associated risks with the vehicle operations portion of this organization are:

- Driving
- Limited Visibility
- Backing vehicles
- Mounting and Dismounting apparatus
- Secure equipment





## Operational Risk Management Program

### **Risk Analysis:**

- Driving

### **Risk Assessment:**

3A Medium Risk

### **Risk Decision:**

Maintain equipment and ensure all safety devices are functioning properly. Conduct vehicle inspection every morning and after each use.

### **Control Implementation:**

- Have vehicle checked daily to ensure all equipment is in place and operating properly, that all personnel have EVOC drivers training, and obey all posted road signs and conditions.

### **Supervision Controls:**

Ensure vehicle is checked daily and all equipment is in place and operating properly, that all personnel have EVOC drivers training, and obey all posted road signs and conditions.



## Operational Risk Management Program

### Risk Analysis:

- Limited Visibility

### Risk Assessment:

- 3A Medium Risk

### Risk Decision:

Maintain windows and ensure windshield wipers, defrosters, lights and mirrors are functioning properly.

### Control Implementation:

- Have vehicle checked daily to ensure all safety equipment is in place and operating properly.

### Supervision Controls:

Ensure vehicle is checked daily and all safety equipment is in place and operating properly.



## Operational Risk Management Program

### **Risk Analysis:**

- Backing vehicles

### **Risk Assessment:**

3A Medium Risk

### **Risk Decision:**

Use spotter at all times.

### **Control Implementation:**

- Have personnel dismount the apparatus and guide the driver whenever backing a vehicle.

### **Supervision Controls:**

Ensure personnel get off and guide the driver whenever backing a vehicle.

**Idaho Falls Regional Airport Fire Rescue Division**





## Operational Risk Management Program

### Risk Analysis:

- Mounting and Dismounting apparatus

### Risk Assessment

3A Medium Risk

### Risk Decision:

Conduct awareness training and safety briefings.

### Control Implementation:

- Provide proper awareness training and conduct safety briefings on the proper procedures to mount and dismount vehicles.

### Supervision Controls:

Ensure proper awareness training and safety briefings are conducted on the proper procedures to mount and dismount vehicles.

**Idaho Falls Regional Airport Fire Rescue Division**



## Operational Risk Management Program

### Risk Analysis:

- Secure equipment

### Risk Assessment:

3B Medium Risk

### Risk Decision:

Conduct vehicle inspections before and after every operation or movement

### Control Implementation:

- Visually inspect vehicles to ensure all equipment is in its place and properly secured before and after each vehicle movement.

### Supervision Controls:

Ensure vehicles are visually inspected ensure all equipment is in its place and properly secured before and after each vehicle movement.

**Idaho Falls Regional Airport Fire Rescue Division**



## Operational Risk Management Program

### Protective Equipment:

Associated risks with the Protective Equipment portion of this organization are:

- Improper use of or failure to utilize PPE.
- Improper use of or failure to utilize SCBA.
- Improper use of or failure to utilize Hearing protection.
- Improper use of or failure to utilize eye protection.
- Improper use of or failure to utilize PASS device.





## Operational Risk Management Program

### Risk Analysis:

- Improper use of or failure to utilize PPE.

### Risk Assessment:

2B High Risk

### Risk Decision:

Ensure proper use of full PPE while performing firefighting duties.

Provide PPE for all personnel.

### Control Implementation:

- Provide proper PPE for all personnel to be used while performing firefighting duties.

### Supervision Controls:

Ensure proper PPE is issued to all personnel to be used while performing firefighting duties.

**Idaho Falls Regional Airport Fire Rescue Division**



## Operational Risk Management Program

### Risk Analysis:

- Improper use of or failure to utilize SCBA.

### Risk Assessment:

2B High Risk

### Risk Decision:

Train in the proper use of SCBA.

Wear SCBA while working in a hazardous environment.

### Control Implementation:

- Provide training in the proper use of SCBA.
- Provide SCBA for all personnel working in hazardous environment.

### Supervision Controls:

Ensure training in the proper use of SCBA is provided.

Ensure SCBA is utilized while working in hazardous environments.

**Idaho Falls Regional Airport Fire Rescue Division**



## Operational Risk Management Program

### Risk Analysis:

- Improper use of or failure to utilize Hearing protection.

### Risk Assessment:

2C Serious Risk

### Risk Decision:

Train in the proper use of hearing protection.

Wear hearing protection when in noisy environments.

### Control Implementation:

- Provide training in the proper use of hearing protection.
- Provide hearing protection for all personnel.

### Supervision Controls:

Ensure training in the proper use of hearing protection is provided.

Ensure hearing protection for all personnel is utilized when in noisy environments.





## Operational Risk Management Program

### Risk Analysis:

- Improper use of or failure to utilize eye protection.

### Risk Assessment:

2C Serious Risk

### Risk Decision:

Train in the proper use of eye protection.

Wear eye protection while in areas with the potential for causing eye damage or irritation.

### Control Implementation:

- Provide training in the proper use of eye protection.
- Provide eye protection for all personnel.

### Supervision Controls:

Ensure training in the proper use of eye protection is provided.

Ensure eye protection is worn while in areas with the potential for causing eye damage or irritation.



## Operational Risk Management Program

### Risk Analysis:

- Improper use of or failure to utilize Personal Alert Safety System (PASS) device.

### Risk Assessment:

1D Serious Risk

### Risk Decision:

Train in the proper use of PASS device.

Ensure the integrated PASS device is fully functional at the beginning of each shift.

### Control Implementation:

- Provide training in the proper use of the integrated PASS device.

### Supervision Controls:

Ensure training in the proper use of integrated PASS device is provided.

Ensure all personnel are inspecting their integrated PASS device each shift.



## **Operational Risk Management Program**

### **Emergency Operations and Non-Emergency Operations:**

Associated risks with the Emergency Operations and Non-Emergency Operations portion of this organization are:

- Inability to support more than one emergency at any given time
- Hot/Cold temperatures
- Vehicle hazards
- Blood borne Pathogens
- Ventilation
- Aircraft Fuel Fires
- Fires involving compressed gas storage tanks or cylinders
- Burns
- Smoke Inhalation
- Stand-by Operations

**Idaho Falls Regional Airport Fire Rescue Division**





## **Operational Risk Management Program**

### **Risk Analysis:**

- Hot/Cold temperatures

### **Risk Assessment**

4B Medium Risk

### **Risk Decision:**

Wear appropriate clothing, safety briefings, and awareness training.

### **Control Implementation:**

- Provide appropriate clothing, safety briefings, and awareness training.

### **Supervision Controls**

Ensure appropriate clothing, safety briefings, and awareness training is provided.

**Idaho Falls Regional Airport Fire Rescue Division**



## Operational Risk Management Program

### **Risk Analysis:**

- Vehicle hazards

### **Risk Assessment:**

2B High Risk

### **Risk Decision:**

Train in accordance with IFSTA and follow manufacturer's recommendations.

Follow Department Standard Operating Guidelines

### **Control Implementation:**

- Provide training in accordance with IFSTA and follow manufacturer's recommendations.
- Provide training on Department Standard Operating Guidelines.

### **Supervision Controls:**

Ensure training in accordance with IFSTA and follow manufacturer's recommendations is provided.

Ensure Department Standard Operating Guidelines are adhered to.

**Idaho Falls Regional Airport Fire Rescue Division**



## Operational Risk Management Program

### Risk Analysis:

- Blood borne Pathogens

### Risk Assessment:

3B Serious Risk

### Risk Decision:

Wear proper protective clothing to limit contact with bodily fluids. Clean contaminated clothing with extractor.

Disinfect tools and equipment with an approved disinfecting solution.

### Control Implementation:

- Provide proper protective clothing to limit contact with bodily fluids.
- Provide an extractor to clean contaminated clothing.
- Provide an area to disinfect tools and equipment with an approved disinfecting solution.

### Supervision Controls:

Ensure proper protective clothing is worn to limit contact with bodily fluids.

Purchase an extractor to clean contaminated clothing.

Ensure an area to disinfect tools and equipment with an approved disinfecting solution is available.

**Idaho Falls Regional Airport Fire Rescue Division**





## Operational Risk Management Program

### Risk Analysis:

- Ventilation

### Risk Assessment:

4B Medium Risk

### Risk Decision:

Wear proper PPE and SCBA while performing ventilation procedures and air monitoring.

### Control Implementation:

- Provide proper PPE and SCBA to be utilized while performing ventilation procedures.

### Supervision Controls:

Ensure proper use of full PPE and SCBA while performing ventilation procedures.

**Idaho Falls Regional Airport Fire Rescue Division**



## Operational Risk Management Program

### **Risk Analysis:**

- Aircraft Fuel Fires

### **Risk Assessment:**

3C Medium Risk

### **Risk Decision:**

Utilize full PPE and SCBA while performing extinguishment of aircraft fuel fires.

### **Control Implementation:**

- Provide PPE and SCBA to be worn while performing extinguishment of aircraft fuel fires.

### **Supervision Controls:**

Ensure proper use of full PPE and SCBA while performing extinguishment of aircraft fuel fires.

**Idaho Falls Regional Airport Fire Rescue Division**



## Operational Risk Management Program

### Risk Analysis:

- Fires involving compressed gas storage tanks or cylinders

### Risk Assessment:

ID Serious Risk

### Risk Decision:

Train in the proper procedures for extinguishing fires involving gas storage tanks and cylinders.

### Control Implementation:

- Provide training in the proper procedures for extinguishing fires involving gas storage tanks and cylinders.

### Supervision Controls:

Ensure training in the proper procedures for extinguishing fires involving gas storage tanks and cylinders is provided.





## Operational Risk Management Program

### Risk Analysis:

- Burns

### Risk Assessment

2C Serious Risk

### Risk Decision:

Use full PPE and SCBA while performing firefighting duties.

Train in the proper procedures for extinguishing fires.

### Control Implementation:

- Provide PPE and SCBA to be utilized while performing firefighting duties.
- Provide training in the proper procedures for extinguishing fires.

### Supervision Controls:

Ensure PPE and SCBA are utilized while performing firefighting duties.

Ensure training in the proper procedures for extinguishing fires is provided.

**Idaho Falls Regional Airport Fire Rescue Division**



## Operational Risk Management Program

### Risk Analysis:

- Smoke Inhalation

### Risk Assessment:

2C Serious Risk

### Risk Decision:

Wear full PPE and SCBA while performing firefighting duties.

Train in the proper procedures for extinguishing fires.

### Control Implementation:

- Provide PPE and SCBA to be utilized while performing firefighting duties.
- Provide training in the proper procedures for extinguishing fires.

### Supervision Controls:

Ensure PPE and SCBA are utilized while performing firefighting duties.

Ensure training in the proper procedures for extinguishing fires is provided.

**Idaho Falls Regional Airport Fire Rescue Division**



## Operational Risk Management Program

### Risk Analysis:

- Stand-by Operations

### Risk Assessment:

4C Low Risk

### Risk Decision:

Follow Department Standard Operating Guidelines.

Maintain a safe distance, ensuring safety of personnel and equipment.

### Control Implementation:

- Provide Department Standard Operating Guidelines.
- Provide training on maintaining a safe distance, ensuring safety of personnel and equipment.

### Supervision Controls

Ensure Department Standard Operating Guidelines are provided.

Ensure training on maintaining a safe distance, ensuring safety of personnel and equipment is provided.

**Idaho Falls Regional Airport Fire Rescue Division**



## Operational Risk Management Program

### Risk Analysis:

- Mounting and Dismounting Apparatus

### Risk Assessment

4A Medium Risk

### Risk Decision:

Ensure proper footing and three points of contact when stepping on and off of vehicles.

Utilize handrails when mounting and dismounting vehicles.

### Control Implementation:

- Provide training on proper utilization and use of handrails and three points of contact when mounting and dismounting vehicles.

### Supervision Controls

Ensure training on proper utilization and use of handrails and three points of contact when mounting and dismounting vehicles.





## Operational Risk Management Program

### References:

- NFPA 1500, *Occupational Safety and Health Program*
- NFPA 1250, *Operational Risk Management*
- Idaho Falls Regional Airport, *Airport Certification Manual*
- Idaho Falls Regional Airport, *Airport Emergency Plan*
- Idaho Falls Regional Airport Fire Rescue Division *Standard Operating Guidelines*

This document is continuously reviewed and approved by the Fire Chief. The last revision was completed and approved on 25 October 2022.

*Sean L Edwards*

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Sean L. Edwards, CFO  
Fire Chief  
Idaho Falls Regional Airport  
Fire Rescue Division

**Idaho Falls Regional Airport Fire Rescue Division**



# 2023 IDAHO FALLS REGIONAL AIRPORT – AIRPORT EMERGENCY TTX

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Situation Manual

FEB 23, 2023

This Situation Manual (SITMAN) provides exercise participants with all the necessary tools for their roles in the exercise. Some exercise material is intended for the exclusive use of exercise planners, facilitators, and evaluators, but players may view other materials that are necessary to their performance. All exercise participants may view the SITMAN.





## EXERCISE OVERVIEW

<b>Exercise Name</b>	2023 Idaho Falls Regional Airport Tabletop Exercise
<b>Exercise Date</b>	FEB 23 2023
<b>Scope</b>	This exercise is a tabletop, planned for 4 hours in the Terminal Conference Room. Exercise play is limited to discussion.
<b>Focus Area(s)</b>	Mitigation, Response, Recovery
<b>Core Capabilities</b>	<ul style="list-style-type: none"> <li>Planning</li> <li>Public Information and Warning</li> <li>Operational Coordination</li> <li>Mass Care Services</li> <li>Risk &amp; Disaster Resilience</li> <li>Infrastructure Systems</li> <li>Operational Communication</li> <li>Health and Social Services</li> <li>Housing</li> <li>Risk Mitigation</li> <li>Community Resilience</li> <li>Environment Health and Safety</li> <li>Situational Assessment</li> </ul>
<b>Objectives</b>	<p><b>Objective 1:</b> Assess ability to Stabilize critical infrastructure and functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.</p> <p><b>Objective 2:</b> Assess ability to establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.</p> <p><b>Objective 3:</b> Assess ability to provide life-sustaining and human services to the affected population, to include hydration, feeding, sheltering, temporary housing for stranded travelers, evacuee support, reunification, and distribution of emergency supplies.</p> <p><b>Objective 4:</b> Assess ability to deliver coordinated, prompt, and reliable information to the whole community to effectively relay information regarding the threat or hazard, as well as the actions being taken and the assistance being made available.</p> <p><b>Objective 5:</b> Evaluate ability to assess risk and disaster resilience so that decision makers, responders, and community members can take informed action to reduce their entity's risk and increase their resilience.</p>

<b>Threat or Hazard</b>	Alert 3
<b>Scenario</b>	It is FEB 23, 2023, at 10:00 AM Mountain Standard Time (MST). The temperature is 18 degrees and partly cloudy. The Air Traffic Control tower notifies the ARFF team that a Citation twin engine aircraft with 1 SOB with 1000 lbs. of fuel remaining on board. The piloted aircraft is threatening to crash into the IFRA terminal building.
<b>Sponsor</b>	Idaho Falls Regional Airport
<b>Participating Jurisdictions/ Organizations</b>	<p>City of Idaho Falls</p> <ul style="list-style-type: none"> <li>• Directorates                             <ul style="list-style-type: none"> <li>○ IFRA Administrative Staff</li> <li>○ IFRA Operations</li> <li>○ Idaho Falls Fire Department</li> <li>○ Police Department</li> <li>○ Public Works (DPW)</li> </ul> </li> <li>• Supporting Offices                             <ul style="list-style-type: none"> <li>○ Public Affairs Office (PAO)</li> </ul> </li> </ul> <p><b>Partner Jurisdictions &amp; Organizations</b></p> <ul style="list-style-type: none"> <li>• City of Idaho Falls</li> <li>• Bonneville County</li> <li>• City of Idaho Falls Utilities</li> <li>• Intermountain Gas</li> </ul>
<b>Points of Contact</b>	<p>Sean Edwards                      Fire Chief                      Pro-Tec Fire Services                      ARFF Division                      208-497-0234                      sedwards@protecfire.com</p> <p>Grant Kendall                      Safety and Security                      Idaho Falls Regional Airport                      208-612-8224                      gkendall@idahofalls.gov</p>



## GENERAL INFORMATION

### Exercise Objectives and Capabilities

The following exercise objectives in Table 1 describe the expected outcomes for the exercise. The objectives are linked to core capabilities, which are distinct critical elements necessary to achieve the specific mission area(s). The objectives and aligned core capabilities are guided by elected and appointed officials and selected by the Exercise Planning Team.

Exercise Objectives	Core Capability
1. Assess ability to stabilize critical infrastructure and functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.	Planning, Public Information and Warning, Operational Coordination, Operational Communication, Infrastructure Systems, Risk Mitigation, Risk and Disaster Resilience
2. Assess ability to establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.	Planning, Public Information and Warning, Operational Coordination, Operational Communication, Situational Assessment
3. Assess ability to provide life-sustaining and human services to the affected population, to include hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.	Planning, Public Information and Warning, Operational Coordination, Operational Communication, Mass Care Services, Community Resilience, Housing for travelers
4. Assess ability to deliver coordinated, prompt, and reliable information to the whole community to effectively relay information regarding the threat or hazard, as well as the actions being taken and the assistance being made available.	Planning, Public Information and Warning, Operational Coordination, Operational Communication, Community Resilience
5. Evaluate ability to assess risk and disaster resilience so that decision makers, responders, and community members can take informed action to reduce their entity's risk and increase their resilience.	Planning, Public Information and Warning, Operational Coordination, Operational Communication, Risk and Disaster Resilience, Community Resilience,

**Table 1. Exercise Objectives and Associated Capabilities**

### Participant Roles and Responsibilities

The term *participant* encompasses many groups of people, not just those playing in the exercise. Groups of participants involved in the exercise, and their respective roles and responsibilities, are as follows:

**Players:** Personnel who have an active role in discussing or performing their regular roles and responsibilities during the exercise. Players discuss or initiate actions in response to the simulated emergency.

**Observers:** Do not directly participate in the exercise. However, they may support the development of player responses to the situation during the discussion by asking relevant questions or providing subject matter expertise.

**Facilitators:** Provide situation updates and moderate discussions. They also provide additional information or resolve questions as required. Key Exercise Planning Team members also may assist with facilitation as subject matter experts (SMEs) during the exercise.

**Evaluators:** Are assigned to observe and document certain objectives during the exercise. Their primary role is to document player discussions, including how and if those discussions conform to plans, policies, and procedures.

## Exercise Structure

This exercise will be a multimedia, facilitated exercise. Players will participate in the following two modules:

Module 1: Response

Module 2: Recovery

Each module begins with a multimedia update that summarizes key events occurring within that time period. After the updates, participants review the situation and engage in group discussion of appropriate [focus area] issues.

## Exercise Guidelines

This exercise will be held in an open, no-fault environment wherein capabilities, plans, systems, and processes will be evaluated. Varying viewpoints, even disagreements, are expected.

Respond to the scenario using your knowledge of current plans and capabilities (i.e., you may use only existing assets) and insights derived from your training.

Decisions are not precedent setting and may not reflect your jurisdiction's/organization's final position on a given issue. This exercise is an opportunity to discuss and present multiple options and possible solutions.

Issue identification is not as valuable as suggestions and recommended actions that could improve efforts to achieve stated objectives. Problem-solving efforts should be the focus.

The assumption is that the exercise scenario is plausible, and events occur as they are presented. All players will receive information at the same time.

## Exercise Evaluation

Evaluation of the exercise is based on the exercise objectives, aligned critical tasks, key issues and discussion points which are documented in Exercise Evaluation Guides (EEGs). Evaluators have EEGs for each of their assigned areas. Additionally, players will be asked to complete

participant feedback forms. These documents, coupled with facilitator observations and notes, will be used to evaluate the exercise and compile the After Action Report (AAR) and Corrective Action Plan (CAP).



## MODULE 1: ALERT 3 AND INITIAL RESPONSE

### Scenario

It is FEB 23, 2023, at 10:00 AM Mountain Standard Time (MST). The temperature is 18 degrees and partly cloudy. The Air Traffic Control tower notifies the ARFF team that a Citation twin engine aircraft with 1 SOB with 1000 lbs. of fuel remaining on board. The piloted aircraft is threatening to crash into the IFRA terminal building..

- The aircraft crash causes cracking and damage to primarily to the unreinforced brick and masonry structure of the terminal building.
- Utility outages are beginning to be reported on IFRA property to include electricity, water, and gas.
- Several injuries are being reported due to slips/falls and blunt trauma from falling debris.
- Telephone, cell phone, and internet connectivity is limited or busy due to damaged infrastructure and clogged networks.
- Due to this being a local event, we are operating with the assumption obtaining support via MOU's and MAA's.

### Key Issues

- Implementation of Disaster Preparedness Plans
- Rapid Situation Assessment and effect on Community Lifelines
- Prioritization of Response Assets
- Initiation of Disaster Response Activities
- Operational Coordination & Communication

### Discussion Points

Based on the information provided, participate in the discussion concerning the issues raised in Module 1. Identify any critical issues, decisions, requirements, or questions that should be addressed at this time.

The following questions are provided as suggested subjects that you may wish to address as the discussion progresses. These questions are not meant to constitute a definitive list of concerns to be addressed, nor is there a requirement to address every question.

- Routing of emergency calls and dispatch of first responders/ICS implementation (Idaho Falls Dispatch)
- Initiation of Mass Warning and Notification Systems
- Initiation of facility Emergency Action Plans (Accountability procedures)

- Full activation Emergency Operations Center and key personnel
- EOC/ICS interface & synchronization
- Coordination between all EOC's & interoperability (IFRA, County, State, Private Sector)
- Emergency family assistance center & call center activation (Safe havens, feeding, needs assessment)
- Development of rapid situational assessment (Focus on community lifeline impact and stabilization)
- Critical infrastructure rapid damage assessments (IFRA, Tenants, City Departments)
- State of disaster declaration
- Patient tracking system
- Continuity of Operations implementation (IFRA, Tenants, City Departments)
- Communications system resiliency & redundancy

## MODULE 2: RECOVERY OPERATIONS

### Scenario

It is now FEB 25, 2023, two days after the aircraft crash. There is extensive damage to Infrastructure Systems at IFRA. Police, Fire, and emergency services and hospitals are operating at full capacity. Although numerous injuries were reported. Telephone, cell phone and internet connectivity remain limited. Due to damaged electrical lines, natural gas lines and generators, numerous facilities are without power.

### Key Issues

- Managing recovery process (short, intermediate, long term)
- Process for receiving assistance
- Community needs determination
- Effect on Mission Assurance

### Discussion Points.

Based on the information provided, participate in the discussion concerning the issues raised in Module 2. Identify any critical issues, decisions, requirements, or questions that should be addressed at this time.

The following questions are provided as suggested subjects that you may wish to address as the discussion progresses. These questions are not meant to constitute a definitive list of concerns to be addressed, nor is there a requirement to address every question.

- Completion of detailed damage assessments after receipt of rapid assessments (United States Army Corps of Engineers role) ?
- Assessment and stabilization of community lifelines & infrastructure systems
- Emergency power generation at critical facilities
- Prioritization of resource allocation
- Roles for recovery operations (EOC, recovery working group)
- Emergency contracting support (water, fuel, generators, essential services, etc.)
- Long term continuity operations (Devolution considerations)
- Patient and Employee Accountability
- MOU's (Strengths, Gaps)



## APPENDIX A: EXERCISE SCHEDULE

Aircraft Alert TTX (FEB 23, 2023) Timeline	
Evaluator (Brief)	0745-0800
Registration/Sign	0830-0845
Admin Remarks/Introduction	0845-0900
Module 1 – Initial Response	0900-1015
Break	1015-1030
Module 2 – Recovery	1030-1145
Break	1145-1200
Hot Wash	1200-1230
Evaluator Only (Debrief)	1230-1300



Tenants		

EVALUATION TEAM		







April 21, 2023

Michael La Pier, AAE, Executive Director  
Monterey Peninsula Airport District  
200 Fred Kane Drive, Suite 200  
Monterey, CA 93940

RE: Monterey Peninsula Airport District Supplemental Proposal for Fire and Emergency Services

Dear Mr. La Pier:

In response to the RFP for Fire and Emergency Services and guidance from the Board of Directors, the City of Monterey is submitting a supplemental proposal. We propose a contract in year one in the amount of \$1.78 million, and continue our cost-sharing model that benefits the Airport District and our community.

At its meeting on April 5, all Monterey Peninsula Airport District board members in attendance expressed their satisfaction with the quality of services provided by the City of Monterey's Fire Department. They also encouraged us to meet with you in order to find creative solutions to our fire services contract.

Thank you for meeting with us on Monday, April 17, 2023, and for collaboratively discussing with us creative alternatives that would allow us to continue our cost-sharing model. Your suggestions on how we can use some of the Airport's facilities on the south side of the airfield for an engine would allow us to continue serving the Airport and area neighborhoods, consistent with the cost-sharing model in our current contract. Your vision, creativity, and collaboration are very much appreciated. Based on our conversation, we propose to continue the current model of shared service delivery that we have successfully used over the past 9+ years. This model has proven to be mutually beneficial to the Airport District, City of Monterey, and our collective residents. By continuing the existing service model, which includes serving the adjacent neighborhoods, Highway 68 Corridor, and Ryan Ranch, we are able to significantly revise our price model. This revised pricing is based on our evaluation of the value of a fully staffed, three-person engine company plus one fully dedicated ARFF engine staff member stationed at the Airport.

Attached is the cost breakdown based on that evaluation. The proposal takes the following points into account:

- Staffing of the engine is increased to three personnel to meet the City's standards. Staffing for the ARFF engine remains in compliance with FAA regulations at one person.



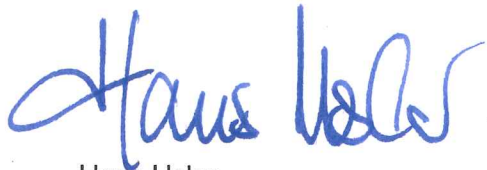
- The shared cost is based on the balance of responses between on-Airport property responses and off-Airport property responses over a two-year period.
  - In 2021 and 2022, the engine located at the Airport responded to a total of 623 calls. Of the 623 calls, 127 were on Airport property, or 20.4% of the total calls.
  - In this revised proposal, the cost of the engine staffing is shared based on this percentage, and the cost to staff the ARFF engine remains fully the responsibility of the Airport.
  - Our proposal allows the Airport District to continue receiving mutual and automatic aid through adjacent neighboring agencies, which only the City of Monterey is able to guarantee.
  - The shared cost model will allow the Airport and the City to retain the former Airport District employees.
- Based on the shared cost model, the engine may continue to be used outside of the Airport's geographic boundaries whenever deemed operationally necessary by the Fire Chief or a designee. The same or similar language shall be used in a new agreement regarding the use of Airport apparatus.
- With the Fire Station relocating to the north side of the airfield, the City's response off airport property will be significantly reduced. To maintain the same cost share (based on the proportion of responses between on-Airport property and off-Airport property), we request that the Airport work with the City collaboratively in finding a suitable location for the engine and personnel assigned to it, to be staged on the south side of the airfield during daytime hours. Finding a space, potentially in a new terminal building, is not mandatory, but it would be helpful to the overall service levels, including being on-site for service calls generated inside the new terminal.
- As outlined in our original proposal, under these revised terms, the Airport will benefit from the depth of resources available in the Monterey Fire Department system. This depth will ensure that a resource will always respond to every incident at the Airport within our response time standard of 5 minutes or less (in excess of 90% of all incidents), even if the engine assigned to the Airport is busy on another incident. Furthermore, in the event of a significant incident at the Airport (aircraft crash, aircraft fire, structure fire, etc.), Monterey will send an adequate number of resources to mitigate that incident safely and effectively with resources either under our direct control or utilizing existing automatic aid agreements with neighboring jurisdictions at no additional costs for the Airport District.

Our proposed shared service delivery model will ensure that the Airport District will continue to have state-of-the-art services delivered by many of your original firefighters, who have become part of the regional Monterey fire services model, which includes the cities of Pacific Grove, Carmel, and Sand City. With the Airport remaining part of this powerful firefighting force, we are also ensuring that our taxpayer dollars are being spent effectively, intentionally, and locally.

We know the Monterey Peninsula Airport District will continue to be satisfied with a new and continued fire services partnership with the City of Monterey. We provide the highest level of service that the visitors of the Monterey Regional Airport, including the residents and businesses in the City of Monterey expect. The City of Monterey remains committed to the Airport family now and in the future.

You are welcome to contact me at (831) 646-3760 or Fire Chief Gaudenz Panholzer at (831) 646-3900 for any additional information. We appreciate our partnership and look forward to speaking with you and the Board on April 27, 2023, regarding this supplemental proposal.

Sincerely,



Hans Uslar  
City Manager

Attachments:

Cost Proposal

Letter of Support – Fishermen Flats Homeowners and Residents Association

Letter of Support – Laguna Grande Neighborhood Association

Letter of Support – Monterey Vista Neighborhood Association

Letter of Support – Monterey Peninsula Chamber of Commerce

c: LisAnne Sawhney, Chair  
Bill Sabo, Vice Chair  
Mary Ann Leffel, Board Member  
Carl Miller, Board Member  
Dino Pick, Board Member  
Gaudenz Panholzer, Fire Chief



**Supplemental Proposal**  
**April 21, 2023**

**MPAD Pricing Details**

Item		Cost	MPAD Share	MPAD Cost
Staffing	Captains (Engine)	3 \$247,983.00	20.4%	\$151,655.74
	Engineers (Engine)	3 \$222,707.00	20.4%	\$136,198.02
	Engineers (ARFF)	3 \$222,707.00	100%	\$668,121.00
	Firefighters (Engine)	3 \$192,234.00	20.4%	\$117,562.04
	Division Chiefs	3 \$332,957.00	7.3%	\$73,169.89
	Deputy Fire Marshal	1 \$227,350.00	5%	\$11,367.50
	Fire Prevention Technician	1 \$120,438.00	3%	\$3,613.14
	Fire Prevention Inspector (PT)	1 \$36,980.00	20%	\$7,396.00
Overtime & Out-of-Class	Engine	1 \$331,462.35	20.4%	\$67,569.37
	ARFF	1 \$111,353.64	100%	\$111,353.64
	Division Chiefs - Extra Duty (400 hrs/DC)	3 \$ 25,724.15	7.3%	\$5,653.08
	Deputy Fire Marshal (50 hrs/yr)	1 \$ 8,423.55	5%	\$421.18
Personnel Costs	Annual Training	\$33,000	100%	\$33,000
	Annual Physical Exams (Engine)	9 \$855	20.4%	\$1,569
	Annual Physical Exams (ARFF)	9 \$855	100%	\$7,695
	Annual Physical Exams (DC)	3 \$855	7.3%	\$188
	Tuition Reimbursement	6 \$1,000	100%	\$6,000
	Workers' Compensation & U.I (Engine)	9 \$16,493	20.4%	\$30,260
	Workers' Compensation & U.I (ARFF)	3 \$16,493	100%	\$49,480
	Workers' Compensation & U.I (DC)	3 \$16,493	7.3%	\$3,625
	Other Post Empl Benefits (Engine)	9 \$3,377	20.4%	\$6,197
	Other Post Empl Benefits (ARFF)	3 \$3,377	100.0%	\$10,132
	Other Post Empl Benefits (DC)	3 \$3,377	7.3%	\$742
	Personal Protective Equipment (Engine)	9 \$2,438	20.4%	\$4,472
	Personal Protective Equipment (ARFF)	3 \$2,438	100%	\$7,313
	Personal Protective Equipment (DC)	3 \$2,438	7.3%	\$536
Dispatch	Monterey County Dispatch Services	\$117,158.86	1.06%	\$1,241.88
	NGEN Debt	\$5,448.84	100%	\$5,448.84
	NGEN O&M	\$6,351.80	100%	\$6,351.80
	MDC Fee	\$1,040.00	100%	\$1,040.00
Station	Maintenance	\$5,000	100%	\$5,000
	Supplies	\$12,870	100%	\$12,870
TOTAL				\$1,547,240.17
Administrative Fee			15.533%	\$240,332.81
<b>GRAND TOTAL</b>				<b>\$1,787,572.98</b>

Per month \$148,964.41  
9 months (October 1, 2023- June 30, 2024) \$1,340,679.73

**Fixed Cost Proposal Option**

Year 2 (July 1, 2024 - June 30, 2025) 5% \$1,876,951.63  
Year 3 (July 1, 2025 - June 30, 2026) 5% \$1,970,799.21

## Ltr of Support from FF HOs & RA for extension of existing contract for Fire Services at Monterey Regional Airport for April 27, 2023 meeting

Tom Rowley <tomr2004@hotmail.com>

Sun 4/16/2023 6:51 PM

To: info@montereyairport.com <info@montereyairport.com>



April 17, 2023

Dear Monterey Peninsula Airport District Board of Directors:

I am writing on behalf of the "Fishermen Flats Homeowners & Residents Association" (FF HOs & RA) regarding the Airport District's selection of fire service provider. As indicated by the attached letter submitted by our Association to the City of Monterey in May 2022 during the special comprehensive evaluation of fire services on the Monterey Peninsula, we believe the current integration of the Airport fire services has produced superior fire protection services for our neighborhood -- Fishermen Flats.

We are a vital part of the residential and business area of the Monterey Peninsula called the "Flats and Foothills" area, and this area is now being considered by the City of Monterey for major expanded future residential development under the proposed update of the City Housing Element. Reducing the coverage of fire services to primarily the Airport boundaries makes no sense from the current balanced and very effective services provided in the past, as demonstrated during the major November 2021 fire in our neighborhood on Josselyn Canyon Road. Quick fire service by Engine No 16 -- the first to arrive at the scene - limited the damage to only one home, and the neighboring properties on all sides were protected from receiving fire damages!

The current services have been a win-win for the Airport and its neighbors. With future expanded residential development along Garden Road in the City of Monterey, reducing the level of cooperation between existing services just does not make common sense, and would be a serious fall-back from the ongoing "Good Neighbor" policy of the leadership at the Airport.

We sincerely hope that you will extend or renew the existing contract with the City of Monterey to provide the high level of fire protection services we now receive from the current system. We are confident that the offer from the City will be fair and provide those continued services. We are now a model for fire protection services -- let's keep it up!

*Tom Rowley*

"Aloha" Tom Rowley, 2004 Marsala Circle, Monterey, CA 93040 / President FF HOs & RA

Copy to: City of Monterey (Mayor & CM) / Matt Murphy (Mtry Fire Foundation rep) / Mtry Woods HOA / Living Hope Church /

Attachment: Email from FF HOs & RA dtd 5/25/2022



## Comments for Risk Assessment Briefing of Mtry CC on Wed May 25, 2022 during Study Session

TomR2004@hotmail.com <TomR2004@hotmail.com>

Wed 5/25/2022 2:27 PM

To: Clyde Roberson <roberson@monterey.org>

Cc: Hans Uslar <uslar@monterey.org>

Bcc: Ed@Onbaseleadership.com <ed@onbaseleadership.com>;tomr2004@hotmail.com <tomr2004@hotmail.com>;Marilyn Maxner <montmm06@gmail.com>;brand@redshift.com <brand@redshift.com>

To Mayor Clyde Roberson -- The "proof" of any Fire Department is their success in controlling a fire in our Fishermen's Flats neighborhood.

In November 2021, a Single Family Residence (SFR) on Josselyn Canyon Road in Fishermen's Flats ( Hesler residence ) suffered a major fire such that the home is now uninhabitable. Fire damage was limited successfully only to the Hesler residence.

The property is located across the street from homes in the un-incorporated area of the Monterey Peninsula. Logically -- these homes in the Josselyn Cyn area of the Monterey Peninsula should be annexed to the City of Monterey, and the City should offer the Owners the prospect of coming within the city limits... This will allow them complete access to city services at the Mtry Sports Center and Monterey Public Library, etc, etc. The current pockets of un-incorporated Monterey County homes in contiguous areas to the City of Monterey are totally non-sensical. I did not see a discussion of this anywhere in the Risk Assessment study report.

The overall performance of all the fire department services in preventing the fire in November 2021 from spreading to any of the 4 adjacent properties in the immediate area is proof of the capabilities, outstanding training, and very professional firefighting services available to the neighbors in our Fishermen Flats neighborhood. All applicable personnel and the leadership at the Monterey Fire Department should receive recognition for their superb services! This outstanding "proof" of successful service needs to be recognized in the study by CityGate.

Please ensure that a copy of this letter is entered into the record of today's CC study session. Thanks in advance.

"Aloha" Tom Rowley, President of Fishermen Flats HO's and Residents Assoc.  
2004 Marsala Circle, Monterey, CA 93940  
Home Office TEL: (831) 373-5204

**From:** Esther Malkin <esthermalkin@yahoo.com>  
**Sent:** Monday, April 17, 2023 9:30 PM  
**To:** info@montereyairport.com <info@montereyairport.com>  
**Cc:** stanh831 <stanh831@gmail.com>; Renee Erban <rae815@aol.com>; Brandon Naylor <naylor.brandon.lee@gmail.com>; Joseph & Cynthia Hill <hillsgrapevine@frontiernet.net>  
**Subject:** Support for MFD

To the airport board

I'm writing as the president of a neighborhood near the airport supporting MFD & that the airport board not cut corners on our safety to save some dollars.

There are so many OBVIOUS reasons not to use an out of state company, for profit company that frankly I'm appalled that after the city of Monterey has done so much to accommodate the airport's needs that the board would consider not staying with MFD.

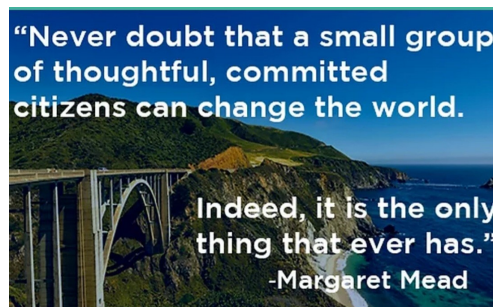
OUR SAFETY MUST NOT BE POTENTIALLY COMPROMISED TO SAVE A FEW DOLLARS & for PROFITS.

I'm confident the majority of VOTERS would agree & will turn out in the next elections to prove it.

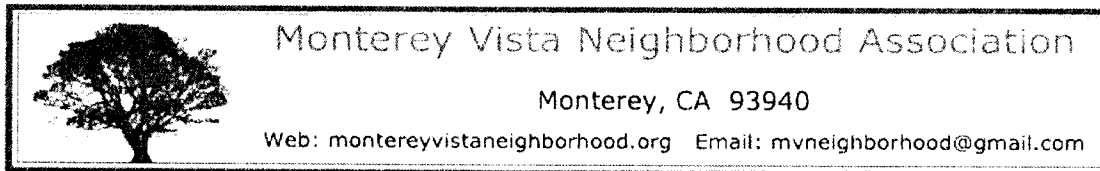
We strongly urge the airport board to maintain the current arrangement with MFD.

Thank you.  
Regards,  
Esther Malkin  
President Laguna Grande Neighborhood Assn President

\*Please pardon typos as this is being sent from my phone.



[NOTICE: This message originated outside of the City of Monterey mail system -- DO NOT CLICK on links or open attachments unless you are sure the content is safe.]



**April 14, 2023**

**Re: Contract for Firefighting Services; Support of City of Monterey Firefighters**

Dear Board of Directors (BOD), Monterey Peninsula Airport District:

The Monterey Vista Neighborhood Association (MVNA) Board of Directors writes to share their vote of support for the City of Monterey Firefighters' contract proposal.

Hopefully, the BOD will come to an understanding of how the firefighters can safely transit the airport for faster response times in south airport locations and also allow for response times to the Route 68 corridor. Faster local response times through the airport and the contractual ability to multi-cover in a mutual aid scenario will bring the cost of the Monterey proposal down. The costs of mutual aid coverage must be added to the other competing proposal which will bring the two proposals closer to parity. These offsets to the contract proposals are essential in order to compare the worth of the bids.

The advantages of using the Monterey firefighters are obvious in terms of knowledge of the local geography, response times, depth of coverage in the force during emergencies and other disruptions, and their great relationships with other emergency response providers. Their training in sea rescue is of the utmost value to aircraft emergencies.

Please compare the worth for worth more closely in the two proposals and choose Monterey firefighters.

Thank you for your consideration.

Sincerely,

A handwritten signature in cursive script that reads "Jean Rasch".

Jean Rasch, President  
Monterey Vista Neighborhood Association



**MONTEREY  
PENINSULA  
CHAMBER OF  
COMMERCE**

**2022 BOARD OF DIRECTORS**

BOARD CHAIR  
**JENNIFER KUYPER**  
Pinnacle Bank

IMMEDIATE PAST CHAIR  
**AARON WATERS**  
Rayne Technology Solution

CHAIR ELECT  
**KEVIN CAUSEY**  
Montage Health Foundations

**KATHRYN AVILA**  
Avila Construction Company

**NICK DEL POZZO**  
Hyatt Regency-Monterey Bay

**ELIZABETH DIAZ**  
Armanasco Public Relations

**JONATHAN GEISLER**  
Geisler3

**PHYLLIS GRILLO**  
CSUMB

**ADAM HUGHES**  
MBS Business Systems

**DAWN MATHES**  
Pebble Beach Company

**ANAIS MORA**  
JRG Attorneys at Law

**DJ (DJUNA) MUNIZ**  
The Mechanics Bank

**DOUGLAS ROBERTS**  
JHW Architects, Inc.

**CLARISSA ROWE**  
Monterey County Bank

**PAUL WEYANT**  
Express Employment Professionals  
of Monterey County

**JEFF WHITE**  
KRML

**DR. MARK ZACOVIC**  
Monterey Peninsula College

**N. MONICA LAL**  
President/CEO

Board of Directors  
Monterey Peninsula Airport District  
200 Fred Kane Drive, Suite 200  
Monterey, CA 93940

April 18, 2023

Dear Board of Directors,

On April 5, the Monterey Peninsula Airport District Board of Directors held a special meeting to receive presentations and conduct interviews for two entities that submitted proposals for Monterey Regional Airport Fire & Related Emergency Services. The two entities were the City of Monterey Fire Department - a local government agency - and J.J. Protective Services, Inc. d/b/a Pro-Tec Fire Services, Ltd., a Wisconsin-based private contractor of Aircraft Rescue Fire Fighting services.

While supporting the concept that our government needs to be fiscally responsible by seeking the best services at the best price, the mission of the Monterey Peninsula Chamber of Commerce is to "support member success and promote the regional economy." From that perspective, the loss of the City of Monterey Fire Department as the contractor for the local public airport would be a setback. We do not know Pro-Tec Fire Services.

We ask that the Monterey Peninsula Airport District Board of Directors provide a clear outline of their analysis of the two proposals. In particular, we would be interested in knowing the reasons for cost differences between the two proposals. If the difference is mainly related to the reality that cost of living and business operations in Appleton, Wisconsin is lower than the cost of living and business operations in Monterey, California, that difference should be taken into consideration, to the extent allowed by applicable laws regarding local preferences.

Sincerely,

Monica Lal  
President/CEO

Kevin Causey  
2023 Board Chair





March 1, 2023

Michael La Pier, AAE, Executive Director  
Monterey Peninsula Airport District  
200 Fred Kane Drive, Suite 200  
Monterey, CA 93940

RE: Monterey Regional Airport Fire & Related Emergency Services Proposal

Dear Mr. La Pier,

Thank you for providing us with the opportunity to respond to your request for proposals to provide fire and emergency services for the Monterey Peninsula Airport District at the Monterey Regional Airport fire station. We are looking forward to continuing our partnership with the Monterey Peninsula Airport District for the public safety benefit of our adjoining jurisdictions.

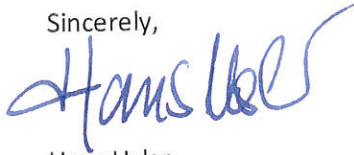
As you recall, our employees are your employees and we hope that the Members of the Monterey Airport District will continue to cherish this very special relationship and commitment to your former employees.

The Monterey Fire Department has a proven track record of providing exceptional fire and emergency services by contract to the cities of Pacific Grove, Carmel-by-the-Sea and Sand City as well as Naval Support Activity Monterey and its housing community at La Mesa Village. Our experienced and dedicated staff is known for providing excellent services that have and will continue to increase and enhance fire protection and community risk reduction for the Monterey Peninsula Airport District. Our strike teams, responding to California Wildfires during fire seasons, are providing insights into understanding the value of training, preparedness, and real firefighting experience.

Monterey is and remains your best choice when it comes to fire and emergency response. We have the best and the brightest firefighters on staff. Our governing body, the City Council, knows and appreciates our firefighters and the value they bring to the community you and your board members live in. We do not compromise when it comes to providing excellent services. We are not driven by profit margins. No one gets rich from a contract like that. Our reward remains to ensure that the Monterey Airport District receives the best services at a fair price. We are keenly aware of the need to manage public funds wisely and were able to find an acceptable compromise in 2018 when we negotiated the current contract price.

You are welcome to contact me at (831) 646-3760 or Fire Chief Gaudenz Panholzer at (831) 646-3900 for any additional information. We appreciate our partnership and look forward to hearing from you to discuss additional contract details.

Sincerely,

A handwritten signature in blue ink that reads "Hans Uslar". The signature is written in a cursive style with a large, sweeping initial "H".

Hans Uslar  
City Manager

Enclosure

c: Gaudenz Panholzer, Fire Chief



# **Fire Services Proposal**

## **Monterey Peninsula Airport District**

**Submitted By**  
**City of Monterey**  
**March 1, 2023**



*Monterey Fire Truck 11 at Monterey Regional Airport*

## INTRODUCTION

We are pleased to present this proposal to continue partnership with the Monterey Peninsula Airport District, also known as the Monterey Regional Airport, in the provision of Fire and Related Emergency Services. Since 2014, we have worked collaboratively to provide excellent fire and EMS services to the staff, tenants and passengers at the Monterey Regional Airport as well as the citizens of Monterey. We welcome this opportunity to revisit our fire service partnership model that provides numerous benefits, including enhanced fiscal and operational efficiencies and a significantly increased depth of fire protection resources. We know that we provide not only the best service, but a level of service that the visitors of the Monterey Regional Airport expect. The City of Monterey remains committed to the Airport family.

We became your fire department in January 2014 when we added the Monterey Peninsula Airport District firefighters into our workforce. We want to ensure the mutual benefits that our agencies have achieved remain now and into the future.

This proposal presents Monterey's model for continuing to provide exceptional fire services to the Monterey Regional Airport. These results are achieved through individual and team dedication, commitment, contract provision experience and organizational values. We are extremely proud of all the Monterey Fire Department employees and the services they provide to the communities we serve.

We have an excellent track record of successful outcomes in providing outstanding contractual fire services to other jurisdictions and agencies including Pacific Grove, Carmel-by-the-Sea, Sand City, the Naval Support Activity Monterey (NSAM) and the Presidio of Monterey. The Monterey Fire Department as well as the Monterey Fire Fighters Association actively supports numerous community outreach programs and other community-based events within all the communities we serve.

We are confident that the Monterey Regional Airport will be 100% satisfied with continuing our professional grade fire services partnership. Our City pledges our commitment to excellence by protecting people, property and the environment with professionalism, cooperation, compassion, creativity, safety, integrity and fiscal and personal accountability.



*Gaudenz Panholzer  
Fire Chief*





## **BACKGROUND**

### ***The City of Monterey***

The City of Monterey, established as a charter City in 1851, provides a broad range of municipal services to its residents, visitors and businesses with a current staff of 444.50 full-time/regular part-time employees. The City is also a partner in multiple regional shared governance agencies including:

- Transportation Agency of Monterey County
- Monterey-Salinas Transit
- Monterey One Water
- Monterey Bay Unified Air Pollution Control District
- Monterey Peninsula Water Management District
- Presidio Municipal Services Agency

The City of Monterey believes that sharing services between agencies and jurisdictions makes good business sense. It is essential to the current and future economic health of our collective agencies as we all strive to maintain services and infrastructure within the reality of declining fiscal resources. Monterey has adopted a leadership role in promoting shared services and has partnered with multiple neighboring jurisdictions for full or partial services including:

- Vehicle maintenance services with the City of Carmel-by-the-Sea and City of Pacific Grove
- Public Works Engineering and Maintenance services with the Department of Defense
- Library technical services with the City of Pacific Grove
- Fire services with the cities of Pacific Grove, Carmel-by-the-Sea and Sand City, the Monterey Regional Airport, Naval Support Activity Monterey (NSAM) and its associated housing at La Mesa Village

Monterey's conservative fiscal policies and practices, combined with rapid recognition of adverse economic indicators and implementation of appropriate mitigation measures, are critical elements of the City's efforts to maintain long-term fiscal health while minimizing the adverse impacts of declining fiscal resources to residents, businesses, and employees. Our City team is committed to exceptional service, and we look forward to continuing a mutually beneficial fire service partnership.

### ***The Monterey Fire Department***

The Monterey Fire Department serves the City of Monterey as well as the cities of Pacific Grove, Carmel by-the-Sea, Sand City, Monterey Regional Airport, NSAM and La Mesa Village. The department operates out of six (6) stations strategically located to achieve the shortest response



time to emergency calls. The Monterey Fire Department provides urban, wildland, and marine fire suppression, Basic Life Support (BLS) and Advanced Life Support (ALS) Emergency Medical Services (EMS), hazardous material (Hazmat) substance release mitigation, technical rescue, fire prevention, fire code enforcement, fire origin and cause investigation, disaster preparedness, and community safety and risk reduction education services. The department responds to approximately 9000 calls for service annually with a minimum daily staffing of 23 personnel, including a Division Chief, and eight (8) apparatus operating from six (6) stations.

The Monterey Fire Department prides itself as being a customer service organization by providing excellent emergency services as well as additional public safety support through Fire Prevention education and special operations (such as Urban Search and Rescue, Airport Firefighting, and Marine Safety).

In addition to the Monterey Regional Airport, Monterey provides contractual fire protection services to the cities of Pacific Grove, Carmel-by-the-Sea, Sand City, NSAM and its housing community, La Mesa Village. Monterey also provides operational oversight of the Carmel Fire Ambulance. The department is a participating member agency of the Monterey County Operational Area Urban Search and Rescue (USAR) Team.

Monterey also administers, trains volunteers, and finances an active regional Community Emergency Response Training (CERT) program, which, in cases of emergencies, become another emergency response asset for our contractual partners including the Monterey Regional Airport. No other proposer can offer you these additional resources.



*Monterey Firefighters at ARFF training in Dallas, TX*

### ***Operational Resources***

- Structural/All-Risk Fire apparatus (10 Fire Engines)
- Wildland Fire Apparatus (2 Engines)
- 110' Tractor-Drawn Aerial Ladder Trucks (2)
- Heavy Rescue Apparatus
- Fire & Rescue Boat
- Hazardous Material Response Trailer
- Utility Vehicles
- Command Vehicles



- 85 Personnel (budgeted) – full time
  - All Operations personnel are at minimum EMTs and Firefighter II (California State Fire Training standards).
  - We also provide Advanced Life Support (ALS) services with 16 qualified and accredited paramedics.
  - The operations personnel work cycle is a three Platoon A, B, C shift, averaging 56 hours per week. Personnel work two consecutive 24-hour shifts for a total of 48 hours, followed by four consecutive 24-hour shifts off for a total of 96 hours (48/96 work schedule).
- 4 Personnel – part time

## Scope of Services

Monterey will provide all services as requested in the RFP with no exceptions and will meet or exceed all requested standards and level of services.

- **Structural/EMS**
  - Aircraft Fires and Rescue
  - Structural, vegetation, and vehicle/miscellaneous Fires
  - Marine Rescue and Fires
  - Medical Emergencies (including Advanced Life Support)
  - Technical Rescue and Urban Search and Rescue
  - Hazardous Material Mitigation
  - Public Service Calls
  - Emergency Incident Management

The Monterey Fire Department will respond to all emergency incidents within the Monterey Regional Airport jurisdiction. Response will be to any incident reported via 9-1-1, tower direct line, walk-in, telephone call to station, via other public safety agency, or any other means by which Monterey Fire becomes aware of an incident. The City of Monterey proposes to staff the station with three properly qualified personnel, on a 24/7/365 basis with a minimum of one being a fully qualified ARFF Engineer. Monterey acknowledges that the Monterey Regional Airport’s RFP requests only three (3) personnel assigned to the station and is submitting a cost proposal as such. However, Monterey’s standard is a three-person engine company. This is based on numerous studies that have shown that safety for both personnel and the public are significantly improved with that level of staffing. With the location of the fire station moving, there is a reduced benefit to the City of Monterey’s service area in the Highway 68 corridor, but we believe there may still be some benefit to Monterey continuing to use the engine off the Monterey Regional Airport’s property. We request to discuss further the possibility of staffing a three-person engine company and the opportunity to assess call volumes from the new location as well



as other options including requirements for crossing the runways. If we determine that there is a substantial benefit to Monterey in staffing the station with a fourth person, we intend on underwriting the increased cost of that position as well as negotiate a shared cost of the engine staffing on a pro-rata basis similar to how our current pricing structure was developed.

For incidents not requiring the ARFF Vehicle, if the engine company is not available, Monterey will respond with the next closest available appropriate unit which may include a unit moved up to the Monterey Regional Airport station, a unit assigned to another Monterey fire station, or a unit provided by a neighboring fire agency under existing mutual aid and automatic aid agreements. Monterey is the only proposer offering the depth of resources to include all of our available fire fighting and emergency response assets. The City of Monterey currently has automatic aid agreements with Cypress Fire Protection District, Pebble Beach Community Services District, Carmel Highlands Fire Protection District, Monterey County Regional Fire District, Presidio of Monterey and the City of Seaside (every jurisdiction surrounding the Airport) that will provide an immediate response to significant incidents. Monterey further participates in the Monterey County Mutual Aid Plan which provides for mutual aid from all other fire agencies in Monterey County.

When a significant resource commitment is made by Monterey Fire, a call-back of off-duty personnel is initiated. Typically, two additional companies can be staffed using the call-back process; one within 20-25 minutes or less and the second within 45-60 minutes or less. The on-duty Division Chief will respond to all major incidents. If the Division Chief is not available, another available Division Chief, the Assistant Fire Chief, the Fire Chief or a Chief Officer from another agency (via existing automatic/mutual aid agreements) will respond.

Monterey commits to meet and/or exceed the required ARFF response times for all incidents governed by the FAA Part 139 requirements. For all other emergency responses, Monterey commits to meet and/or exceed the emergency (Code 3) response times to incidents within the Airport District from crew notification to first unit on scene within five (5) minutes or less from time of receipt of alarm, 90% of the time. Monterey has a proven track record of meeting this standard of service in the City of Monterey and in all other jurisdictions we serve.

Having these options included will ensure that the Monterey Airport will be able to increase its attractiveness for airlines who may want to expand services or to start new air services, which are so important for the entire Monterey Peninsula and its hospitality industries.

- **Fire Prevention/Community Risk Reduction**

- Technical review of all building and development plans to ensure compliance with applicable fire and life safety codes and regulations.





- Technical review of all fixed fire protection and fire alarm system plans for compliance with applicable codes and standards.
- Inspection of fixed fire protection and fire alarm systems to ensure proper installation and operation.
- Fire safety inspection of all Airport owned occupancies.
- Issuance of permits and associated inspection of hazardous products or processes as defined by Monterey Regional Airport.
- Investigation of all fires to establish origin and cause.
- Technical assistance to Monterey Regional Airport Police Department on fire-related criminal investigations and prosecutions.
- Enforce provisions of Monterey Regional Airport regulations relative to weed abatement, fire code compliance and false fire alarms.
- Coordinate planning and delivery of fire safety and risk reduction educational programs for Airport personnel, businesses, and other related organizations within Monterey Regional Airport's jurisdiction.
- Coordinate and provide other public safety programs (for example, fire safety and CPR classes for Airport employees and tenants).

*The Monterey Fire Department coordinated with Airport staff to host numerous COVID-19 Vaccine Clinics in 2021 at the Airport. The clinics provided a vaccination opportunity for all Airport staff, tenants, their families, and members of the public.*

- **ARFF and Federal Aviation Administration**

The Monterey Fire Department shall meet or exceed the Federal Aviation Administration's Aircraft Rescue and Fire Fighting (ARFF) service requirements for an Index-B Airport pursuant to Title 14 of the Code of Federal Regulations, Part 139, including, but not limited to:

- Maintaining FAA required training records for Firefighters.
- Preparing and organizing all necessary training records and exercises, including the Part 139 required tri-annual disaster exercise and other required training.
- Daily airfield inspections (§ 139.327), including weekends, holidays and special occasions in coordination with Airport Operations personnel.
- Providing annual FAA approved ARFF training school to all qualified ARFF Engineers.
- Providing annual "live fire" drill exercise for qualified ARFF personnel to maintain certification.
- § 139-317: Aircraft Rescue & Fire Fighting – Equipment and Agent.
- § 139-319: Aircraft Rescue & Fire Fighting – Operational Requirements.



It is important to note that a significant event at the Airport will require many more resources than what is proposed in the RFP. National Fire Protection Association (NFPA) Standard 1710 states that an Effective Response Force (ERF) of 16 personnel should arrive at the scene of a structure fire to effectively mitigate the incident; arguably, an aircraft incident would require a comparable, if not larger, response. An ERF would require the response of 5 three-person crews (4 in addition to the crew assigned to the Airport) and a Chief Officer. The 3 next closest fire companies are all within the City of Monterey and under the jurisdiction of the Monterey Fire Department. An automatic aid agreement with the City of Seaside provides the fourth company. Monterey is the only agency that can commit to providing those resources in a timely manner as other entities would have to rely on resources that are further away and subject to a negotiation of automatic aid agreements with the corresponding agencies.

*A recent (2022) Standards of Cover study determined that Monterey meets NFPA 1710 for Effective Response Force (ERF) deployment within 10:37 minutes, 90% of the time.*



*ARFF Vehicle spraying water at Monterey Regional Airport during training*

- **Administration**

- Chief Fire Officer – The Monterey Fire Chief, currently Gaudenz Panholzer, will serve as the Monterey Regional Airport’s Fire Chief. The Chief will work cooperatively and responsively with the Monterey Regional Airport Board and Executive Director to address any service concerns that may arise over time.
- Supervision and Staffing – a Captain (or qualified acting Captain) will be on duty at the Monterey Regional Airport at all times. A Division Chief (or qualified acting Division Chief) will be on duty, working out of Monterey Fire Station 11 (downtown Monterey) at all times to provide oversight of all station Captains and



take over incident management function at all significant events at the Monterey Regional Airport.

- Program Planning – all program areas involved in providing Fire Services are managed by various personnel within the Monterey Fire Department. All Program Managers are supervised by a Chief Officer. Monterey proposes to share and coordinate all program planning functions among all partner agencies, including Monterey Regional Airport, to ensure cost effective program management.
- Documentation of all required training – Monterey has a Training Division run by a Division Chief. Documentation of all training is maintained and reported as required by regulatory agencies. The information can be provided to Monterey Regional Airport as necessary.
- Grant application and management for Fire Service-related grant programs. The Monterey Fire Department has a successful track record of applying for and receiving grants to offset fire service costs for Monterey and partner agencies. Grants received have been for the hiring of personnel and purchasing equipment such as radios, self-contained breathing apparatus (SCBA), and other equipment.
- Fire services planning and administration as authorized by the Monterey Regional Airport’s Board and in consultation with the Airport Executive Director.
- Development and administration of the annual Monterey Regional Airport’s fire services budget.
- Assistance with emergency and disaster planning and management.
- Maintenance of records and data relating to the provision of fire services within Monterey Regional Airport’s jurisdiction.
- Preparation of required reports to other agencies as necessary (for example, CSA-74 funding, NGEN True-up, quarterly audit of SIDA badges).
- Provide monthly information report to Airport Board of Directors.

- **Other Services**

- The City of Monterey and the Monterey Regional Airport are both currently party to the county-wide Next Generation (NGEN) Radio System Service Agreement. The City of Monterey will continue to pay and process the Monterey Regional Airport costs as noted in Exhibit B Pricing Details.
  - The Airport’s interests are currently represented by Monterey’s Fire Chief as the Chair of the Monterey County Emergency Communications and NGEN Operations Boards.
  - Parties seeking to withdraw may do so starting with the end of year three of the agreement and only after providing a two-year advance notice.
- Community Outreach - The Monterey Fire Department will continue to provide community outreach and education to the communities we serve to include



residents, schools, businesses, community associations, childcare providers, City staff and other members of the community, and/or community stakeholders Monterey has been providing such community outreach and education in the area since the department was established. The Monterey Fire Fighters Association (MFFA) and the Monterey Firefighters Community Foundation (MFCF) also have a history of providing community outreach; both of these employee organizations affiliated with the Monterey Fire Department will continue to be involved in the community. Examples of events we support and/or sponsor include the Big Sur Half Marathon and other running events, PG Annual Good Old Days, City of Monterey Trunk or Treat and movie screenings at Colton Hall, annual pancake breakfast, annual community toy drive and food drive, regularly scheduled visits to schools or station tours for students and many more! We welcome opportunities to hold events at the Airport and/or represent the Airport at other events.

- Representation of Monterey Regional Airport's interests on regional and state committees and to other agencies. Monterey Fire personnel currently serve on the following committees/organizations or regularly attend meetings and represent the interests of all partner agencies:
  - Monterey County Fire Chiefs' Association (including Training and Operations sub-committees)
  - Monterey County Emergency Communications Center Operations Board
  - Monterey County NGEN Operations Board
  - Monterey County Emergency Medical Care Committee (EMCC)
  - California Fire Chiefs' Association
  - International Association of Fire Chiefs
  - League of California Cities Fire Chiefs' Department
  - State Fire Marshal curriculum development committee – was part in developing current Fire Control 5 for Airport Operations
  - Monterey Bay SAR Council
  - Monterey County Urban Search and Rescue (USAR) Operations Committee
  - Statewide Training and Education Advisory Committee (STEAC)
  - California Incident Command Certification System (CICCS) Task Force
  - Monterey County Fire Chiefs Association Operations Committee





- Monterey is fully prepared to discuss any additional related services desired by Monterey Regional Airport.



*Monterey Fire Training at the Airport station*

## **Advantages**

### ***Operational***

The City of Monterey partially surrounds the Monterey Regional Airport. Monterey’s fire services offer significant operational deployment advantages due to our close proximity and robust system-wide resources. In order to meet the response time standard of five (5) minutes or less (in excess of 90% of incidents) from receipt of an alarm to the arrival of the first response team on scene, Monterey uses a zone coverage system. Monterey Regional Airport is in the “East Zone” which also includes Fire Station 13 (located at 401 Dela Vina) in Monterey. Fire Station 13 can respond to incidents on the north side of the airport in approximately 4 minutes or less when needing additional resources. The zone coverage system provides that, when units are committed on incidents or training, another unit will be moved up to ensure availability of a minimum of one unit in each zone.

Monterey has a Fire Division Chief on duty 24 hours per day stationed at Monterey Fire Station 11 (located at 600 Pacific Street) in Monterey ready to respond immediately to an emergency situation and provide incident command. All 4 of Monterey’s current Division Chiefs each have over 15 years of service with the City of Monterey or another jurisdiction we serve, including one who was originally an Airport employee,

*Post-incident evaluations of the Asiana Airlines Flight 214 incident in 2013 determined a significant factor hindering appropriate mitigation of the incident was the lack of ARFF response training of responding Chief Officers. All 4 of Monterey’s Division Chiefs have attended an ARFF training.*



which provides a wealth of knowledge of the service areas and fire systems as well as strong leadership at the Chief Officer level.

In the 9 years that Monterey has provided fire and emergency services to the Monterey Regional Airport, we have passed all annual FAA inspections. We have organized and executed three very successful triennial drills that have included numerous other agencies from law enforcement and fire agencies to aeromedical providers and regional hospitals.

### ***Communication and Decision Making***

Because the highest level of decision maker for the City of Monterey is located here in Monterey, communication between the key decision makers of both agencies is possible. There will be no decisions affecting Monterey Regional Airport fire service made that requires approval from a higher authority located out of town. Current established relationships at all levels from our public safety personnel up to our Mayor and the Airport's Board of Directors will ensure full transparency during key decisions and during labor negotiations.

The City of Monterey and Fire Management employees have also built strong relationships with other jurisdictions outside of our service area. For example, the Fire Chief was able to secure assistance with an ARFF vehicle from San Jose when Monterey Airport resources were unavailable due to mechanical issues. As a partner, the Monterey Fire Department will represent all contracting agencies in their best interest as one unified department.

### ***Personnel***

On January 1, 2014, all then current (10 total employees) Monterey Regional Airport employees transitioned to become City of Monterey – Monterey Fire Department employees. By continuing our partnership, no transfers of employment, layoffs or additional training would be required to execute an agreement. 12 Monterey Fire employees are currently fully qualified ARFF personnel and meet all required FAA standards. The training Division Chief has created a robust system for training records to ensure no FAA violations will occur during the term of the Agreement.

Nine of the ten employees that transitioned to become City of Monterey employees in 2014 are still current employees with the City of Monterey. The one who is no longer an employee moved out of state. One of our current key management personnel, Chris Grogan, began his firefighting career with the Monterey Regional Airport and was promoted to Division Chief in 2020. With over 25 years of experience between both entities, his depth of knowledge



*Division Chief, Chris Grogan*



of the Monterey Regional Airport and the fire services in Monterey cannot be found elsewhere. These examples demonstrate how Monterey is a great City to be a part of as well as how committed the City of Monterey and its employees are to serving the community.

In addition, a majority of our employees are local or live within one hour of the Monterey Peninsula. Local employees provide several benefits including employees being more invested in the community. Their children or other family members attend local schools, they volunteer at local community events, and they are more familiar with the community, landmarks, unique features, and unusual challenges



*Airport swearing-in ceremony, January 2014*

to the fire protection needs of the area they live. Furthermore, our personnel use the Monterey Airport for their, and their families', travel needs and, as such, have a vested interest in the services provided at the Airport, especially with regards to passenger safety. Many have fostered relationships with community members and the citizens they serve; it can be comforting to see a familiar face or a Monterey Fire Department logo when citizens need our services during difficult times. Having local employees also allow our department to implement emergency recalls of personnel quickly and seamlessly which provides a greater response force available in major disasters. All of our personnel are familiar with the Monterey Airport, its operations, and staff. We do not have personnel from elsewhere that we will bring in to staff the Airport Fire Station should a vacancy occur. All our new hires are put through a 17-week in-house Fire Academy which includes training on basic Airport operations before they step foot in any fire station to provide services.

## **Term of Agreement**

The term of the proposed Agreement is three (3) years with an automatic renewal for an additional two (2) years. The Agreement can be terminated by either party by providing a twelve (12) month advance written notification to the other party. The Agreement can also be terminated by mutual consent with concurrent execution of a successor shared services Agreement, such as a Joint Powers Authority.

## **Fees**

Monterey proposes an annual fee of \$3,124,598 to furnish all of the fire and related emergency services previously described in this proposal. This fiscal estimate includes the cost of all personnel, administrative overhead, services and supplies associated with 24/7/365 staffing of three (3) personnel at the Monterey Regional Airport fire station. Pricing details are included in attached Exhibit B. This fee will be guaranteed through June 30, 2024. If services in the new



location start October 2023, the Airport will be responsible for 9 months of service or \$2,343,448 for the remainder of the fiscal year. For the following fiscal year (FY 24/25), the City of Monterey will provide a budget projection in March for the ensuing fiscal year (for example, March 2024 for Fiscal year 2024/2025) with a 'true-up' based on actual service costs by the following November after fiscal year end (the first true-up will be November 2025 for Fiscal year 2024/2025). The projections and 'true-ups' will use the same methodology as shown in Exhibit B Pricing Details.

### *Fixed Cost Proposal Option*

If the Monterey Regional Airport prefers a Fixed Cost Proposal for three (3) years, Monterey proposes \$3,280,828 for the second year (July 1, 2024 – June 30, 2025) and \$3,444,869 for the third year (July 1, 2025 – June 30, 2026). If two additional years are added to the term, pricing is subject to negotiations. The costs for the three years are shown in Exhibit B Pricing Details.

Monterey wishes to continue pricing discussions regarding the potential mutual benefits of the new fire station location. Discussions may include staffing the engine as a three-person engine company and the costs associated, responding to calls in the City of Monterey off Airport property, and other relevant options for a more collaborative cost-sharing approach.

Exclusive of this Agreement, Monterey Regional Airport will retain agreed upon fiscal responsibility for costs associated with major repairs and replacement of the Monterey Regional Airport fire station infrastructure, vehicles and equipment owned by Monterey Regional Airport.

Upon execution of the proposed fire services contract, Monterey Regional Airport will remit 8.33% (1/12) of the annual fiscal fee to the City of Monterey for each month of the ensuing fiscal year.



*Airport Fire Apparatus in front of the Fire Station*





### *Additional Services*

The City of Monterey currently maintains the Monterey Regional Airport vehicles. In the RFP Fire Response to Questions, we see that the Airport intends to assume responsibility for replacement, maintenance, and repairs of all ARFF and structural apparatus and equipment. The City of Monterey's Fleet Division currently has one (1) qualified full time Fire Mechanic and all fleet personnel are extremely familiar with Airport vehicles. The Monterey Regional Airport may add vehicle maintenance, as an option, if interested in continuing the same service.

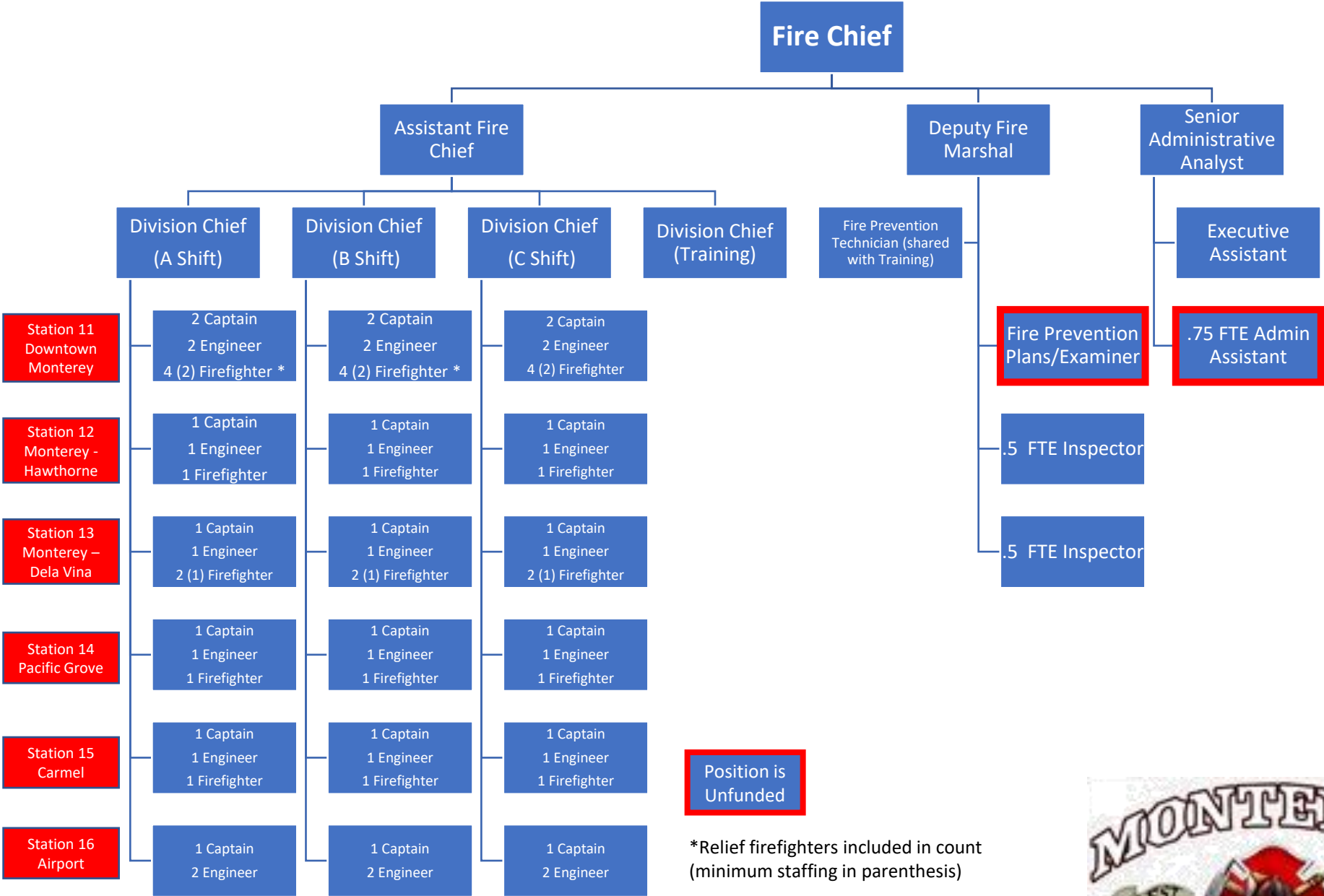
### **Conclusion**

If this proposal for the City of Monterey to provide fire services to Monterey Regional Airport meets with your satisfaction and tentative approval, we would appreciate the opportunity to meet with your assigned representatives to collaboratively develop our mutual contract language. We look forward to a continued partnership with the Monterey Regional Airport to provide fair and equitable shared fire services!



**Exhibit A**

**Monterey Fire Department Organization Chart**



Position is Unfunded

\*Relief firefighters included in count (minimum staffing in parenthesis)



**Exhibit B**

**MPAD Pricing Details**

<b>Item</b>		<b>Cost</b>	<b>MPAD Share</b>	<b>MPAD Cost</b>
Staffing	Captains	3 \$250,263.30	100%	\$750,789.90
	Engineers	3 \$229,937.40	100%	\$689,812.20
	Firefighters	3 \$190,168.65	100%	\$570,505.95
	Division Chiefs	3 \$344,741.25	7.5%	\$77,564.70
	Deputy Fire Marshal	1 \$208,467.00	5%	\$10,423.35
	Fire Prevention Technician	1 \$125,528.55	3%	\$3,765.86
	Fire Prevention Inspector (PT)	1 \$38,840.55	20%	\$7,768.11
Overtime & Out-of-Class	Station	1 \$301,666.43	100%	\$301,666.43
	Division Chiefs - Extra Duty (400 hrs/DC)	3 \$ 27,031.34	7.5%	\$6,081.89
	Deputy Fire Marshal (50 hrs/yr)	1 \$ 8,271.64	5%	\$413.58
Personnel Costs	Annual Training	\$33,000	100%	\$33,000
	Annual Physical Exams (Station)	9 \$855	100%	\$7,695
	Annual Physical Exams (DC)	3 \$855	7.5%	\$192
	Tuition Reimbursement	6 \$1,000	100%	\$6,000
	Workers' Compensation & U.I (Station)	9 \$16,561	100%	\$149,049
	Workers' Compensation & U.I (DC)	3 \$16,561	7.5%	\$3,726
	Other Post Empl Benefits (Station)	9 \$3,390	100%	\$30,510
	Other Post Empl Benefits (DC)	3 \$3,390	7.5%	\$763
	Personal Protective Equipment (Station)	9 \$1,875	100%	\$16,875
Personal Protective Equipment (DC)	3 \$1,875	7.5%	\$422	
Dispatch	Monterey County Dispatch Services	\$100,861.68	1.06%	\$1,069.13
	NGEN Debt	\$6,345.04	100%	\$6,345.04
	NGEN O&M	\$11,158.00	100%	\$11,158.00
	MDC Fee	\$1,040.00	100%	\$1,040.00
Station	Maintenance	\$5,000	100%	\$5,000
	Supplies	\$12,870	100%	\$12,870
TOTAL				\$2,704,506.24
Administrative Fee			15.533%	\$420,090.95
<b>GRAND TOTAL</b>				<b>\$3,124,597.19</b>

Per month \$260,383.10  
 9 months (October 1, 2023- June 30, 2024) \$2,343,447.89

**Fixed Cost Proposal Option**

Year 2 (July 1, 2024 - June 30, 2025) 5% \$3,280,827.05  
 Year 3 (July 1, 2025 - June 30, 2026) 5% \$3,444,868.40

# Exhibit C

<b>CERTIFICATE OF COVERAGE</b>		DATE (MM/DD/YYYY) 2/16/2023
<b>PRODUCER</b>  Alliant Insurance Services, Inc. 560 Mission Street, 6th Floor San Francisco CA 94105	THIS CERTIFICATE IS ISSUED AS A MATTER OF EVIDENCE ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE MEMORANDUM(S) OF COVERAGE BELOW.  THIS CERTIFICATE OF COVERAGE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING COVERAGE PROVIDER, AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.  IMPORTANT: IF THE CERTIFICATE HOLDER IS AN ADDITIONAL COVERED PARTY, THE MEMORANDUM OF COVERAGE MUST BE ENDORSED. A STATEMENT ON THIS CERTIFICATE DOES NOT CONFER RIGHTS TO THE CERTIFICATE HOLDER IN LIEU OF SUCH ENDORSEMENT(S).  IMPORTANT: IF SUBROGATION IS WAIVED, SUBJECT TO THE TERMS AND CONDITIONS OF THE MEMORANDUM(S) OF COVERAGE AN ENDORSEMENT MAY BE REQUIRED. A STATEMENT ON THE CERTIFICATE DOES NOT CONFER RIGHTS TO THE CERTIFICATE HOLDER IN LIEU OF SUCH ENDORSEMENT(S).	
<b>NAMED COVERED PARTY</b>  ACCEL - City of Monterey Finance Department 735 Pacific Street, Suite A Monterey CA 93940	<b>PROGRAM AFFORDING COVERAGE</b>  A: ACCEL  B:  C:	

### COVERAGES

THIS IS TO CERTIFY THAT THE COVERAGE IS AFFORDED TO THE ABOVE NAMED MEMBER, AS PROVIDED BY THE MEMORANDUM(S) OF COVERAGE, FOR THE PERIOD SHOWN BELOW, NOT WITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN. THE COVERAGE AFFORDED BY THE PROGRAM DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS, AND CONDITIONS OF SUCH MEMORANDUM(S) OF COVERAGE. THE FOLLOWING COVERAGE IS IN EFFECT.

JPA LTR	TYPE OF COVERAGE	MEMORANDUM NUMBER	COVERAGE EFFECTIVE DATE (MM/DD/YY)	COVERAGE EXPIRATION DATE (MM/DD/YY)	LIMITS	
	<b>GENERAL LIABILITY</b> <input type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS MADE <input type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> MEMOR-ANDUM <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC				EACH OCCURRENCE	\$
					FIRE DAMAGE (Any one fire)	\$
					MED EXPENSE (Any one person)	\$
					PERSONAL & ADV INJURY	\$
					GENERAL AGGREGATE	\$
					PRODUCTS-COMP/OP AGG	\$
	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS				COMBINED SINGLE LIMIT (Ea accident)	\$
	<b>WORKERS' COMPENSATION AND EMPLOYERS LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE/OFFICER/MEMBER EXCLUDED? IF YES, DESCRIBED UNDER SPECIAL PROVISION BELOW				<input type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTHER	
					E.L. EACH ACCIDENT	\$
					E.L. DISEASE - EA EMPLOYEE	\$
					E.L. DISEASE - POLICY LIMIT	\$
A	<b>OTHER</b> Public Entity Liability	ACC2223MON71	7/1/2022	7/1/2023	\$10,000,000 \$1,000,000	Per Occ S.I.R.
	<b>OTHER</b>					


DESCRIPTION OF OPERATIONS/LOCATIONS/VEHICLES/EXCLUSIONS ADDED BY ENDORSEMENT/SPECIAL/PROVISIONS  
 Evidence of Insurance- RFP Purposes

### CERTIFICATE HOLDER

Monterey Peninsula Airport District  
 200 Fred Kane Drive, Suite 200  
 Monterey CA 93940

### CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED MEMORANDUM(S) OF COVERAGE BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE MEMORANDUM(S) OF COVERAGE PROVISIONS.

AUTHORIZED REPRESENTATIVE 



WC-168	<b>CERTIFICATE OF COVERAGE</b>	06/29/2022
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**PUBLIC RISK INNOVATION,  
SOLUTIONS, AND MANAGEMENT**

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18100 VON KARMAN AVENUE, 10TH FLOOR  
IRVINE, CA 92612**

PHONE (949) 756-0271 / FAX (619) 699-0901  
LICENSE #0C36861

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BELOW. THIS CERTIFICATE OF COVERAGE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER

IMPORTANT: If the certificate holder is requesting a WAIVER OF SUBROGATION, the Memorandums of Coverage must be endorsed. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

COVERAGE AFFORDED BY: **A - See attached schedule of insurers**

**Member:**  
AUTHORITY FOR CALIFORNIA CITIES EXCESS LIABILITY (ACCEL) CITY OF MONTEREY  
FINANCE DEPARTMENT  
735 PACIFIC STREET, STE A  
MONTEREY, CA 93940

COVERAGE AFFORDED BY: **B**

COVERAGE AFFORDED BY: **C**

COVERAGE AFFORDED BY: **D**

**Coverages**  
THIS IS TO CERTIFY THAT THE MEMORANDUMS OF COVERAGE AND POLICIES LISTED BELOW HAVE BEEN ISSUED TO THE MEMBER NAMED ABOVE FOR THE PERIOD INDICATED, NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN. THE COVERAGE AFFORDED BY THE MEMORANDUMS AND POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS, AND CONDITIONS OF SUCH MEMORANDUMS AND POLICIES.

CO LTR	TYPE OF COVERAGE	MEMORANDUM/ POLICY NUMBER	COVERAGE EFFECTIVE DATE	COVERAGE EXPIRATION DATE	LIABILITY LIMITS
A	EXCESS WORKERS' COMPENSATION & EMPLOYER'S LIABILITY	See attached Schedule of Insurers for policy numbers	07/01/2022	07/01/2023	<p>WORKERS' COMPENSATION: Difference between Statutory and Member's \$500,000 Retention</p> <p>EMPLOYERS' LIABILITY: Difference between \$5,000,000 and Member's \$500,000 Retention</p>

**LIMITS APPLY PER OCCURRENCE FOR ALL PROGRAM MEMBERS COMBINED.**

Description of Operations/Locations/Vehicles/Special Items:  
AS RESPECTS EVIDENCE OF COVERAGE ONLY.

**Certificate Holder**

FOR THE PURPOSE OF EVIDENCE ONLY  
C/O AUTHORITY FOR CALIFORNIA CITIES EXCESS LIABILITY (ACCEL)  
CITY OF MONTEREY  
735 PACIFIC ST., SUITE A  
MONTEREY, CA 93940

**Cancellation**

SHOULD ANY OF THE ABOVE DESCRIBED MEMORANDUMS OF COVERAGE/POLICIES BE CANCELLED BEFORE THE EXPIRATION THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE MEMORANDUMS OF COVERAGE/POLICIES PROVISIONS.

AUTHORIZED REPRESENTATIVE



Public Risk Innovation, Solutions, and Management

**PUBLIC RISK INNOVATION, SOLUTIONS, AND MANAGEMENT**

**EXCESS WORKERS' COMPENSATION PROGRAM**

**2022/2023 SCHEDULE OF INSURERS**

**AUTHORITY FOR CALIFORNIA CITIES EXCESS LIABILITY (ACCEL) CITY OF MONTEREY**

PROVIDER	MEMORANDUM / POLICY NUMBER	LIMIT
Public Risk Innovation, Solutions, and Management	PRISM PE 22 EWC-04	Workers' Compensation: \$50,000,000 each accident/each employee for disease  (Difference between \$50,000,000 and the individual member's retention)  Employers' Liability: \$5,000,000 each accident/each employee for disease  (Difference between \$5,000,000 and the individual member's retention)
Liberty Insurance Corporation	EW7-64N-444785-012	Statutory each accident/each employee for disease excess of \$50,000,000

Monterey Peninsula Airport District Proposals SUMMARY - Cost to Provide ARFF Services 4/24/2023	COMPARABLE PROPOSALS		ALTERNATE PROPOSAL	Existing Contract
	As submitted on March 1, 2023		Monterey Fire <sup>2</sup>	Monterey Fire
	Pro-Tec	Monterey Fire <sup>1</sup>		
Staffing	\$ 1,256,240	\$ 2,110,630	\$ 1,169,083	
Overtime & Out-of-Class	-	308,162	184,997	
Personnel Costs	147,300	248,232	161,209	
Dispatch	(included)	19,612	14,083	
Startup Costs	29,559	-	-	
Chief's Vehicle	14,200	-	-	
Station Maintenance & Supplies	40,700	17,870	17,870	
<i>Rounding</i>	(2,940)		(2)	
	1,485,059	2,704,506	1,547,240.17	
Administrative Fee	244,941	420,091	240,332.81	
Year 1 Grand Total	1,730,000	3,124,597	1,787,572.98	
less: Errors & Omissions Coverage	(80,000)	-	-	
	<u>\$ 1,650,000</u>	<u>\$ 3,124,597</u>	<u>\$ 1,787,573</u>	<u>\$ 1,344,720</u>
Year 2 Grand Total	<u>\$ 1,708,000</u>	4% <u>\$ 3,280,827</u>	<u>\$ 1,876,952</u>	5%
Year 3 Grand Total	<u>\$ 1,776,000</u>	4% <u>\$ 3,444,868</u>	<u>\$ 1,970,799</u>	5%
Total for 3-Year Contract	<u>\$ 5,214,000</u>	<u>\$ 9,850,292</u>	<u>\$ 5,635,324</u>	
3 Years - Monterey Fire in Excess of Pro-Tec - \$	<u>\$ 4,636,292</u>		Alternate in Excess of Existing Contract - \$	<u>\$ 442,853</u>
3 Years - Monterey Fire in Excess of Pro-Tec - %	<u>89%</u>		- %	<u>33%</u>

**On-Airport and Off-Airport Responses:**

**Monterey Fire Department:**

Based on the shared cost model, the engine may be used outside of the Airport's geographic boundaries whenever deemed operationally necessary by the Fire Chief or a designee. To maintain the same cost share (based on the proportion of responses between on-Airport and off-Airport property), MFD requests that the Airport work with the City collaboratively in finding a suitable location for the engine and personnel assigned to it, to be staged on the south side of the airfield during daytime hours.

**Pro-Tec:**

The Pro-Tec proposal assumes 100% dedication of resources to the Airport, except in the case of a Mutual Aid response.

**Staffing - Pro-Tec:**

Three (3) Captains each working a 24-hr shift  
Six (6) Firefighters each working a 24-hr shift  
One (1) Fire Chief working a 40-hr admin work week  
Captains and Firefighters will be EMTs

**<sup>1</sup>Staffing - Monterey Fire, March 1 Proposal: Allocation**

Three (3) Captains	100%
Three (3) Engineers	0%
Three (3) Engineers(ARFF)	100%
Three (3) Firefighters	100%
Three (3) Division Chiefs	7.6%
One (1) Deputy Fire Marshal	5%
One (1) Fire Prevention Technician	3%
One (1) Fire Prevention Inspector	20%

**<sup>2</sup>Staffing - Monterey Fire Alternate Proposal:**

Three (3) Captains	20.4%
Three (3) Engineers	20.4%
Three (3) Engineers(ARFF)	100%
Three (3) Firefighters - 20.4% Allocation	20.4%
Three (3) Division Chiefs - 7.3% Allocation	7.3%
One (1) Deputy Fire Marshal - 5% Allocation	5%
One (1) Fire Prevention Technician - 3% Allocation	3%
One (1) Fire Prevention Inspector - 20% Allocation	20%

### 2021 BOARD REPORTS

2021	MPAD	Aircraft Alert	Aircraft	no incident found	EMS	assist PD	Smoke detector/alarm	distress - or assist invalid or public service	hazmat	other
Jan	1	1	A/C Stby							
Feb	9				6		2	1		
Mar	3				1		1	1		
Apr	2				2					
May	4			1			1	1		1 Water problem
Jun	5			1	2		1			1 Special type of incident
Jul	5	1	Off site Crash A/C Stby		1		1	2		
Aug	12				5			5	2	
Sep	8			3	2	1	1	1		
Oct	5	2	2x A/C Stby		1	1	1			
Nov	6						2	4		
Dec	4						1	1	1	1 Electrical problem
<b>Total Calls</b>	<b>64</b>	<b>4</b>		<b>5</b>	<b>20</b>	<b>2</b>	<b>11</b>	<b>16</b>	<b>3</b>	<b>3</b>

### 2022 BOARD REPORTS

2022	MPAD	Aircraft Alert	Aircraft	no incident found	EMS	assist PD	Smoke detector/alarm	distress - or assist invalid or public service	hazmat	other
Jan	2				1		1			
Feb	1				1					
Mar	2	1	A/C tire blew		1					
Apr	7				4	1	2			
May	4			1	2	1				
Jun	2						1	1		
Jul	3	1	A/C Stby				1	1		
Aug	7	1	A/C Stby		3		1	1	1	
Sep	5	1	A/C Stby				2	2		
Oct	3					1	1			1 excess heat/scortch
Nov	4				2		2			
Dec	7			1	3		1	1		1 power line
<b>Total Calls</b>	<b>47</b>	<b>4</b>		<b>2</b>	<b>17</b>	<b>3</b>	<b>12</b>	<b>6</b>	<b>1</b>	<b>2</b>



# MEMO

**To** Michael La Pier  
**From** Operations Department  
**Date** 03/06/2023  
**Subject** Pro-Tec Reference Check Responses



## Manchester Boston – Index C – 18 firefighters

- Contract since 2019. Pro Tec took over from Centurion and staff simply moved over.
- ProTec do daily fence inspections and lead any tenants to their hangars as no hangar tenants are able to drive out to their hangars.
- They don't do airfield inspections but are qualified to do so if needed.
- Organization is good to work with from upper executive team to boots on the ground. They have a good team at the airport.
- The person we spoke to oversees the contract. Previously, his airports in Texas were required to use local city fire services. Comparing the city to ProTec he has been extremely happy. No bad words to say against them.

## Tulsa Intl

- Transitioned from city to Pro-tec in 21
- Biggest issue was inventory – what was airports and paid with FAA money, what was paid for by the city.
- Transition was done at midnight. They feel transition at shift change time would have been better.
- Pro-Tec visit every year offering more services ( paid?)
- Pro-Tec work for the airport so any mutual aid agreement is between other agencies and the airport. Tulsa negotiated the mutual aid agreement, Pro-Tec did provide an example document.
- No regrets from Tulsa and they feel is working well whilst also saving over \$1m a year.

## **Mobile**

- First time the director has dealt with a fire contractor having always dealt with city fire service before and is pleasantly surprised. They have been easier to deal with than any city department.
- They are flexible and willing to do more than just ARFF, currently they help out with airfield inspections.
- They have willing and knowledgeable personnel.
- Chief has a good management style and is attentive to training.
- FAA ACSI was very complimentary after their last inspection.

## **Trenton- Mercer**

- They have a great group of fellas that they work with and the corporate interactions have all been good.
- Seamless transition from their last contract (non city).
- One issue were the new firefighters were local hires so had no airfield experience. There was a crossover in contracts to allow the guys time to get airfield experience.
- Pro-tec do inspections, work orders and notams
- They are service providers, they get business by providing good service.
- Very happy with the contract.

## **Appleton Int'l**

- Conduct 139, wildlife and TSA inspections
- Assist with the snow and ice plan
- Contract in place since 2010, huge improvement on last contract provider.
- Very hands on and super easy to deal with.
- Have recommended them to several airports.