

**ROBERT W. NELSON  
EXECUTIVE  
MANAGEMENT**

Innovative / Progressive / Strategic Development / Leadership

**PROFILE**

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Dedicated professional with over thirty-three years of combined military, fire service and law enforcement experience. Worked extensively within the homeland security, terrorism and hazardous materials domains on investigations, training, course development, research, analysis, and deployment models. Performance based executive with demonstrated history in homeland security, investigative analysis, intelligence sharing and regional training programs. Demonstrated management of numerous multimillion-dollar projects involving strong leadership in multi-agency, multi-jurisdictional environments.

- Leading Efficiency
- Innovation Focused
- Program Development
- Training Methodologies
- Technology Based
- Research Oriented

Senior Executive Consultant at DNA Industrial Hygiene. Providing Litigation Support and Fire and Hazardous Material Safety and efficient utilization for personnel and material.

**SELECTED ACCOMPLISHMENTS**

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Progressive and innovative leader responsible for guiding the professional development and growth of the Department's workforce while fostering a culture of leadership and continuous improvement. In this role oversees the development and delivery of training programs, ensures fairness and integrity in promotional examinations, and supports comprehensive recruitment efforts that strengthen the Department's future.

- Through strategic oversight and collaboration, the Deputy Chief advances the readiness, professionalism, and long-term success of all LAFD personnel;
- Lead organizational change by enhancing operational and administrative efficiency through a collaborative process that results in added capacity;
- Collaborate with stakeholders to develop guidelines that support administrative and technical duties pertaining to training personnel in compliance with departmental, NFPA, State Fire Marshal's Office, and National Standards;
- Assists in the coordination and implementation of fire life safety and accident prevention programs, including the training, development, and preparation of personnel;
- Developed business acumen and experience through unique opportunities by engaging in, supporting, and providing multi-agency training scenarios, conferences, and presentations that center on fire department operations;
- Coordinate and staff the EOC and DOC managing information to assist field personnel;

## PROFESSIONAL EXPERIENCE

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### **Deputy Chief / Training and Support Bureau / TS Clearance**

05/25 – 05/26

Managed and oversaw one of the department's most complex and essential administrative and operational bureaus. The Training and Support Bureau is responsible for managing, organizing, and coordinating several mission-critical functions that ensure the readiness, safety, and professional development of LAFD personnel. Lead a workforce of 211 members, including 79 sworn and 132 civilian employees, across eight specialized sections. This included overseeing the Training Division, Supply and Maintenance Section, Regional Training Group, Fire Facilities Section, In-Service Training Section, Recruit Services Section, Firefighter Recruitment Section, and the Workforce Effectiveness Section. In this role, provided strategic leadership and oversight to ensure continuous training, operational readiness, equipment availability, facility maintenance, recruitment pipelines, and workforce performance for the entire department. His leadership strengthens the LAFD's capacity to deliver safe, efficient, and professional service to the communities of Los Angeles.

#### **Training Division**

Coordinated department-wide training programs that ensure the operational readiness, professionalism, and safety of sworn personnel. Manage and conduct training for over 3,200 sworn Fire Department members

#### **Supply and Maintenance**

Oversaw the design, acquisition, and management of the Department's fire fleet of over 2000 various vehicles and essential equipment. This includes the repair and maintenance of all apparatus, light vehicles, and specialized units. Develops specifications and procures protective gear for members, manages the inventory and purchasing of medical supplies, and maintains all equipment.

#### **Fire Facilities**

Oversaw the management and coordination of the Fire Facilities Section. This role manages the repair and maintenance of 106 fire stations and 12 fire facilities; facility alterations and improvements; and the replacement and construction of new fire stations/facilities.

#### **In-Service Training Section**

Ensured proper planning, organizing, development, implementation and evaluation of Departmental training programs. ISTS is tasked with developing lesson plans, seminars, drills, formal classes, and Training Bulletins for uniformed and civilian members of the Department.

#### **Recruit Services Section**

Managed the Department's Recruit Firefighter Training Academies ensuring core firefighting competencies are taught to preparing recruits to become skilled and dependable firefighters.

#### **Firefighter Recruitment and Workforce Effectiveness Section**

Developed, executed, and managed of the Department's recruitment process for potential Recruit Firefighters and conduct the Firefighter preparatory programs. Directed the Workforce Effectiveness Section regarding each recruit's experience from the beginning of the Recruit Training Academy through the completion of their first year of field probation.

Performs assigned administrative and technical duties pertaining to training of ARFF personnel in compliance with departmental, airport, and FAA requirements. Conducts drills and gives instructions in firefighting and rescue techniques. Direct and oversees inspection of buildings and premises for familiarization and emergency response purposes. Reports needed repairs and/or maintenance of all vehicles and equipment. Worked with various LAWA stakeholders, companies, and vendors to address fire protection and emergency response capability for:

### **Fire Apparatus and Staffing**

The Memorandum of Understanding (MOU) establishes responsibilities, terms and conditions, among LAWA and LAFD for adding forty (40) positions to support emergency response, emergency medical services, administration, training, and maintenance of fire apparatus located LAX. The staffing for fire, EMS, training and administration is estimated to cost \$17,245,758. The apparatus and equipment are estimated to cost \$2,000,000. The year combined costs for all staffing, apparatus, and equipment shall not exceed \$19,245,758.

### **Build New Fire Station (\$40-50 Million)**

Negotiated with LAWA executives to build a new fire station, replacing the aging fire station. This would ensure the airport's fire department can adequately handle the increased volume of flights, passengers, and operational complexity associated with a growing airport infrastructure. Fire Station 51 serves the airport and some off-airport property. A new fire station should be integrated 100% into LAWA's fire and rescue services. Given the overwhelming focus of Fire Station 51's workload with 96.4% of their workload on the airport already, this transition is a logical step toward improving both operational efficiency and safety at one of the busiest airports in the world.

### **ARFF Apparatus Replacement Plan**

LAWA Fire Operations Division is currently engaged with all stakeholders regarding the purchase process of three (3) new ARFF apparatus. The replacement of ARFF apparatus at airports, particularly those like LAX, is governed by stringent guidelines set forth by the Federal Aviation Administration (FAA). These guidelines ensure that airports maintain the appropriate level of firefighting capability to respond effectively to aviation emergencies, while also prioritizing the safety of passengers, crews, and airport personnel.

### **Significant Projects**

Provide complex executive level support on airport related matters that focus on managing and coordinating complex billing and financial agreements. Work to coordinate emergency operations, approve objectives, communicate policy changes to constituents. This involves the creation of processes to manage, guide and direct activities for the following programs:

- Manage procurement of new ARFF apparatus for FS 80 and FS 114;
- Negotiate with LAWA to build a new fire station at LAX;
- Coordinate PFAS/AFFF flush operation for airport apparatus;
- Collaborate with all stakeholders on KOVA Crash Phone installation;
- Facilitate FAA annual inspection regarding ARFF certification and training;
- Research, gather, and analyze statistical data to support resource realignment;
- Support LAWA AirEx tri-annual operations in concert with Battalion 4 companies.

Management and oversight for Arson/Counter Terrorism Section, Disaster Preparedness, Grants Section, CBRNE/Hazmat Section, Critical Incident Planning/Training Section, Community Emergency Response Team (CERT) Unit and Department Operations Center. Manage and administer the affairs of the Homeland Security Division, supervise and direct Battalion Commanders.

- Maintain Top Secret Clearance, attend briefings, coordinate resources, support FBI and law enforcement operations, command posts, and intelligence requirements;
- Provide complex executive level support on Homeland Security related matters;
- Design, develop, review and maintain section and unit operational manuals;
- Manage and coordinate complex grant portfolios and agreements;
- Coordinate EOC operations, approve objectives, communicate policy;
- Coordinate interagency efforts regarding the Anti-Fireworks Campaign;
- Manage, guide and direct activities for the following sections.

**Arson Counter Terrorism Section**

Provide guidance, support and direction regarding arson response and coordination. Monitor investigative processes ensuring established policies and procedures are updated and followed. Encourage relationships and coordination with City and District Attorneys, insurance companies, fire and police agencies, Bureau of Alcohol Tobacco and Firearms (ATF), Federal Bureau of Investigation (FBI).

**CBRNE/Hazardous Materials Section**

Monitor and guide hazardous material administrative processes in support of 4 LAFD Hazmat Squads, JHAT operations, and 14 regional HazMat teams. Act as SME on grants that support training and equipment of CBRNE related issues.

**Community Emergency Response Team Unit**

Oversee the coordination and development of the CERT personnel and training requirements ensuring compliance with the City's master plan for response to a natural disaster, civil unrest and other major emergencies. Monitor, guide and support outreach and training efforts and providing guidance on civilian volunteers.

**Critical Incident Planning/Training Section**

Support ICS and tabletop exercises in preparation for large scale disasters. Monitor CP set up and logistical support (fuel, food, shelter, equipment, medical), mapping and communications for deployable emergencies. Keep abreast of mass gatherings and events with oversee development of emergency/event action plans.

**Critical Infrastructure Key Resources (CKIR) Program**

Support efforts to provide CKIR owners and operators with timely, accurate, and actionable all-hazards information. Assist LAFD personnel on a risk-based, cross-sector approach to preparedness, resilience, and protection. Acts as a specialized technical expertise for CKIR-related preparedness, protection, and recovery.

### **Disaster Preparedness**

Monitor and provide guidance on the Interdepartmental Emergency Planning and Training in coordination with Emergency Management Department (EMD), community groups, neighborhood groups and other City Departments regarding natural disasters, civil unrest and other major emergencies. Support collaboration efforts with Mayor's Office, Council members, neighborhood councils, other City Departments, Federal Emergency Management Agency (FEMA), California Emergency Management Agency (CAL EMA), the American Red Cross, and local hospitals.

### **Grants Section**

Ensure proper management of grant awards. Provide guidance to the Battalion Chief and assist as a grant subject matter expert regarding training, purchasing consumables and equipment. Monitor and support equipment and training tracking methods. Work with the Mayor's Office and other City agencies to ensure proper grant policies/procedures are followed. Ensure grant related records are thorough, organized and maintained. Represent the interests of the Los Angeles Fire Department and ensure the Fire Department's participation in the planning and proper execution of all grant opportunities.

### **Terrorism Liaison Officer (TLO) Program**

Coordinate and ensure terrorism related data is shared with the Department and the homeland security community. Ensure strong pathways of communication with the public safety community, public/private sector, citizenry, and the US Government, in the fight against terrorism.

### **Unmanned Aircraft Systems (UAS) Program**

Develop UAS to a point that will ensure seamless transition to Air Operations. Monitor UAS grants and operational elements that affect deployment at emergency operations involving hazardous materials. Oversee the development of written policies and procedures.

## **Battalion Chief / Arson/Counter Terrorism Section / TS Clearance**

02/12 – 04/17

Provide supervision and guidance to Arson Investigators and civilian employees with an emphasis on professional development. Obtain data and provide an overview of the section's workload to include an overview of progress on court cases and active investigations. Monitor caseload, assign cases, and review reports for accuracy and additional avenues of investigation. Identify training needs, develop lesson plans, and implement policy changes as necessary to maintain State, Federal and local certification requirements. Interface with other city departments in the investigation, arrests, and prosecution of arson suspects. Qualify with a variety of firearms, completed use of force training, and carry a firearm in the course of duties. Coordinate activities at the command level with outside agencies on fire cause origin and determination.

- Develop new Arson Candidate Training Manual;
- Design and implement a new tracking and recording method to evaluate firearms qualifications and equipment;
- Develop statistical record tracking system to include CPRA, Fire Reports, and Subpoenas;
- Develop annual report on fire fatalities;
- Revise and update all Arson Procedure Bulletins;
- Report to the Fire Commission on Arson related processes and procedures;
- Develop a process, budget and procedure for a Forensic Photographer position.

**Battalion Chief / Battalion 18 / TS Clearance**

01/10 – 02/12

Responsible for managing the day-to-day operations of 7 seven fire stations in the areas of Mid-City, Miracle Mile, Park La Brea, Fairfax, Century City, Palms, Crenshaw and southern West Los Angeles. Battalion 18 is the 3<sup>rd</sup> busiest battalion in the City of Los Angeles, responding to 165.6 daily emergency incidents equal to 11.94% of all incidents citywide. Daily staffing consisted of 71 Firefighters, management of 6 Fire Stations, 6 Engine Companies, 2 Truck Companies, 4 BLS Rescues, 6 Paramedic Rescues and coordinate medical related issues with the EMS Captain. The battalion averaged 107 daily EMS incidents, equal to 13.5 % of all EMS incidents city-wide. Battalion 18 has the highest number of incidents involving traumatic shootings. Battalion 18 is responsible for the operations and administrative oversight of assigned personnel.

- Direct and mitigate emergencies through responsive and effective management of fire suppression, emergency medical, rescue, hazardous materials, and other disasters;
- Have a positive impact on the performance of employees through positive actions as a role model, displaying a positive attitude, and leading by example.

**Fire Captain II / Instructor / HSD - CBRNE/WMD / TS Clearance**

01/10 – 08/10

Supervise and oversee the operations of the Chemical, Biological, Radiological, Nuclear, Explosive and Weapons of Mass Destruction (CBRNE/WMD) Unit. The duties included reviewing appropriate classified and open-source intelligence for current and emerging threats. Develop and manage specialized training designed to address responses to CBRNE/WMD incidents for specialized operational hazardous materials team members and first responders.

- Provide logistical support for the systems and equipment employed by the hazardous materials, decontamination, and first response companies;
- Respond to hazardous materials incidents as a subject matter expert to assist the Incident Commanders and evaluate technical response procedures for effectiveness.

**Fire Captain II / Instructor / Fire Prevention Bureau / TS Clearance**

02/09 – 01/10

Supervise and manage Fire Inspectors assigned to the FPB Research and Legal Liaison Units. Directly provide staff assistance to the Fire Marshal, conduct research on fire behavior, fire protection systems, alarm systems, and extinguishment methods. Attend and facilitate hearings on the Los Angeles Fire Code, submit amendments, policies and ordinances. Perform duties as the Fire Prevention Bureau Terrorism Liaison Officer. Provide the Command Staff with terrorism information and share intelligence.

- Direct, plan and review activities of the Fire Marshal's Staff and Research Unit;
- Prepare White Paper Reports for the Fire Chief, Fire Marshal and Chief of Staff;
- Prepare pre-fire plans, ensure regulatory compliance, and conduct inspections;
- Develop, deliver, and facilitate in-house training and State Fire Marshal courses;
- Coordinate Department Operations Center (DOC) activities;
- Coordinate with Homeland Security and regional Fusion Centers on Intelligence;
- Supervise DOC personnel assigned to planning, logistics, and support functions;
- Assist with event planning, activation level staffing and recall.

**Fire Captain II / Instructor / Task Force Commander / TS Clearance**

08/08 – 02/09

Supervise firefighters and paramedics on a 24-hour operation involving fire suppression, fire prevention, emergency medical, and other hazardous operations. Coordinate and supervise maintenance of station apparatus, equipment, and facilities, and complete fire reports. Provide training on state-of-the-art fire and rescue procedures, techniques, and equipment.

- Supervise personnel involved in, fire prevention, training, and rescue operations;
- Deliver courses in chemistry, hazmat, terrorism, hydraulics, and apparatus courses;
- Train over 1000 first responders in hazardous materials operations and response.

**Fire Captain I / HSD - Joint Regional Intelligence Center / TS Clearance**

12/03 – 08/08

Develop, maintain, and coordinate the Fire Department Terrorism Liaison Officer (TLO) program while assigned to the Joint Regional Intelligence Center (JRIC). Develop a network of Fire Department members and agencies, in conjunction with local law enforcement, in order to share terrorism related intelligence. Establish and maintain a sharing information network within the seven-county region including San Luis Obispo, Santa Barbara, Ventura, Los Angeles, San Bernardino, Riverside and Orange. Focusing on information sharing and developing guidelines for local and state agencies, specifically the collection, analysis, and dissemination of terrorism-related intelligence.

- Develop, coordinate, and facilitate the Terrorism Liaison Officer program;
- Support intelligence, law enforcement, defense and homeland security operations;
- Monitor domestic and international threats, tradecraft, trends and potentials.

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**SPECIAL ASSIGNMENTS**

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**Field Incident Management Team (FIMT) – Evacuation Branch Director**

The Los Angeles Fire Department (LAFD) has established the goal of developing four qualified and certified Type 3 Field Incident Management Teams (FIMTs). The establishment of the FIMTs has enhanced the LAFD's ability to respond to, manage, and recover from large-scale emergencies and catastrophic incidents. In addition, FIMTs are utilized for large-scale pre-planned events. As part of my responsibilities, I respond to incidents has a comprehensive resource team member to either augment ongoing operations through provision of infrastructure support, or when requested, transition to an incident management function to include all components/functions of a Command and General Staff.

FIMTs are deployed as a team of trained personnel, representing multiple disciplines who manage major and/or complex incidents requiring a significant number of local, state, or tribal resources. Responsibilities include the management of incidents that extend into multiple operational periods and require a written Incident Action Plan (IAP). These incidents can include weather-related disasters such storm surges, floods and earthquakes; a joint law enforcement operation; public health emergency; or a planned exercise or event.

- Provide CONOPS and identify roles and responsibilities for the Evacuation Branch;
- Define procedures necessary for the implementation of Evacuation plans;
- Ensure proper notification of emergency shelters, evacuation routes, and actions;
- Ensure consistency with Federal, State of California, the Los Angeles County Operational Area, and other local governments' emergency response plans.

### **Terrorism Liaison Officer (TLO)**

Work closely within the public safety and homeland security environment and coordinate with members of the Regional Terrorism Threat Assessment Center (RTTAC). Serve as a conduit for information between the members of the public safety community, first responders, hazardous materials, public and private sector partners, and the U.S. Government in the fight against terrorism. My primary function is to help department and command staff identify terrorism related situations and share intelligence related to terrorist activity.

- Maintain Top Secret clearance requiring passing multiple, regular polygraphs;
- Serve as the point-of-contact for questions and information regarding terrorism;
- Coordinate terrorism related tips and leads;
- Work with the FBI, Fusion Center, and Regional Terrorism Threat Assessment Center.

### **Urban Search & Rescue Team (CA-TF1) – Hazardous Materials Manager**

Duties associated with the Los Angeles Fire Department Urban Search and Rescue teams are designed to provide a coordinated response to disasters in urban environments. The response consists of six- Type I Heavy Rescue Units and California's US&R Task Force 1 (CA-TF1). Responsibilities are designed to provide a coordinated response to disasters in urban environments. Operational effectiveness places emphasis on locating and extricating victims trapped in collapsed structures, confined spaces, or trenches in largely populated areas. The resources can respond to all local, State and National disasters including earthquakes, hurricanes, widespread tornadoes, and man-made technological and terrorist events in largely populated areas.

- Provide ongoing monitoring of environmental conditions during task force operations;
- Provide an initial and ongoing survey for and identification of the presence of hazardous materials at search and rescue sites;
- Implementing defensive mitigation practices when indicated;
- Direct emergency decontamination procedures for any task force member or victim;
- Provide technical assistance to medical personnel for information regarding chemical exposure and injuries;
- Adhere to all safety procedures and ensure compliance for responders;
- Maintain accountability on specialized repairs for issued equipment;
- Ensure MSDS and other related documentation is provided for all hazardous materials carried or used by the task force.

### **Regional Incident Survey Team (RIST)**

This is a team developed by the National Hazardous Materials Fusion Center. I have been involved in the development of a National Database which will record, and archive hazardous material related incidents. The International Association of Fire Chiefs (IAFC) is the main agency that is responsible for the data center that collects and analyzes hazardous materials incidents to enhance first responder tactics, operations, policy and training, in cooperation with the U.S. Department of Transportation's Pipeline Hazardous Materials Safety Administration (PHMSA). I have direct responsibilities, including being part of the Regional Incident Survey Team (RIST).

- Respond to significant hazmat incidents by invitation or at the request of PHMSA;
- Gather data and perform analysis for the National Hazardous Materials Fusion Center;
- RIST members deploy to survey significant hazmat incidents, Western U.S.;
- Collect, analyze, and submit data to develop the best practices and lessons learned;
- Develop and write after action reports that detail events and actions of personnel.

### **Joint Hazard Assessment Team (JHAT)**

This is a multi-disciplinary, multi-jurisdictional team working in concert and capable of providing the Unified Incident Command team with the best intelligence and specialized skills as a unified Joint Hazard Assessment Team. This provides the IC with a force capable of providing the best possible options for incident resolution. This JHAT includes members from FBI, SWAT, USAR, Hazmat, and Bomb Squad personnel from law enforcement, government and fire disciplines. This combination of resources informs the IC of critical operational objectives and threat assessments. Additionally, the team performs as a single entity with joint operational capability. Specific duties include:

- Evaluate credibility of the threat and the strategic impact of the event;
- Process WMD and CBRNE tactical information;
- Recommend size of the perimeter, exclusion zones and evacuation distances;
- Provide options for hazmat mitigation, render safe, and active shooter scenarios.

### **EDUCATION**

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Waldorf University, Forest City, IA <b>Master of Arts Degree</b> , Organizational Leadership	September 2023
Naval Postgraduate School, Monterey, Ca <b>Master of Arts Degree</b> , Security Studies, Homeland Security and Defense	March 2012
California State University, Long Beach, Ca <b>Master of Science Degree</b> , Emergency Services Administration	December 2010
California State University, Long Beach, Ca <b>Bachelor of Science Degree</b> , Occupational Studies	June 2007
Coastline Community College, Fullerton, Ca <b>Associate of Arts Degree</b> , Fire Science	December 2006

### **PROFESSIONAL CERTIFICATES**

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- Completed 90 State Fire Marshal, Hazardous Materials, Urban Search and Rescue, California Specialized Training Institute and Peace Officer Standard Training Courses
- Professional Specific Training Hours – 2672

### **CONFERENCES and SEMINARS**

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- National Homeland Security Conference – New York, California, Las Vegas
- CHDS Alumni Professional Exchange (APEX) – Monterey, Ca
- Orange County Counter Terrorism Conference – Tustin, Ca
- National Fusion Center Conference – San Francisco, Ca
- Hazardous Materials Continuing Challenge Workshop – Sacramento, Ca
- Fire/Rescue EMS Expo – Temecula, Ca
- Law Enforcement Intelligence Units Conference (LEIU) – Vancouver, Canada
- CFED West Conference – Los Angeles, Ca
- Firehouse Exposition and Conference – San Diego, Ca

## **INSTRUCTOR EXPERIENCE**

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- Glendale Community College - Fire Technology Hazardous Material Instructor
- Fire Academy Instructor - Los Angeles Fire Department
- Fire Officer Preparation Course - Los Angeles Fire Department
- Apparatus Operator Preparation Course - Los Angeles Fire Department
- Hazmat Operations First Responder Training Instructor - Los Angeles Fire Department
- Hazardous Materials Technician Instructor - California Specialized Training Institute
- Hazardous Material Specialist Instructor - California Specialized Training Institute
- Hazardous Material Decon Instructor - California Specialized Training Institute
- Hazardous Material Operations Level - International Association of Firefighters
- Assistant Safety Officer Instructor - California Specialized Training Institute
- Terrorism for Technical/Specialist Instructor - California Specialized Training Institute
- Terrorism Awareness Instructor - California Specialized Training Institute
- Weapons of Mass Destruction Awareness - Center for Disaster Preparedness
- ICS 100 - 400 Instructor - Center for Disaster Preparedness

## **BOARDS**

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|--|-----------------|
| • Desert Canyon Homeowners Association – Treasure                    | 01/22 – Present |
| • LAFD Chief Officers Association Board – President, Treasurer       | 08/12 – 12/2025 |
| • Joint Regional Intelligence Center (JRIC) Governance Board – Chair | 04/17 – 03/2024 |

## **COMMITTEES**

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- Field Incident Management Team – Evacuation Branch Director
- Emergency Operation Center (EOC) – Director
- Fire Code Advisory Committee – Member
- NFPA Regional Code Development Committee – Member
- Fire Prevention Training Committee – Member
- International Fire Code Adoption and Integration – Member

## **MEMBERSHIPS**

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- National Hazardous Material Fusion Center
- International Association of Fire Chiefs
- International Association of Police Chiefs
- Consortium of Technical Responders
- National Fire Protection Association (NFPA)
- Regional Incident Survey Team (RIST)
- California State Firefighter’s Association (CSFA)
- Terrorism Liaison Officer Program
- Urban Search & Rescue (US&R) CA-TF1 Team
- National Hazardous Material Fusion Center
- American Industrial Hygiene Association (AIHA)