

Dr. Robert C. Andrews, Jr., P.E., M.Sc.
Energy Plaza
8620 N. New Braunfels Ave., Suite 100
San Antonio, TX 78217-6361
(210) 547-2400

RESUME

Education

- 2022 **Doctor of Business Administration (DBA)**
Fox School of Business
Temple University
Philadelphia, Pennsylvania
- 2002 **Master of Science – Executive Fire Service Leadership (M.Sc.)**
Grand Canyon University
Phoenix, Arizona
- 2002 **Executive Fire Officer Program (EFO)**
National Fire Academy
Emmitsburg, Maryland
(Residency requirements completed 1988 – 1991)
- 1980 **Bachelor of Science – Fire Protection Engineering (B.Sc.)**
University of Maryland
College Park, Maryland
-

Professional Experience

- Mar. 1985 – Present **Protection Development, Incorporated (PDI)**
San Antonio, Texas
Founder, President & CEO

Founded the company in 1985 and am the sole owner. Currently perform the role of President & Chief Executive Officer as well as Principal Fire Protection Engineer, and Principal Rail Consultant. Performed numerous roles in the company since its founding on a part-time basis, as I had other full-time fire service jobs at the same time. After the sale of Industrial Emergency Services, LLC, I assumed the role of PDI's General Manager on July 13, 2015.

- Mar. 1999 – Jan. 2013 **Industrial Emergency Services, L.L.C. (IES)**
Texas, Louisiana, Tennessee, and Equatorial Guinea (west Africa)
Founder, President & Fire Chief

Founded IES upon departure from RTFC using my life's savings. Agreed, with RTFC, to absorb the Louisiana Operation. Continued to grow the Louisiana operation, using the combination paid and part-paid staffing model developed at RTFC. Expanded into Tennessee and staffed Volkswagen of America's brand-new world-class manufacturing

facility (where they build the new Passat). In both Louisiana and Tennessee, IES provided BLS ambulance service to our clients. Next, expanded into Africa, providing command officer and training officer staffing to Marathon Petroleum Company's gas and methanol plant, and EG LNG's world-class LNG facility on Bioko Island in Equatorial Guinea (west Africa). These paid staff members lived in Texas and Louisiana, but "commuted" to Africa on a 28-day on, 28-day off schedule. I sold the company to investors in 2013. My command staff participated in the proceeds of the sale and continued employment with the new owners.

Jan. 1986 – Mar. 1999 **Refinery Terminal Fire Company (RTFC)**
Corpus Christi, Texas
Vice President (General Manager) & Fire Chief

Hired by the RTFC Board of Directors to fix an organization in trouble. Upon arrival, RTFC had 6 paid employees, 27 part-paid employees, and an annual budget of \$300k. Through working with the Board, part-paid employees, and the paid command staff, RTFC grew to 138 full-paid employees with a budget of \$12 million, all while maintaining the part-paid program. The part-paid program staff (with firefighters, captains, and division chiefs) were refinery full-time employees who wished to also serve with RTFC. Part-paid division chiefs staffed the 24-hour "safety officer" and "division chief" roles on a rotating basis and were assigned marked RTFC command SUVs. Part-paid employees were fully integrated with the paid-staff. I was responsible for leading the strategic planning effort, through which we grew from one fire station to 5 fully-staffed fire stations within in the Port of Corpus Christi refining / petrochemical complex. We then expanded to staff a world-class oil refinery in Convent, Louisiana. We also custom-designed and purchased industry-leading fire apparatus, built a \$3.5 million refining / petrochemical fire training academy in Corpus Christi, and designed and manned a self-propelled firefighting barge for the Port of Corpus Christi. All RTFC full-time firefighters were "multiple-disciplined operators" trained in refinery / flammable liquids firefighting, structural firefighting, marine firefighting, high-angle and confined space rescue, and certified as hazardous materials technicians (operations / hot-zone entry) and as emergency medical technicians. Beyond the firefighter level, paid staff advanced as instructors, driver/operators, company officers, and command officers. All part-paid staff were fully qualified in refinery / flammable liquids firefighting and structural firefighting with other specialty training obtained as desired by the part-paid employee. As the general manager of the company, I served as the company's chief executive, leading all operational and corporate support functions (accounting and finance, human resources, legal, purchasing, engineering, maintenance, strategic planning and budget forecasting).

Jan. 1982 – Dec. 1985 **Celanese Chemical Company**
Bishop, Texas
Fire Protection Engineer / Plant Fire Chief

Hired to lead a major upgrade to the plant-wide firewater and associated fire protection systems in this world-class methanol, formaldehyde, and engineering plastics facility that employed over 1500 full-time employees on a 2-square mile chemical complex. Also served as the plant fire chief, supervising a 125-member volunteer "Fire Crew" comprised of full-time employees who also volunteered for fire or EMS service. The "volunteer" crew responded to all emergencies at the facility, manning fire apparatus and a BLS ambulance, as needed. The Fire Crew operated on 4-rotating operational shifts, supplemented by a day shift.

Dec. 1980 – Dec. 1981 **Marathon Oil Company**
Findlay, Ohio
Associate Risk Engineer

Hired upon graduation from the University of Maryland into the Corporate Risk & Environmental Affairs Division of this international oil company and assigned to its global headquarters. Performed comprehensive loss prevention inspections of every type of facility owned by the company, including office buildings, corporate aviation hangars, warehouses, oil refineries, gas plants, pipelines and pipeline facilities, oil supertankers and dock facilities, marketing terminals, truck loading racks, petroleum storage tanks, offshore oil and gas drilling and production platforms, propane storage and distribution facilities and vehicles, drilling rigs and their related support equipment.

Public Safety / Community Service Experience (a selection)

Dec. 2020 – Present **National Fire Academy**
Emmitsburg, Maryland
Contract Instructor
Executive Fire Officer Program (EFOP)

Jan. – July 2021 *Served as Executive Advisor (Professor) supervising the graduate-level research of 16 chief fire officers in course “M-5105 Executive Fire Officer – Thesis – Semester 1 – Research Synopsis”*

June – Sep. 2021 *Served as Executive Advisor (Professor) supervising the graduate-level research of 13 chief fire officers in course “M-5105 Executive Fire Officer – Thesis – Semester 2 – Research Proposal”*

Sep. 2018 – Present **Bexar County Fire Marshal’s Office**
San Antonio, Texas
Executive Advisor to the Fire Marshal & Command Staff
Deputy Fire Marshal (Non-Paid Peace Officer)
Fire Protection Engineer (Non-Paid)

Aug. 1976 – Dec. 1980 **College Park Volunteer Fire Department (CPVFD)**
Prince George’s County Company 12
College Park, Maryland
Private, EMT, Chief’s Aide, Driver, Sergeant, Lieutenant, Captain, and Training Officer

Joined CPVFD upon graduation from Great Valley High School and entry into the University of Maryland’s Fire Protection Engineering program. First lived in the CPVFD’s student dormitory (the “sack room”) in the firehouse, followed by living in CPVFD-controlled student housing (the “Mods”) behind the firehouse. Through this experience I gained true appreciation for the benefits and challenges of the fire department sponsored housing of its members. Additionally, while at College Park, I got to not only observe, but to also personally participate during a very dynamic and transitional time in the Prince George’s County Fire Department’s evolution and transition from a fully-volunteer into a

robust combination volunteer / career fire department. At the time of my graduation, I was the truck company captain and training officer for "Company 12". Truck 12 at that time was the fourth busiest truck company in Prince George's County. My participation as a volunteer in a rapidly developing career fire department gave me significant insight into both the benefits and challenges of developing a combination Fire and EMS department in a rapidly growing urban / suburban community.

- 1976 – 1980 **Maryland Fire & Rescue Institute**
College Park, Maryland
Student Assistant
- Sept. 1974 – Dec. 1980 **East Whiteland Volunteer Fire Association**
Frazer, Pennsylvania
*Firefighter, Emergency Medical Technician (PA & NREMT),
Chief's Aide*
-

Non-Profit Boards & Committees (Grants and Fundraising)

- May 2012 – July 2018 **Legacy Campaign for a Professor of the Practice**
Department of Fire Protection Engineering
A. James Clark School of Engineering
University of Maryland
College Park, Maryland
Co-Founder and Co-Chair
- June 2012 – June 2018 **Abraham Lincoln Foundation of the Union League of Philadelphia**
Philadelphia, Pennsylvania
Trustee
Member of the Finance and Art Collections Committees
-

Licenses and Certifications

- 2003* **Chief Fire Officer Designation (CFO)**
Center for Public Safety Excellence
**currently "retired" status – eligible for re-activation*
- 1985 – Present **Licensed Professional Engineer (P.E.)**
Texas Board of Professional Engineers & Land Surveyors
Professional Engineer No. 57907 – Fire Protection Branch Specialty
- 1990 – Present* **Licensed Peace Officer**
Texas Commission on Law Enforcement
**Inactive as of 10/1/2017(retired) – Reactivated 9/12/2018*
Master Peace Officer and Instructor Certifications