

**From:** John Hay [<mailto:JHay@thunderbay.ca>]  
**Sent:** December-09-13 9:59 AM  
**To:** Mark Wallace  
**Subject:** RE: Roundtable questions

Mr. Wallace,

I appreciate the respect shown to myself and the overall manner of the roundtable session. It was my first time in such a challenging forum.

If it is not improper I would like to answer more fully question 1 from the IMS. As I listened to other comments from non-fire contributors and heard some of the disconnect between doctrine and application as consistent theme.

I would humbly suggest that 3 initiatives could also improve the application of IMS, in addition to the information presented at the session.

1. A review and edit for clarity of the doctrine.
2. A review of the training modules for clarity.
3. **Provide a supporting document to graduates of each level of training, i.e. a field guide or manual to assist in the application and participation of the IMS.**

I had hoped there might have been a last comment round but unfortunately time precluded that or I would have made the comments to all present.

If the submission is out of order I understand.

Thank you

JOHN