

**Department of Homeland Security  
Federal Emergency Management Agency  
U.S. Fire Administration  
Board of Visitors for the National Fire Academy  
August 29 and 30, 2016  
Building H, Room 300  
Teleconference**

**Attendees:**

The following members of the Board of Visitors (Board) for the National Fire Academy were in attendance for the teleconference:

Mr. Adam K. Thiel (Chairman)  
Fire Commissioner  
City of Philadelphia  
240 Spring Garden St.  
Philadelphia, PA 19123

Mr. Robert Cumberland  
Director for Maryland  
Cumberland Valley Volunteer Firemen's  
Association  
222 Shipley Ave.  
Westminister, MD 21157

Chief Steven Westermann  
Central Jackson County Fire Protection  
District  
805 NE Jefferson  
Blue Springs, MO 64014

Dr. Manuel Fonseca  
605 Hicks Road  
Nashville, TN 37210

Mr. Randy Novak (Vice Chairman)  
1424 Nebraska Ave.  
Ames, IA 50011

Mr. Chris Neal  
Senior Executive Advisor  
Oklahoma Council on Firefighter Training  
13801 South Western  
Edmond, OK 73025

Chief Kwame Cooper  
Assistant Chief  
Los Angeles City Fire Department  
3010 Wilshire Blvd., Suite 453  
Los Angeles, CA 90010

Mr. Andrew Pantelis  
President  
Prince George's County Professional  
Firefighters and Paramedics  
Association International Association  
of Fire Fighters, Local 1619  
16701 Melford Blvd., Suite 124  
Bowie, MD 20715

Federal Emergency Management Agency/U.S. Fire Administration/National Fire Academy (FEMA/USFA/NFA) staff in attendance:

Dr. Denis Onieal, Deputy Fire Administrator, USFA  
Mr. Stephen Dean, Branch Chief, Response, NFA  
Mr. Al Fluman, Director, USFA/NETC Management, Operations and Support Services Division (MOSS)  
Ms. Alex Furr, Director, National Fire Programs Division  
Ms. Terry Gladhill, Executive Officer, NFA  
Dr. Kirby Kiefer, Acting Superintendent, NFA  
Mr. Russell Kuck, Branch Chief, Leadership and Community Risk Reduction, NFA  
Mr. John Carnegis, Executive Fire Officer/Managing Officer Program Manager, NFA  
Dr. Cortez Lawrence, Program Specialist, NFA  
Ms. Deborah Gartrell-Kemp, Program Support Assistant, NFA  
Ms. Ruth MacPhail, Program Support Specialist, NFA  
Mr. Michael McCabe, Education Program Specialist, Education, Training and Partnership Section, NFA  
Ms. Ellen Newlin, Secretary, NFA

### **Convene Board of Visitors Meeting/Welcome**

**Mr. Randy Novak, Vice Chairman, Board of Visitors**

**Dr. Kirby Kiefer, Acting Superintendent, NFA**

**Dr. Denis Onieal, Deputy Fire Administrator, USFA**

Dr. Kirby Kiefer, acting as designated federal officer, welcomed everyone. He thanked Ms. Ruth MacPhail and Ms. Ellen Newlin for all of their help in getting this meeting organized. Dr. Kiefer discussed the need for the Board to get their travel receipts to Ms. MacPhail within five days of travel.

Dr. Denis Onieal addressed the struggles with the FEMA IT learning management system. Dr. Kiefer and Ms. Terry Gladhill have been in discussions with the IT staff. Chief Ernest Mitchell is trying to work out a solution. Dr. Kiefer added that this has been a round-the-clock effort. Dr. Onieal made the Board aware that they are still waiting for the clearance process for the new superintendent. Dr. Onieal added that Mr. Chris Neal and Mr. Robert Cumberland's service for the Board has expired, and he values everything they have done. There will be two replacements: Ms. Christine Keifer and Chief Kevin Quin. Dr. Onieal discussed the \$44 million budget. There have been some changes in the budget.

Mr. Cumberland expressed how appreciative he is for the opportunity to serve on the Board. He never quit learning, and he has learned a lot.

Mr. Neal expressed his most enjoyable time was sitting with firefighters and enjoying conversations. This was a memory maker. He has treasured the leadership and friendships and has appreciated everything.

Mr. Randy Novak asked for everyone to introduce themselves for roll call.

### **Selection of Board Officers for Fiscal Year 2017**

Dr. Manuel Fonseca asked if the Board should just have members move up from Vice Chair to Chair instead of voting. Dr. Kiefer said that he does not see a problem with it. Mr. Adam Thiel added that there is no formal rotation set, and the Board should vote. Mr. Thiel added that every year a Chair and Vice Chair are nominated. Mr. Thiel discussed open nominations for Chair. Mr. Randal Novak nominated Mr. Thiel for Chair, and all were in favor. There were two nominations for Vice Chair, Mr. Novak and Dr. Fonseca. The group did a ballot vote. Mr. Novak won the ballot and will serve as the Vice Chair. By next year, Mr. Thiel and Mr. Novak will have served their terms, and those positions will be available for fiscal year (FY) 2018. Dr. Kiefer then swore in the new Chair and Vice Chair.

### **USFA/NETC Management, Operations and Support Services Briefing/Overview Mr. Al Fluman, Director, USFA/NETC Management, Operations and Support Services Division**

Mr. Al Fluman is happy that the heating, ventilating, and air conditioning (HVAC) upgrade in C west is finally complete. Mr. Kwame Cooper gave praise about the new HVAC system in C building. Mr. Fluman added that he is in process of developing instructions to be posted in the rooms to show students how to operate the shower and HVAC system.

NETC now has 425 rooms available for student use.

Mr. Fluman added that two projects were finished: the campus exterior lighting and the sanitary sewer and storm drain. These were \$2 million worth of upgrades. The log cabin repair is in its final stages. Mr. Fluman is hoping for the log cabin to be finished by the time of the Executive Fire Officer Program (EFOP) symposium. The process of the log cabin has taken longer than expected, but they had to meet all historic guidelines. There is a problem with the wall in front of O building. It has potential to collapse, so work has started on repairing the wall. This will be completed before the memorial in October. Building A installation and roof replacement, as well as the roof repair to buildings D, E and F, are in process. There is also a full upgrade to J building lighting that will be starting within a couple weeks. There are also ceiling and window repairs in E auditorium that need completed.

Mr. Fluman also discussed, on behalf of some NFA staff, the completed testing of the online student registration process that took place in January, February and March. The testing was successful, and the online registration is working. They are in the process of working with other elements of FEMA and FEMA IT to finalize online registration. He is not sure when this will be available.

Mr. Fluman discussed that the leftover money from last year and this year was used to remove all components of the old HVAC system in J basement. If money can be obtained in the future, it would be used to create more classrooms, such as an electrical classroom and a mock courtroom, and possibly some office space in J basement.

Dr. Fonseca asked about the biggest complaint on campus. Mr. Fluman said, over past year, there have been fewer complaints about the food service. There have been recommendations to have coffee pots in dorm rooms and possibly a vending machine.

Mr. Fluman also discussed possible future plans to expand the walking trail and update the old basketball courts. One of Mr. Fluman's ideas, that hasn't been discussed yet, is the possibility of getting rid of the tennis courts (since they don't get used) and adding a pavilion.

Mr. Fluman discussed security with the group, stating that there are four guards working every shift, and there has to be at least one Emergency Medical Technician (EMT) per shift. There is a \$1.8 million budget for security. There are several calls every week that students want to see an EMT from security.

At approximately 10:20 a.m. on Monday, August 29, Mr. Thiel left the meeting to help with a Philadelphia fire.

### **National Fire Academy Update**

#### **Dr. Kirby Kiefer, Acting Superintendent, NFA**

#### **NFA Staff**

Dr. Kiefer and several staff members updated the Board members on current activities and curriculum updates at the NFA.

Dr. Cortez Lawrence asked Ms. Deborah Gartrell-Kemp to brief the Board on the EFOP symposium. Ms. Gartrell-Kemp started by thanking Dr. Lawrence for this opportunity. The 28<sup>th</sup> Annual EFOP symposium is scheduled for September 8-10, 2016. Ms. Gartrell-Kemp stated that a panel discussion will be held via Adobe Connect on Friday of the symposium. Currently, there are 226 participants enrolled, but there is space for 250. On Friday morning of the symposium, Royal Mortenson will speak on leadership.

Mr. Michael McCabe spoke about the National Professional Development Symposium because Mr. Ken Farmer was unable to attend. Mr. McCabe stated that all measures have been very successful with cleaning up issues. There were 166 people that came to campus, and 95 joined online, totaling 261. There were 19 presenters, five of which presented via Adobe Connect. Mr. McCabe added that, for one presentation, the instructors couldn't come to campus, and they had to present online. There was an instructor from Mt. St. Mary's University in case internet connection did not work. There were two keynote speakers: Dr. Onieal and the Vice President of Southwest Airlines University, Travis Peterson. Mr. McCabe kept the staff informed, and everything moved smoothly, including assigning staff to each classroom. Mr. McCabe also kept IT staff involved.

There were also two staff rides provided. One went to the National Science Center in Baltimore, and the other went to Gettysburg Battlefield. NFA paid for buses. Mr. McCabe discussed that the National Professional Development Symposium will take place on June 14 through 17, 2017, and the tour will be going to Shelter Systems in Westminster to view new, engineered wood-truss technology, and the other bus will do another tour to Gettysburg Battlefield. Friday, June 13, will be the workshop day. Mr. McCabe is hoping to have 200 to 225 people.

Mr. Russell Kuck stated that there are 30 new, revised courses. There has been a delay with 11 courses due to Procurement not being able to process the contracts in a timely manner because of a new system they are working with. This causes delays revising materials and puts a burden on staff. Mr. Kuck talked about the importance of bringing the coffee break trainings back to their initial intent. Instead of objectives, they will now be on focus. Mr. Kuck discussed his concerns about some coffee breaks being improperly cited and marked with the incorrect edition. He added that all coffee breaks that are three years or older have been removed to be updated. Some instructors have been writing coffee breaks. Dr. Kiefer added how important and popular coffee break trainings are. Mr. Kuck announced that Mr. David Donahue is the replacement for Mr. Gerry Bassett and Ms. Colleen Heilig.

Ms. Gladhill indicated that there are currently 52 self-study courses. The number of student course completions for FY 2016 is nearing 48,000, which is roughly a 20 percent increase over last year (35,318). Work is continuing with the Department of Interior/Bureau of Land Management to support the National Wildland Coordinating Group's (NWCG) online training efforts. Currently, NFA is hosting 10 self-study courses to support the NWCG's Wildland Urban Interface (WUI) training effort. The wildland audience accounts for approximately 40 percent of NFA's self-study population. NFA's self-study learning management system is currently under review by the FEMA Office of the Chief Information Officer (OCIO). NFA is working very closely with them to conduct a physical security review of the hosting facility and to develop the certification and accreditation documents needed for the authority to operate. It expired last week, and the contracting officer provided NFA with a "maintenance" extension through the end of August. The sticking points revolve around the physical security requirements — the vendor, Carahsoft, is unhappy with the number of DHS clauses. The Fire Administer/the Chief Information Officer (CIO) and FEMA's Chief Procurement Officer are scheduled to meet with Carahsoft to try to resolve the situation. If there is no resolution, the system will be shutting down on Wednesday, August 31.

Ms. Gladhill added that NFA is continuing to build the NFA-online mediated presence. They have developed seven courses, and tested and delivered them in separate mediated-learning management tools: Desire2Learn/Brightspace. In FY 2017, the NFA is scheduled to receive a budget increase of \$500,000 (including one Full-Time Equivalent (FTE)) to support the expansion of its online mediated program. These funds will be used to support the conversion of existing 6-day resident courses to an online mediated format. In addition to using the mediated-learning management tool to deliver our mediated courses, NFA has also been using it to support a number of the resident courses. Currently, the EMS and arson courses are using it, and, very soon, the leadership and executive development curriculum area will be joining in. This tool provides students with more flexibility for lesson assignments, testing and collaboration.

Ms. Gladhill discussed the NFA continuing to deliver its coffee break bulletins. So far, this year, there have been 46 bulletins distributed to 2,715,555 subscription users. This number is down by approximately 50 percent from last year, since one of the main proponents (Rob Neale) left the organization. NFA is working with the training specialists to get this going again.

Dr. Kiefer discussed his conversation with Mr. Edward Metz, the librarian at the NETC Library, on applied research papers (ARPs). The quality of ARPs has been falling; the ARPs aren't what they use to be. Dr. Kiefer discussed his concern about students coming to campus and not getting full service because the ARPs are not what they need to be, yet the Executive Fire Officer Program (EFOP) is a very strong program. Mr. Kuck has received the final Executive Fire Officer (EFO) needs assessment report. He reviewed the report and sent it back to the contractor to clarify some points before it will be released. Mr. Kuck talked about a survey that was conducted among 1,079 EFO graduates and some that have completed "Executive Leadership" (EL) but have not submitted their final ARP. There were 618 that responded. Mr. Kuck discussed that the data from the survey will be reviewed by a facilitator and several Training Specialists: Mr. Kevin Brame, Mr. Robert Bennett, Ms. Mary Marchone and Mr. John Carnegis. Mr. Kuck talked about the revisions to the "Executive Development" (ED) (R0123) course. He also discussed that the NETC Library is teaching students techniques about how to conduct research. Dr. Kiefer asked Mr. Thiel to appoint a subcommittee to help the EFOP throughout next year.

Dr. Onieal discussed a new USFA realignment which includes MOSS having two branches, one managed by Ms. Valerie Benson and the other managed by Ms. Susan Topper; NFA now has four branches, managed by Mr. Ken Farmer, Ms. Terry Gladhill, Mr. Russell Kuck and Mr. Stephen Dean and will be reporting to Dr. Kiefer.

Mr. Carnegis stated that there are 204 students enrolled in the Managing Officer Program and 197 remain in the program from the initial 2015 group. A total of 272 student were accepted into this year's MO Program. A welcome session has been added on the first Sunday morning for the students to start networking earlier. Mr. Carnegis discussed that they try to have all four EFO classes on campus at once. He added that on (state weekends) they are recruiting to get more students enrolled in the Managing Officer Program. Also, Mr. Carnegis has gone into EFO classes and asked them to go back home and recruit for the NFA. Mr. Thiel added that there is a real opportunity to do some targeted recruiting.

Mr. Carnegis discussed how the EFOP starts with a welcome session. There are two to four classes on campus at once. Mr. Carnegis also discussed the importance of making sure the EFOP handbook is current. There is a hard copy that is kept in the breakroom. He talked about the biggest concerns with the ARPs: grammar, spelling and punctuation. He recommended software programs that the students can upload their paper to. These programs check spelling and punctuation. There is another program tool called Grammerly. Mr. Carnegis added that when a 4.0 paper is received, it is immediately uploaded to the NETC Library. He has been working with Mr. Metz to improve research, and some colleges are now giving credits for papers. Mr. Carnegis shared that there is a 20 percent rewrite. Mr. Carnegis goes into each EFO class on Tuesday and Wednesday to introduce himself and discuss the program.

## **USFA Data Research and Response Support Initiatives**

### **Ms. Alex Furr, Director, National Fire Programs Division**

Ms. Alex Furr reported to the Board on the latest statistical reports, research initiatives, and many other updates from the National Fire Programs (NFP) Division.

- Sprinklers in Manufactured Housing Units (MHU) have been deployed as temporary housing for disaster survivors in West Virginia and Louisiana. It was originally intended for MHUs to be sprinklered when assigned to individuals with access and functional needs. There is now a move to sprinker all FEMA MHUs. Staff in the NFP Division continue to provide the technical expertise for the contract specifications, installation oversight, contractor training, etc.
- Fire is Everyone's Fight™ (FIEF) currently has over 1,600 supporters registered, including fire and life safety organizations, state fire marshal offices, and fire departments. The other week, 1,000 fire departments registered as supporters of FIEF. Number 1,000 is Universal City Fire Department in Universal City, Texas, Chief Manuel Casarez. Register at <http://www.usfa.fema.gov/prevention/outreach/fief/>.
- National Preparedness Month is September. This year's theme is "Don't Wait, Communicate. Make Your Emergency Plan Today," with emphasis on preparedness for youth, older adults, people with disabilities, and others with access and functional needs.
- Fire Prevention Week is October 9 through 15, 2016. The theme is "Don't Wait — Check the Date!" The focus is on replacing smoke alarms every 10 years. An infographic has been prepared in cooperation with National Fire Protection Association (NFPA) and is available online at <https://www.usfa.fema.gov/prevention/outreach/index.html>.
- The NETC Library provides mini-classes in the evenings, and on the weekends, on topics such as: tips and online resources for preparing survey instruments, how to access e-books and full text scholarly articles from our catalog, and what plagiarism is and how to avoid it while doing an ARP. There has been a notable increase in the number of EFOs receiving a grade of 3.0 or above. The ten year average, up to and including 2014, was 345 papers per year. In 2015, over 475 papers were 3.0 and above. That is the highest number (by far) ever submitted in one year; it represents a 38 percent increase over the yearly average for the preceding ten year period.
- The preliminary count of on-duty firefighter fatalities for calendar year 2015 is 90. For 2016, to date, 53 on-duty firefighter fatalities have been reported. In 2014, 91 on-duty firefighter fatalities were reported. The difference in numbers being reported between on-duty fatalities (USFA), line-of-duty fatalities (NFFF), and the NFPA's exclusion of those qualifying under the Hometown Heroes Act was discussed and explained.

- The BOV NFA, as an approved Federal Advisory Committee, has agreed to convene a group of National Fire Incident Reporting System users and stakeholders in 2017 to help to prioritize recommendations for system improvement, within known resource constraints. USFA is conducting an analysis of data elements. The NFPA is planning a data survey, which may be referenced in the convocation, and other existing reports will be considered.
- USFA is trying to develop greater consistency in the presentation of the USFA emblem (aka Hot Foot), educate on what it represents, and increase understanding of the full scope of USFA responsibilities. The current emblem is with the elliptical edge. The federal eagle is flying down to attack the fire hazard, and the four stars are displayed, representing USFA's primary missions: Public Education and Awareness, Training, Data Collection and Analysis, and Applied Research and Technology. Opinions were shared on the colors, ellipse, and eagle's head position.

## **Board of Visitors Subcommittee Activity Report**

### **Professional Development Initiative**

Mr. Thiel discussed the importance for the Board to continue to exercise leadership and expand some conversations before the next symposium. Mr. McCabe is hosting regular discussions with the steering committee group. Mr. Thiel added that he would like to keep the professional development active for another year and asked Mr. Novak to serve with him on this subcommittee. Mr. Thiel asked Dr. Fonseca to be part of the subcommittee as well.

### **Whole Community**

Dr. Fonseca discussed how community engages when disaster strikes. The focus is to stop depending on government as its only source of assistance. The "know three" is to know the neighbors all around you in the event of an emergency. Dr. Fonseca stressed how important it is when a disaster strikes; everyone needs to work together. Dr. Fonseca also discussed "remember three." If there is a need to evacuate or stay in your home, what three things do you need? One thing he learned when speaking to a community was that everyone has different needs. Dr. Fonseca talked about how it can take as long as three days before the government gets to a disaster after it strikes. The community has to rely on themselves to come up with a plan when disaster strikes. Dr. Fonseca discussed the procedure that he used in Nashville. He created a lesson plan, put it on YouTube under the school website, and teachers gave a one hour presentation. Dr. Kiefer suggested Dr. Fonseca prepare a one or two page document to be written to FEMA about how to get the word out to the public, so they know what to do in the event of a disaster: "know three" and "remember three."



**National Fire Incident Reporting System**

Mr. Novak reviewed the coding and review modules; they need to be modified. The subcommittee consists of Mr. Novak, Chief Steven Westermann, Mr. Andy Pantelis, Mr. Cumberland and Mr. Thiel. There are currently too many members serving on the subcommittee. Someone will have to step off. Mr. Cumberland volunteered to step off, considering his term on the Board is over next month. Everything has been put on hold. There has been no progress.

**Executive Fire Officer Program**

Mr. Thiel discussed that the subcommittee is only for the BOV members. Dr. Fonseca suggested that the subcommittee come back in 30 days (once the EFOP data is reviewed), possibly meet with EFO staff, sit in classes with design specialists, etc., and get a ground set up before getting stakeholders involved. Mr. Thiel expressed that the goal of the program has to be determined, as well as what we are trying to do and what framework needs to be done. Mr. Thiel asked the Board members who would be available to serve on the EFOP subcommittee. Mr. Thiel discussed that the subcommittee’s job will be to report back to the Board, and then the Board can offer direction. Everyone on the Board will have some opportunity to weigh in and will be able to provide input with their opinion. Mr. Thiel asked for four members to sit on the subcommittee, and the discussion continued after lunch.

**Adjournment**

The meeting adjourned at 2:40 p.m. on Tuesday, August 30.

Certified by: \_\_\_\_\_  
Name Date

**Board of Visitors for the National Fire Academy  
Meeting Agenda  
August 29-30, 2016  
NETC, Building H, Room 300**

<p><b><u>August 29</u></b></p> <p><b>8:30 a.m.</b></p>	<p><b>Convene BOV Meeting / Welcome</b></p> <p>Chief Adam Thiel, Chairperson, Board of Visitors Chief Ernest Mitchell, Fire Administrator, U.S. Fire Administration Dr. Denis Onieal, Deputy Fire Administrator, U.S. Fire Administration Dr. Kirby Kiefer, Acting Superintendent, National Fire Academy</p> <p><b>Selection of Board Officers for FY2017</b> Chairperson / Vice Chairperson</p>
<p><b>9:00 a.m.</b></p>	<p><b>Deferred Maintenance and Capital Improvements on the NETC Campus</b> <b>FY 2016 Budget / Budget Planning</b></p> <p>Mr. Albert Fluman, Director, USFA/NETC Management, Operations &amp; Support Services Division</p> <p>Public Comments / Deliberations / Voting on Recommendations</p>
<p><b>9:30 a.m.</b></p>	<p><b>National Fire Academy Activities</b></p> <p>Dr. Kirby Kiefer, Acting Superintendent Dr. Cortez Lawrence, Program Specialist Terry Gladhill, Executive Officer Ken Farmer, Chief, Education, Training &amp; Partnerships Section Russell Kuck, Chief, Leadership &amp; Fire Risk Reduction Section</p> <ul style="list-style-type: none"> <li>• Managing Officer Program Progress Report</li> <li>• Executive Fire Officer (EFO) Program Symposium Status</li> <li>• National Professional Development Symposium Report</li> <li>• EFO Program Assessment Results and Recommendations</li> <li>• EFO Program Application Selection Results</li> <li>• Curriculum Development and Revision Updates for NFA Courses</li> <li>• Review and Update to Coffee Break Training Courses</li> <li>• Discussion on Approval Process for State-Specific Courses</li> <li>• Online Mediated Instruction Program Update</li> <li>• Distance Learning Program Update</li> <li>• Fire and Emergency Services Higher Education Recognition Program Update</li> <li>• Staffing Update</li> </ul>

<b>11:15 a.m.</b>	<b>Recess</b>
<b>1:00 p.m.</b>	<b>Ethics Training</b> Mr. Tony San Martin, FEMA Office of Chief Counsel
<b>2:30 p.m.</b>	Public Comments / Deliberations / Voting on Recommendations  <b>Board of Visitors Subcommittee Activity Report</b>  <b><u>Professional Development Initiative</u></b>  Chief Adam Thiel, Chairperson  <b><u>Whole Community</u></b>  Manuel Fonseca, Chairperson  <b><u>National Fire Incident Reporting System</u></b>  Randal Novak, Chairperson  Public Comments / Deliberations / Voting on Recommendations
<b>5:00 p.m.</b>	<b>Recess</b>
<b><u>August 30</u></b>	<b>Reconvene</b>
<b>8:30 a.m.</b>	<b>USFA Data Research and Response Support Initiatives</b> Ms. Alex Furr, Director, National Fire Programs  Public Comments / Deliberations / Voting on Recommendations
<b>9:00 a.m.</b>	<b>Campus Tour of Capital Improvements</b>
<b>10:00 a.m.</b>	<b>Classroom Visits</b>
<b>11:30 a.m.</b>	<b>Recess</b>
<b>1:00 p.m.</b>	<b>Reconvene / Report Writing Session</b>  Public Comments / Deliberations / Voting on Recommendations
<b>5:00 p.m.</b>	<b>Final Comments / Adjournment</b>

# NETC MOSS (USFA)

Briefing/Overview



**AUGUST, 2016**

National Emergency Training Center  
Emmitsburg, Maryland

# Management, Operations and Support Services

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Manage, operate and provide administrative, operational, and emergency support services to the activities at the National Emergency Training Center (NETC).

## **Support Provided:**

- Facility operations and maintenance including mailroom operations, duplicating services, property management and warehousing
- Student admissions, registrar functions, housing, and transportation
- Campus renovation and facility improvements
- Budget and fiscal activities (coordination function only)
- Program analysis and coordination of management functions
- Physical and personnel security
- Food services
- Personnel management liaison, performance management and employee development
- Coordination and facilitation of employee and labor relations
- Information Technology Operational Services (desktop, network, application and development support, helpdesk, and telecommunications)
- Visitors, Special Groups and Continuity of Operations Planning (COOP)
- Coordination of headquarters staff support to NETC

## **Staffing for NETC Management, Operations and Support Services**

	Government	Contractor
<b>NETC Management Operations</b>	<b>37</b>	
Facility Support		75
Food Service		26
Security		23
Information Technology		26
<b>NETC Total</b>	<b>37</b>	<b>150</b>

# **FY2015-2016 Construction / Renovation Projects**

## **Completed Projects**

- Completion of the new campus water supply main
- Building N Elevator Upgrade – Project Completed
- Building A Elevator Upgrade – Project Completed
- Building A Room Repair (due to water line break) – Project Completed
- Building B Rest Room Renovation – Project Completed
- Building R Office Space Renovation – Project Completed
- Buildings F, D, A (ADA) Suite Renovation – Project Completed
- Repair K Building Steps – Project Completed (Phase 1 & 2)
  - Large Steps in front of building and kitchen steps
- Wall Repair (Concrete/Mortar) – Memorial & D Building – Project Completed
- Asphalt – N Parking Lot, Coach Bus Area & Walkway (C-West/A) – Project Completed
- Building O Roof Replacement/Renovation – Project Completed
- Phase 1 Radio System Replacement – Project Completed
- Building H HVAC Upgrade – Project Completed
- Building B Roof Replacement – Project Completed
- Building A East Entrance Patio Repair – Projected Completed
- Burn Range Upgrades – Project Completed
- Building J Basement Demolition & Upgrades – Phase 1 Completed
- Cafeteria Service Line Adjustments – Project Completed
- Building K Classroom Lighting Fixture Replacement – Project Completed
- Install Occupancy Sensors in Staff Offices – Project Completed
- Vend Miser Installation – Project Completed
- Cafeteria Service Line Adjustments – Project Completed
- Building K Engineering Study on Basement Brick Floor – Project Completed
- Building O Engineering Study on Balcony Area - Project Completed
- Campus Exterior Lighting Upgrade – Project Completed
- Building C-West HVAC Upgrade – Project Completed
- Phase 2 Radio System Replacement – Project Completed

## **In-Progress Projects & Projects for late FY16 into FY17**

- Critical Log Cabin Repairs – Project Underway (Anticipated completion 7/16)
- S Building HVAC Design and Replacement – Design Underway
- Campus Sanitary Sewer and Storm Drain Repairs – Project Underway
- Building A Attic Insulation & Roof Replacement – Project Awarded
- Building O and Building C-East Wall Repair – Projects Awarded
- Building O Chapel Entrance Floor Repair
- Building E Breezeway/Roof Repairs/Window Replacement/Plaster Repair in Auditorium
- Building D, E, F Minor Roof Repairs
- Building J Auditorium and Classroom Lighting Upgrades – Project Underway
- Additional Burn Building Upgrades
- Road Asphaltting
- Campus Upgrades (Beatification)
  - Tree Removal/Trimming: Completed 7/15/16
  - Fence Removal Behind V Building: Completed
  - Grass Planting: Ongoing
  - Bird House Painting: Completed
  - Former Trailer Area Demolition: Completed
  - Installation of Gazebo for Students/Staff (S): Completed
  - Installation of Gazebo for Students/Staff (E): Seeking Funds
  - Upgrade to walking/jogging/exercise areas: On-going

## **Other Topics for Discussion**

- Status of On-Line Student Registration Process
- Building J Basement – Potential Future Use
- Question/Answer Time



**Pre-Symposium Staff Meeting E Auditorium 1630 Wed Sept 7**

Day 1 Thursday			Day 2 Friday			Day 3 Saturday		
Times	event	presenter	Times	event	presenter	Times	event	presenter
registration open 0730/continues to 0900 daily								
8:00	intro/admin remarks (0800-0805)	Trey Mayo	8:00	admin remarks (0800-0805)	Trey Mayo	8:00	admin remarks (0800-0805)	Trey Mayo
8:05	<b>General Welcome &amp; Opening remarks, Manno Awards and Graduation (break between sections- flex 30mins), Fire Administrator's remarks (0805-1130)</b> Trey Mayo/Dr. Onieal/ Dr. Kiefer/Patrick Kelly/ Chief Mitchell		8:05	Section Report (0805-0820)	Patrick Kelly	8:05	CC # 5 (0805-0825) W.A. Hogsten PTSD	
8:20			<b>Main Program #2 (0820-1215) flex-break Moderators: Dr. Burton Clark and Mike Fronimos</b> ADOBE Billy Hayes, Dave Statter, Anne Nelson, Lorraine Carli: Panel Discussion - <i>What's our Fire Service Mass Media Message for the 21st Century?</i> "		8:25	<b>Main Program # 4 Royal Mortenson ADOBE Leadership Principles in Major Disasters</b>		
9:55			ADOBE Billy Hayes, Dave Statter, Anne Nelson, Lorraine Carli: Panel Discussion - <i>What's our Fire Service Mass Media Message for the 21st Century?</i> "		9:55	BREAK 0955-1010)		
10:10					10:10	CC # 6 (1010-1030) Mark Revere Professional Drift		
11:30	EFO PROGRAM	John Carnegis	12:15	LUNCH BREAK (1215-1315)		10:30	Main Program # 5 Charles McGarvey Big Events Planning: The Pope's Visit	
12:00	LUNCH (1200-1330)		12:15	LUNCH BREAK (1215-1315)		12:00	close/announcements	
13:30			13:15	Burkell: EFO Journey ADOBE	12:05			
13:30 PM	<b>Main Program # 1 Dr. David Griffin ADOBE Changes in Charleston</b>		13:30	ARP # 3 (1330-1350) Andrew Baxter Developing a Responder Resilience Program for the Henrico County Division of Fire *				
15:00			13:50	CC # 2 (1350-1410) Lawrence Bennett Legal Lessons Learned - Defending Chief Officers and Conducting Internal Investigations*				
15:00	break (1500-1530)		14:10	CC#3 (1410-1430) Dr. Robert Ditch Factors Which Influence the Pursuit of Higher Education in the Fire Service*				
15:30	ARP #1 (1530-1550) Josh Goyet Determining if Company Officers Produce More Accurate and Consistent NFIRS Reports		14:30	ARP # 4 (1430-1450) Michael Patterson Upgrading to Advanced Life Support: Fact or Fiction*				
15:50	CC # 1 Scott Walker It's Time to Get Serious About Ethics		14:50	Break (1450-1520)*				
16:10	ARP # 2 Ronald Powers Cancer Rates in Children of Kitsap County Firefighters		15:20	Main Program #3 Tom Jenkins Taking Community Risk Reduction to the Streets *				
16:30	ED/EL Program Kevin Brame		16:30	CC # 4 Rommie Duckworth Using Critical Thinking to Win Friends and Influence Enemies*				
16:30	CRR Mary Marchone		16:50	announcements				
16:55	EAFSOEM Bob Bennett		16:50					
16:55	admin remarks		18:00	Social Hour and BBQ (1800-?) Cabin				
17:00	supper on your own							
18:00	off campus social event (1800-?)							

Schedule Subject to Change

\* Burkell Introduces

# Executive Fire Officer Managing Officer Program Update 5 July 2016

## Managing Officer Program

### Highlights

- The first group of students completed their associated National Fire Academy attendance portion of the program in April 2016.
- As of July 5, 2016, 16 members have fully completed the entire programmatic requirements of the Managing Officer Program.
- Implemented a Welcome Session on the morning of day 1. This session provides a forum to make introductions, meet key personnel involved in the program, and discuss program expectations and requirements.
- Added a Professional Development Seminar on Wednesday evening to enhance knowledge sharing and networking opportunity.
- Created several opportunities to blend both first and second year MO students and EFO students during their stay.
- Ancillary materials (e.g., unique signage, program brochures, creation of a program specific course completion certificate, etc.) were developed to support the program.
- Revised the Managing Officer Program Handbook. The plan is to update the handbook annually after the application period closes or as critical items emerge.
- An ongoing aggressive outreach and marketing program is being conducted on-campus. Briefings are being delivered to EFO classes, NFA state weekends, and to various on-campus NFA classes to increase program awareness and foster enrollment.
- NFA-sponsored State Weekends also provides an opportunity to interact with various state training officers. This has led to invaluable liaison opportunities and increased program awareness and support.

### Program Statistics:

2015 Initial 215 enrollment current student enrollment 207

- Five (5) students dropped without cause.
- Three (3) were accepted into EFOP (two opted to drop from the MO program and one 1 decided to complete MO program first).

2016 191 enrolled\*

\* 50 applicants were moved into the first group for the April 2016 session. Active recruitment remains on-going.

## Executive Fire Officer Program

### Highlights

- Implemented a Welcome Session that is held on the morning of day 1. This session provides a forum to make introductions, meet key personnel involved in the program, and discuss program expectations and requirements.
- Added a Professional Development Seminar on Wednesday evening to share experiences, promote professional growth, and provide networking opportunities while on-campus. Since September 2015, we have conducted nine sessions on a wide arrange of topics. These include active shooter response, managing stress, managing for daily improvement, and National Fallen Firefighters Initiative's.
- Created several opportunities to blend multiple EFO courses (peers). At times there are four EFO classes on-campus in session.
- Ancillary materials (e.g., unique signage, program brochures, creation of a program specific course completion certificate, etc.) were developed to support the EFO program.
- Revised the Executive Fire Officer Handbook (e.g., clarified various content areas such as course scheduling, extension request process, and grade appeal process). The handbook will be revisited on an annual basis.
- An ongoing aggressive outreach and marketing program is being conducted on-campus. Efforts were extended into on-campus NFA classes, NFA-sponsored State Weekends, and various symposiums. The outreach is specifically designed to increase program awareness and foster enrollment.
- With the assistance of Mr. Ed Metz from the NETC Library, we developed 11 LRC- EFO program support sheets. These support sheets are distributed quarterly to all program participants and hard copies are placed in the J Bldg. breakroom.
- In November 2015, a new support tool was afforded to EFO students. The **Turnitin** web-based software provides students an opportunity to check for research references, spelling errors, and is designed to assist with their research and writing efforts. As of July 5, 2016, over 400 students have accessed to date.
- A second student support tool was added June 30, 2016. **Grammarly**, provides the following tools:
  - 50 points of grammar.
  - Contextual spelling checker.
  - Vocabulary enhancement.
  - Plagiarism Checker-
  - Citation Generator.

*Turnitin* and *Grammarly* were added to support the student's Applied Research Project (ARP) journey.

**Program Statistics:**

- FY 2017 applications will be reviewed in July. We are projecting 225 potential students being accepted into the program.
- ARP extensions: As of July 5, 2016, there are three (3) thirty day extensions and 13 students that are on a ninety day medical hold (extension).
- As of July 5, 2016, only 13 students are pending ARP re-writes.

## Superintendent Luncheon

7/13/16

- How can we get more diversity in instructors?
  - Age, Gender, Ethnicity
- What happened to the exercise course?
  - Are there plans to re-install?
- Clarity about minimum number of citations from reference documents
  - Pg 45 of EFOP manual
- Evaluators inconsistent
  - Is there a formal ARP grading manual?
    - If not, will one be created?
- Changes have been made in the EFO program, but we feel that the IAF-EFO, NASFM does not represent all views about changes within fire service
  - What is the reasoning behind the current changes?
  - How can public i.e. Firefighters, comment?
- Where can information regarding the success rate of the EFO program be found?
  - Graduation/completion %
  - Career advancement
- Are there statistical info available on the ARP raters?
  - Pass rate
  - Re-write %
  - Avg grade?
    - These could show inconsistencies in grading?
- Where can you find evaluation ratings of classes/instructors given by students?
- Instead of 4 ARP's, write 3 ARPs and for the final year:
  - return with a department policy or program that was implemented because of your papers
  - Show up with a written vision of how to move the fire service forward in the future
- What percentage of students utilize the college credits gained through the EFO program to pursue further education?
- Can students have physical access to the LRC when not enrolled in class?

## BOARD OF VISITORS

**For Period Ending: March 30, 2016**

- *Managing Officer Program.* Refer to Managing Officer Program update document, dated July 5, 2016.
- *Executive Fire Officer Program.* We are currently conducting a needs assessment on the EFO Program. We have received surveys from over 500 EFO graduates and are currently conducting nine stakeholder interviews. We expect the final report by August 2016. Refer to EFO Program update document, dated July 5, 2016 for more information.
- *Staff Changes.* There have been some changes in the Curriculum and Instruction Branch staff since the last report:
  - Ms. Anne Barrington, Instructional Systems Specialist in the Leadership & Fire Risk Reduction Section, is leaving in July 2016 to join the National Achieves and Records Administration agency.
  - In May 2016, Mr. David Donohue was hired as the Training Specialist for the Training Program Management and Planning and Information Management curriculum.
  - Ms. Colleen Heilig retired after 29+ years of Federal Service. Mr. Donohue replaced her.
  - We continue to have substantial administrative challenges filling vacancies.
- *Course Status Report.* We currently have 31 courses in different phases of the development process.
- *Off Network Educational Development Server.* The educational development server that will be used to develop and pilot electronic tools for course support is installed and awaiting connection to the World Wide Web. This has been an 8 ½-year process. We are awaiting installation of fully functional campus-wide wireless internet access in conjunction with a new internet service provider for NETC. During this time, we have identified additional uses for the server, and are working with IT to see if the additional functionalities can be accomplished.

The ongoing tension between IT security issues (NFA’s position “behind the FEMA firewall”) and open access educational delivery remains unresolved. We continue to work to find ways to make our content more accessible to students while not compromising the very real threats to network security.

- *Arson Investigator Guide Electronic Performance Support System (EPSS).* A contract was awarded for a new Arson Investigator Guide EPSS. This app will be available for Apple and Droid users for free. The AIG was received and is currently going through the approval process.

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**BRIEFING REPORT**

*U. S. Fire Administration – National Fire Academy  
Curriculum and Instruction Branch*

*July 25, 2016*

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- *Blended Learning.* We continue to develop and deliver mediated courses. Two contracts are being awarded to develop two additional mediated courses (e.g., *Hot Topics Research in EMS* and *Hot Topics Research in Fire Prevention*). We continuing to use blended learning in the classroom. It has been well received. We are looking at different courses for this blended learning opportunity.
- *Burn Range Safety Improvements.* We have corrected all the electrical safety issue with student/instructor demonstrations at the burn range. Proper equipment have been purchased, procedures have been written, and staff and students have been trained on proper safety equipment and procedures. Funds have been obligated for a three phase project (e.g., three new burn cells, new burn pad for vehicles, demolition of two burn cells, etc.).

**Fiscal Year 2016 Plans**

- *FY 2016 Curriculum Development Guidance.* No updates.

## The Future of the NFA State Course Approval Program

History: Originally called “Endorsement”, the aim of the program opened in 2001 was to enable State Fire Training Systems to use State Fire Training Grants to conduct courses that were not developed by the National Fire Academy.

Courses of local importance are beyond the ken of National Fire Academy course development, but are still necessary in some communities. The intent was to have specialty courses peer-reviewed for educational soundness and approved for grant funding.

145 courses were passed through the peer-review process; 16 have been reviewed in the past 5 years.

Process: States which wished to have courses on the “approved” list submitted their materials to Randy Novak who coordinated with counterparts who ensured that the courses had appropriate objectives, didactics, exercises, evaluations, etc.

Enrollments: 9823 students in 2015

Challenges:

1. Randy Retired !
2. Peer-review is labor intensive and not all States have resources to participate
3. Many courses may be out-of-date

Options:

1. Continue the program of peer-review with new leadership
2. Continue the program with NFA Staff review
3. Discontinue the program
4. Other