

**Department of Homeland Security  
Federal Emergency Management Agency  
U.S. Fire Administration  
Board of Visitors for the National Fire Academy  
December 17-18, 2013  
Building H, Room 300**

**Attendees:**

The following Board of Visitors for the National Fire Academy (BOV NFA) members were present for the meeting:

Chief Adam Thiel (Chairman)  
Alexandria Fire Department  
900 Second St.  
Alexandria, VA 22314

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

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

Dr. Manuel Fonseca  
District Chief  
Nashville Fire Department  
63 Hermitage Ave.  
P.O. Box 196332  
Nashville, TN 37210

Chief Randy Novak  
Bureau Chief  
Iowa Fire Service Training  
3100 Fire Service Road  
Ames, IA 50011-3100

Captain Jack Reall  
President, Columbus Firefighters Union  
IAFF 67  
379 West Broad St.  
Columbus, OH 43215

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

The following board member was not present:

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

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

Mr. Ken Farmer, Section Chief, Leadership and Fire Risk Reduction Section, NFA  
Mr. Al Fluman, Acting Director, Management, Operations and Support Services  
Ms. Alex Furr, Director, National Fire Programs  
Chief Glenn Gaines, Deputy Fire Administrator, U.S. Fire Administration  
Ms. Terry Gladhill, Chief, Training, Administration, Planning, and Analysis Section, NFA  
Mr. Ed Kaplan, Chief, Education, Training, & Partnerships Section, NFA  
Dr. Kirby Kiefer, Deputy Superintendent, Administration and Delivery Branch, NFA  
Mr. Mike McCabe, Education Program Specialist, Education, Training and Partnerships  
Section, NFA  
Chief Ernest Mitchell, Fire Administrator, U.S. Fire Administration  
Mr. Rob Neale, Deputy Superintendent, Curriculum and Instruction Branch, NFA  
Dr. Denis Onieal, Superintendent, NFA  
Ms. Cindy Wivell, Program Support Specialist, Training, Administration, Planning and  
Analysis Section, NFA

### **December 17**

#### **Convene BOV Meeting/Welcome**

**Chief Adam Thiel, Chair, Board of Visitors**

**Chief Ernest Mitchell, Fire Administrator, U.S. Fire Administration**

**Chief Glenn Gaines, Deputy Fire Administrator, U.S. Fire Administration**

**Dr. Denis Onieal, Superintendent, NFA**

Dr. Denis Onieal stated that there was a quorum present. He is the Designated Federal Officer. All requirements under FACA committee are met. The meeting is following an agenda that has been published in the federal register.

Chief Adam Thiel convened the meeting of the Board of Visitors for the National Fire Academy. He stated that the first official business is the swearing in of members. Dr. Onieal stated that all of the members will be sworn in.

Chief Ernest Mitchell spoke to the group and thanked the board members for waiting for this meeting. He welcomed all the members and wished them all the best during their stay on the campus and a fruitful meeting.

#### **Selection of Board Officers**

**Chief Adam Thiel**

Chief Thiel nominated Mr. Robert Cumberland to be the chair for the nominating committee. All were in favor.

Mr. Cumberland nominated Chief Thiel to serve as Chairman and Mr. Randy Novak as Vice Chairman. Chief Thiel and Mr. Novak accepted the nominations. Mr. Cumberland moved for the nominations to be closed. All were in favor.

### **National Fire Academy Update**

**Dr. Denis Onieal, Superintendent, NFA**

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

**Mr. Robert Neale, Deputy Superintendent, NFA**

**Ms. Terry Gladhill, Chief, Training, Administration, Planning and Analysis Section**

**Mr. Ed Kaplan, Chief, Education, Training and Partnerships Section**

Mr. Ed Kaplan provided NFA Online updates. There are 56,548 active users for the NFA Online resources. Of that number, self-study numbers including mediated courses are 36,983. Noncredit subscription training including total number of Coffee Break Training users is 5,735,818.

Mr. Kaplan reported on mediated course deliveries.

- Q0548 Fire and Emergency Management Services Role in Terrorism Threat Awareness: Piloted in November and December. The course will be going live by February 2014. It consists of five modules and an online exam. There is no current course description.
- Q0213 Fire Investigation Unit Management: Will be pilot tested in January 2014. A list of participants is being collected by the training specialist. This course was developed totally in-house; it consists of six modules and an online exam. The Fire Investigation Unit Management course provides managers with essential tools necessary to effectively manage the day-to-day operations of a Fire/Arson Investigation Unit, Arson Task Force or Joint Fire-Police Investigative Team. It addresses essential components including data collection and analysis, staffing, budgeting, developing an arson prevention and control plan for effective fire investigation and fire scene management, and identifying community resources that will help promote interagency cooperation. This course is reading intensive and will require students to exercise a great deal of self-discipline and effort to successfully complete the course.
- S0482 Advanced Fire Management Applications: This course is currently being pilot tested. It consists of six modules and an online exam. This course focuses on wildfire planning and implementation activities consistent with the Federal Wildland Fire Management Policy. Course information is designed to provide students with an understanding of how to develop a course of action with full consideration of programmatic planning considerations, risk assessments, and decision analysis information to influence strategic decisions and tactical implementation. This course is a conversion from classroom to online.
- L0180 Human Factors in the Wildland Fire Service: Content is being reviewed by NWCG Staff. It will consist of six modules and a micro-simulation. The purpose is to establish an awareness of human performance issues and how they can impact fire service job performance.

New initiatives for NFA Online include:

- The Fire and Emergency Services Higher Education (FESHE) domain went live on NFA Online. The domain will be used in conjunction with FESHE Recognized Schools and their students so NFA can report more accurately the number of students successfully completing these courses at colleges/universities across the United States. Staff are working with Kaplan University as the first pilot tester for the implementation of the FESHE domain. Both the bachelor's and associate's model curriculum courses will be available to schools to record completions for those students who successfully pass each semester.
- NFA Online staff is working to set up NFA Online template training using Dreamweaver for a class in January 2014. The training will be open to all staff interested and will consist of two back-to-back 3-hour sessions followed by another 3-hour session a week later. Staff participating in the training will need to come prepared with content including text, graphics, photos, etc. for conversion to a Web-based medium. An announcement will be made once the J basement lab is secured.
- The NFA Online team is being restructured. Before former Team Leader Jennifer Ogle returned to the Emergency Management Institute (EMI), she and Juliann Frantz proposed a reorganization of the team by moving away from the single lead model to a duality of two groups with leaders overseeing technical and program areas. The division of labor will be for those primarily working in the "back-end" of the system and those working with users of the system. In November, Paul Wypijewski joined NFA Online coming to us from EMI where he managed its FEMA Employee Knowledge Center learning management system.

Ms. Terry Gladhill discussed mediated instruction. Two years ago, we started developing and delivering mediated instruction. In 2013, we delivered two mediated courses; Mr. Rob Neale taught both courses. They were very popular, but dropout rate was heavy. NFA is looking to put together basic courses to draw more of a pool of online instructors. Also, we are looking to update the learning management system. More collaboration functionality is needed. The team is also looking at a new platform titled Desire2Learn, and has reached out to another DHS component that is using this platform for guidance.

Ms. Gladhill updated the members on the course materials download feature. This new feature will provide all 50 state fire training offices direct access to training materials available online for download. Currently there are eight 2-day courses and one 6-day course. Materials include student manuals, visuals, instructor guides, etc. Many of our other courses contain copyrighted content. As new courses are cleared of copyright issues, States will be notified when a new course is available.

The Bring Your Own Device (BYOD) initiative was developed to reduce printing costs and provide more flexibility with electronic downloadable student manuals. Pilot tests went well. Twenty percent of the resident courses were converted to BYOD. Adobe E-Reader was used to convert the print material into an electronic format. Basic note-taking capability is available. Ten

printed student manuals are available to students in the classroom of a BYOD delivery in case of any issues. We are currently waiting for Wi-Fi connectivity in the classrooms for air printers and additional options. EMI has reached out to NFA and is interested in the BYOD program.

Dr. Kirby Kiefer presented an overview of the American Council on Education (ACE) review. The review was held in September; 31 courses were reviewed. One course was not recommended for credit due to the age of course materials. Packages given to the reviewers were much more superior to ones submitted a few years ago.

Dr. Kiefer spoke about contracting for instructors. Most government organizations contract with a major vendor. NFA deals directly with each instructor. Eligible bidders bid on a class, and we take the best bid (best value to the government, often the lowest bid). The question on splitting procurements was raised. The Office of Chief Counsel (OCC) asked for more information on the process. After a careful review, OCC and Procurement Officers were satisfied that we met the letter and intent of the law, and that we were achieving remarkable economies for the taxpayers.

Mr. Rob Neale talked with the board members about the Office of Management and Budget's (OMB) interest in mediated instruction. An OMB examiner was speaking very forcefully about moving all courses online. She asked for a comparison of completion rates to other agencies including EMI. It was like comparing apples to oranges. Dr. Onieal stated that a white paper was asked to be submitted comparing online training to resident training. Only 6 percent of the people that we train come to the campus. The other 94 percent of training is done online or off campus. Mr. Cumberland asked if there was any support that the BOV can give to help with the white paper that needs to go to the OMB. Dr. Onieal asked that a discussion on this matter take place and a strong statement be added to the Board's annual report.

Chief Mitchell asked about gaps in education and training in fire departments and where needs may exist. One tool to identify gaps is a needs assessment. NFA depends on input from State and local partners to identify gaps. Chief Thiel suggested a qualitative assessment to try to pool this information--possibly form a BOV subcommittee. Demographics and profile of student population should also be reviewed to determine gaps.

Mr. Neale gave a status report on the Emergency Medical Services (EMS) curriculum. Mr. Mike Stern is the Training Specialist in this curriculum area. A challenge NFA continues to have is reaching a very diverse audience. Dr. Onieal has reached out to all the key groups. He asked the Board members to talk to the EMS community and let them know that what NFA is offering is fresh, exciting and new, and we want to see more EMS here.

A handout, including all the information that Mr. Neale presented, was distributed to the Board members. Some of the items included:

- Retirement of Chuck Burkell.
- Field Operations Guide Electronic Performance Support System (FOG EPSS): Performance improvement tool to enhance the training he/she already has. We took the

existing FOG and made it available electronically, including email capability. We are hosting it at Louisiana State University until Web capability is available here. We are also considering uploading Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) manual as well. These will not appear as courses but as job performance improvement tools.

- FY2014 Curriculum Development Guidance: This year the strategic approach is to repurpose, repackage and redeliver existing content and curriculum. We expect staff to take existing courses and help transfer courses to online learning and off-campus deliveries.
- Student Evaluation Job Aid: This will be added to all student manuals to help in student evaluations so that they do not put on the evaluation “update the material” as a suggestion. Need students to be more specific in their statements and give specific examples from the course materials that need to be updated.
- Smart Practices/Lessons Learned Report to Congress: We produce a triennial report on events that occurred throughout the nation, as well as lessons learned and how it has been rolled into the curriculum. Final edits are being made by editorial support. Six to eight incidents that have been rolled into the curriculum were used in this report. Dr. Onieal asked that when the report is finalized, that it be sent to the BOV members for their review.
- Curriculum Enterprise Shared Workspace (ESW): This is a modernized, electronic filing cabinet for course content. Mr. Ken Farmer has been heading this project. Lockheed Martin bid was \$385,000. We decided to develop it in-house. EMI had gone through a similar effort and used ESW. It will allow us to share documents back and forth internally. We used the EMI template and changed a few fields in Microsoft SharePoint. Kickoff is scheduled for January 1, 2014. This will not cost any money.

Dr. Onieal discussed the company officer development draft. The newest draft is dated December 17, 2013. It outlines a program to begin in 2015. The application period will end in December 2014. This program was developed when Mr. Burkell announced his retirement. The Executive Development curriculum responsibilities are assigned to Dr. Burt Clark. NFA will hire a program manager for the Executive Fire Officer Program (EFOP) and company officer program. With this program, NFA is looking to engage people earlier in their career to professional development process. Dr. Onieal asked Mr. Neale and Dr. Kiefer and then staff for their input. Many drafts and reviews have taken place. It was also presented to Chief Mitchell and Chief Gaines. Trusted advisors from the outside reviewed the draft as well. Dr. Onieal is asking the BOV to spell out the guidelines for the final project through a subcommittee. Dr. Onieal distributed a proposal to the board members detailing what he is asking them to do. This includes recommending a title for the program and forming subcommittees to identify number and titles of required off-campus courses and on-campus courses, guidelines for admissions process, specific guidelines for final project, optional strategies for states that do not have the NFPA 1021 requirement, and optional strategies for applicants who have already taken required courses. There should be two subcommittees, one for curriculum and one for the

admissions/project guidelines. Credentials should be reasonably attainable and not more strenuous than the EFOP. Courses chosen for resident classes need to have the ACE credits toward the bachelor's curriculum. Look at tiers for the admissions process and levels of training. The final project should be specific enough to determine from an outside observer whether the project was completed correctly. Dr. Onieal provided a handout to the members with helpful information to the curriculum subcommittee regarding alternatives for students who may have already taken the curriculum chosen for this program.

Discussion among the board members included equivalency to Fire Officer 1, alternatives to taking recommended courses (substitutions), final project review and grading, volunteer department issues with 2-week course length, NFPA 1021 standard and fire officer training requirements, and the importance of the experience and learning environment.

Chief Thiel asked that Board members give thought to participating on the subcommittees and the deadline of March 30, 2014, that is being given for the subcommittees' work. Two subcommittee chairs will be needed, and a few members who are willing to meet frequently over the next few months. Decisions will be determined when the Board reconvenes on December 18. Dr. Onieal also asked for a working title for the program.

### **BOV Professional Development Subcommittee**

**Chief Adam Thiel, Subcommittee Chair**

**Mr. Ed Kaplan, Chief, Education, Training and Partnerships Section**

**Mr. Mike McCabe, Education Program Specialist**

Mr. Mike McCabe shared with the Board that the National Professional Development Symposium for 2013 was cancelled due to sequestration rules. The 2014 Symposium is being planned right now with a dynamic agenda centered on training and education and how to facilitate that. Also, regional summits will be created to bring training and education together. The 2014 symposium is scheduled for June 9-14 at NETC.

Mr. McCabe asked the Board to consider the recommendation of a professional development initiative steering subcommittee. The steering subcommittee would bring the FESHE and Training Resources and Data Exchange (TRADE) groups together and give a central point of consideration for tasks or missions of professional development. TRADE and FESHE would remain working groups within the subcommittee to meet specific tasks. Working groups would need both TRADE and FESHE members to complete the assigned tasks. The subcommittee would provide reports/recommendations to the BOV.

Chief Thiel requested that the BOV members review the proposal and be prepared to vote on it before the meeting concludes.

Mr. Kaplan updated the group on the FESHE recognition program. There are 49 associate/bachelor's programs that have been recognized. Growth has slowed since the symposium was cancelled. Dr. Onieal asked Mr. Kaplan to supply the Board with the numbers on how many states we have agreements with and the actual number of bachelor's programs

recognized. (Mr. Kaplan later reported there are 16 states represented and 19 schools awarding bachelor's degrees.)

### **USFA Data, Research and Response Support Initiatives** **Ms. Alex Furr, Director, National Fire Programs**

Ms. Alex Furr reported on activities/initiatives of the National Fire Programs Division.

- Statistical Reports released:
  - Nonresidential Building Fires (2009-2011)
  - Multiple Fatality Fires in Residential Building (2009-2011)
  - Fire Risk in 2010
  - Fire Risk to Children in 2010
  - Fire Risk to Older Adults in 2010
  - Multifamily Residential Building Fires (2009-2011)
  - One- and Two-family Residential Building Fires (2009-2011)
  - Residential Building Garage Fires
  - Halloween Fires (2009-2011)
  - Thanksgiving Day Fires in Residential Buildings (2009-2011)
- Study of Cancer Among Firefighters with NIOSH. October article in Occupational and Environmental Medicine, an international peer reviewed journal covering current developments in occupational and environmental health worldwide: *Mortality and Cancer Incidence in a Pooled Cohort of U.S. Firefighters from San Francisco, Chicago and Philadelphia (1950-2009)*  
[http://www.usfa.fema.gov/fireservice/firefighter\\_health\\_safety/health\\_fitness/cancer.shtm](http://www.usfa.fema.gov/fireservice/firefighter_health_safety/health_fitness/cancer.shtm).
- Formal launch of *Fire is Everyone's Fight™* national fire prevention campaign in late August, early September. Included a fire service webinar with International Association of Fire Fighters, International Association of Fire Chiefs (IAFC), and the National Volunteer Fire Council representatives and over 190 dial-in participants. Also, radio tour and media launch with high profile partners from Consumer Product Safety Commission and Red Cross.

There are 373 current supporters including 224 fire departments and 149 organizations which include 25 state fire marshal offices. There are 135 people signed up for the online community of practice through which they will receive and send messages, access resources, etc. Serves as a distribution list and website rolled into one.

- Prevention, Advocacy, Resources and Data Exchange Webinars:

**May** — Community Risk Reduction Programs with Dr. Gerri Penney, Palm Beach County Fire Rescue, Florida; and Fire Marshal Lisa Jones, Spokane, Washington, 200 participants plus almost 100 more people accessed the recording.

**June** — Smoking and home oxygen issues with Michael Young, Region I International Fire Marshals Association co-chair from Plymouth, Massachusetts, and Jennifer Mieth, Public Information Officer from Stow, Massachusetts, 465 participants.

**August** — Fire Prevention – Inspiration from the Field, over 160 participants and 60 downloaded copies of the presentation slides.

Participants, both during the broadcast and in review of the recordings, include most states and participants beyond CONUS (United Kingdom, Canada, Puerto Rico). If you have “Go to Meeting” on your computer, you can access recordings of the last two webinars as follows:

- Using Home Oxygen Safely — What Everyone Needs to Know: When a Private Health Problem Becomes a Public Safety Threat.  
<https://www1.gotomeeting.com/register/901309633>
- Fire Prevention — Inspiration from the Field.  
<https://www1.gotomeeting.com/register/704567529>
- USFA Facebook page went live on July 15 and has accumulated more than 2,700 likes. Provide approximately two dozen posts per month. You can also follow the USFA on Twitter.
- USFA officially recognized in the National Response Framework Annex as a co-coordinating agency for Emergency Support Function (ESF) 4-Firefighting. The framework went into effect over the summer and was seen in print in October.
- Firefighter Deployment Strategy: Workshops for future deployment. Plan developed with the IAFC if it is supported by the agency and funded. The report has been completed after 2-1/2 years of research. The report will be posted online within the next 30 days. Next step is to work with response and recovery in FEMA on how we take it from paper to making it happen.

### **Deferred Maintenance and Capital Improvements on the NETC Campus FY2014 Budget Request/Budget Planning Mr. Al Fluman, Acting Director, NETC MOSS**

Mr. Al Fluman briefed the board on the budget, deferred maintenance and capital improvements using a PowerPoint handout.

There are 37,745 total student completions of courses for NFA and EMI. In the handout, a breakdown of all courses and their completions is provided.

Mr. Fluman reviewed facility improvements including fire protection sprinkler heads in all buildings, fire alarm system, roof replacement of K building, redesign of kitchen area, flush mount floor receptacles in classrooms for BYOD, replacement of HVAC systems in several buildings, upgrade of potable water supply mains, new interior doors in dorm room buildings,

elevator upgrades, repair of H building steps, upgrade of electrical service at burn barn, and installation of public announcement system components.

For 2014, confirmed facility projects include funding for water supply main, complete renovation of the kitchen and portions of the dining hall, installation of surge protection on generator transfer switches, replacement of N building roof, sealing of asphalt roadways, and sidewalk replacement.

Mr. Fluman briefly addressed the renovations being done to the kitchen and dining hall. The new dining facility will have a completely upgraded kitchen, easier check-in process, a food court atmosphere, new carpet, plumbing, painting, etc.

There are 12 buildings on campus that are on the National Historic Register. They meet the criteria for high sustainable performance buildings.

Mr. Fluman stated that there is a deferred maintenance plan of \$12 million. These projects are usually funded from cost savings or other projects or are part of FEMA's mission and support bureaus wish list.

The FY2014 base budget remains basically the same at \$41,306,000--continue operating under a continuing resolution.

Dr. Onieal discussed the government shutdown. He was asked to have a plan in place for the shutdown a few weeks prior. He received the call at 8 a.m. telling them to shut down and have campus vacated by 12 noon. This included getting students vacated from the dorm rooms, changing flights, etc. Instructors planned ahead and had course work completed in all but two classes so that they wouldn't have to be rescheduled.

## **December 18**

### **Resumption of Meeting Chief Adam Thiel, Chair, Board of Visitors**

Chief Thiel resumed the meeting at 8:30 a.m. Following up to the company officer proposal presented yesterday, discussion continued. All BOV members agreed that the NFA should move forward in developing a company officer program. The title of the program should reflect all disciplines of emergency responders—address a broad audience. A variety of program titles were suggested. A motion to accept the title of “Managing Officer Program” was put forth by Mr. Cumberland, seconded by Dr. Manny Fonseca. All members were in favor. There will be two subcommittees—one Curriculum and the other Admissions/Final Project Guidelines.

Chief Thiel asked Mr. Randy Novak to chair the Admissions/Final Project Guidelines Subcommittee and Mr. Jack Reall to chair the Curriculum Subcommittee. Both accepted. Chief Steve Westermann and Mr. Bob Cumberland agreed to serve as members on the Admissions Subcommittee, and Dr. Manny Fonseca and Chief Kwame Cooper agreed to serve as members on the Curriculum/Final Project Guidelines Subcommittee. Mr. Chris Neal and Chief Thiel will

float between the subcommittees. All BOV members will have the opportunity to review and comment on the reports/recommendations developed by each of the subcommittees. The deadline for the subcommittee reports/recommendations is set for March 30, 2014.

Dr. Onieal will draft a letter for the Fire Administrator's signature to fire service groups asking them to provide names to serve on the two subcommittees by January 10, 2014.

In addition, the Training Specialists will provide a 1-2 page justification on courses they believe should be part of the Managing Officer Program curriculum by December 30, 2013. Committee members may speak to the Training Specialists.

A teleconference will be scheduled for presentation of the subcommittee reports/recommendations to the BOV.

Also, in following up to the proposal of a National Professional Development steering subcommittee, Chief Thiel asked for a motion to confirm adoption as presented or if modifications/enhancements are needed. This proposal is to bring parity to training and education. Chief Westermann moved acceptance as presented, Mr. Cumberland seconded. There was unanimous approval. Chief Thiel will serve as the Chair for this subcommittee.

The Board members agreed to reserve decision for a Needs Assessment subcommittee to a later date as members will be very busy with the recently formed Managing Officer Program subcommittees.

This concluded all carry-over business.

### **Preparation of FY2013 Annual Report Working Session**

The Board members, as a group, worked on the preparation of a 2012/2013 report to be presented to the Administrator of FEMA through the U.S. Fire Administrator. After a motion, all approved the report pending the insertion of a table showing FY2013 student evaluation data and any grammatical corrections.

### **Adjournment**

Mr. Robert Cumberland moved to adjourn the meeting; Dr. Manuel Fonseca seconded. All agreed. The meeting was adjourned at 2:30 p.m. on December 18.

Mr. Cumberland asked that Dr. Onieal relay to staff the BOV's appreciation for their work.

**Board of Visitors for the National Fire Academy  
Meeting Agenda  
December 17-18, 2013  
H-300**

**Tuesday, December 17:**

<b>8:30 a.m.</b>	<p><b>Convene BOV Meeting/Welcome</b> Chief Adam Thiel, Chair, Board of Visitors Chief Ernest Mitchell, Fire Administrator, U.S. Fire Administration Chief Glenn Gaines, Deputy Fire Administrator, U.S. Fire Administration Dr. Denis Onieal, Superintendent, National Fire Academy</p> <p><b>Swearing In of New Members</b></p> <p><b>Selection of Board Officers</b> Chairperson / Vice Chairperson</p>
<b>9:00 a.m.</b>	<p><b>National Fire Academy Update</b> Dr. Denis Onieal, Superintendent Dr. Kirby Kiefer, Deputy Superintendent, Administration and Delivery Branch Mr. Robert Neale, Deputy Superintendent, Curriculum and Instruction Branch Ms. Terry Gladhill, Chief, Training, Administration, Planning, &amp; Analysis Section Mr. Ed Kaplan, Chief, Education, Training, and Partnerships Section</p> <ul style="list-style-type: none"> <li>• NFA Online Learning</li> <li>• Mediated Course Deliveries</li> <li>• Course Material Download/Regional and State</li> <li>• Bring Your Own Device Initiative</li> <li>• American Council on Education Review</li> <li>• Emergency Medical Services</li> <li>• End of Fiscal Year 2013 Course Development Status</li> <li>• FY14 Curriculum Development Plan</li> <li>• Smart Practices/Lessons Learned Report to Congress</li> <li>• Curriculum Enterprise Shared Workspace</li> <li>• Company Officer Development</li> </ul> <p>Public Comments / Deliberations/Voting on Recommendations</p>
<b>10:30 a.m.</b>	<p><b>BOV Professional Development Subcommittee</b> Chief Adam Thiel, Subcommittee Chair Mr. Ed Kaplan and Mr. Mike McCabe, Education, Training, and Partnerships Section</p> <ul style="list-style-type: none"> <li>• Professional Development Symposium and Supporting Initiatives Update</li> <li>• Fire and Emergency Services Higher Education (FESHE)/Professional Development Subcommittee Restructuring</li> <li>• FESHE Recognition Program Update</li> </ul> <p>Public Comments / Deliberations/Voting on Recommendations</p>

<b>11:30 a.m.</b>	<b>Lunch Break</b>
<b>1:00 p.m.</b>	<b>USFA Data, Research and Response Support Initiatives</b> Ms. Alex Furr, Director, National Fire Programs  Public Comments / Deliberation/Voting on Recommendations
<b>2:00 p.m.</b>	<b>Deferred Maintenance and Capital Improvements on the NETC Campus FY 2014 Budget Request/Budget Planning Campus Tour</b> Mr. Al Fluman, Acting Director, NETC MOSS Ms. Valerie Benson, Chief of the MOSS Facility Management Branch  Public Comments / Deliberations/Voting on Recommendations
<b>3:30 p.m.</b>	<b>Adjourn</b>

**Wednesday, December 18<sup>th</sup>:**

<b>8:30 a.m.</b>	<b>Preparation of FY 2013 Annual Report Working Session</b> Chief Adam Thiel, Chair, Board of Visitors
<b>11:30 a.m.</b>	<b>Final Comments / Adjourn</b>

**PRE-DECISIONAL DRAFT  
NOT FOR PUBLIC RELEASE**

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**QUARTERLY BRIEFING**

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

December 3, 2013

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**BOARD OF VISITORS**

**For Period Ending: September 30, 2013**

- *Staff Retirement.* Mr. Chuck Burkell, who has been employed by the National Fire Academy since 1980, has announced his retirement effective in December of 2013. During Chuck's tenure he established, nurtured and supported the Executive Fire Officer Program.

Since 1985 his leadership of the Executive Fire Officer Program has assisted in the creation of an internationally recognized executive level professional development program esteemed by many senior fire executives on a national and international level. He has formally represented DHS/FEMA in various roles in numerous federally declared disaster incidents such as Hurricane Hugo, Loma Prieta Earthquake, World Trade Center (Assistance with the Restoration of Training for FDNY) and Hurricane Katrina (Recovery and Reconstitution of the City of New Orleans Fire Department). Chuck was recognized in 2009 with the International Association of Fire Chiefs President's Recognition Award for his long-standing commitment to enhancing fire service leadership.

Chuck has also served as Associate Professor for Mt. St. Mary's College within the Graduate Program of Business (Masters of Business Administration) for over 15 years. He assisted in the re-design of the MBA thesis requirement experience and instructed this independent research course for a number of years. He holds a Master's Degree in Business from Mt. St. Mary's College, a B.S. Degree from the University of Akron in Technical Education, and an Associate Degree from Cuyahoga County Community College. He is a graduate of both "*The Art & Practice of Leadership Development*" and the "*Senior Executives in State & Local Government Program*" at Harvard University's John F. Kennedy School of Government.

- *Course Status Report.* The most up-to-date course development status report (April 30, 2013) is available at:  
[http://www.usfa.fema.gov/ax/course\\_status/nfa\\_course\\_development\\_status\\_report.pdf](http://www.usfa.fema.gov/ax/course_status/nfa_course_development_status_report.pdf).  
This soon will be replaced by data that has been loaded into the course tracking system in the electronic curriculum management system so real time reports can be obtained.
- *Field Operations Guide Electronic Performance Support System (EPSS).* NFA has created digital form of the pocket Field Operations Guide (FOG) as a subset to the Incident Command System. Staff created a functioning digital version of the FOG that can be accessed by all desktop computers; development is underway to make tablet and smartphone versions. The new performance support tool will enhance the ability of the nation's fire service personnel to support the FEMA primary missions of improved (1) incident management, (3) disaster logistics, (4) emergency communications, (5) service to disaster victims, and (6) disaster communications. All courses, especially Command and Control courses, which integrate the

**PRE-DECISIONAL DRAFT  
NOT FOR PUBLIC RELEASE**

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**QUARTERLY BRIEFING**

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

December 3, 2013

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FOG in the curriculum, will be able to refer to and have immediate utilization of the electronic version of the FOG in the classrooms.

- *Electronic Curriculum Management System.* Our electronic curriculum management system for tracking course developments and updates has gone live with data from existing courses. The bulk of the information was input by summer interns. We have begun adding courses “in development” to enable us to have real-time course development status reports as well as monitor course content as it is developed.
- *Off Network Educational Development Server.* The educational development server that will be used to develop and pilot electronic tools for course support is awaiting installation and connection to the World Wide Web. We are awaiting installation of campus-wide wireless internet access in conjunction with a new internet service provider for NETC.
- *Instructor Observations.* In response to the American Council on Education course recommendations, we are conducting classroom instructor observations to assure instructional quality and maintain course credits. This fiscal year, staff has performed 45 instructor observations. We have developed standard observation criteria and a single instrument so observations are consistent between and among staff.
- *“Open State Weekend” pilots.* NFA experimented with two weekend sessions where pilot classes were offered and open to any students from any jurisdictions as long as students paid their own way to attend. The pilots were highly successful and attracted students from all over the country.
- *Student Interns.* In FY2013, we enjoyed the services of five interns from Lansing Community College (Michigan), the Massachusetts Maritime Academy and the University of Massachusetts-Lowell. They provided valuable support in program development, review and administrative services. Specifically, some of the interns participated in *EMS Incident Operations* (EMSIO) course, helped evaluate Central City/Liberty County/Columbia State for EMS resources, identified revisions for EMSIO scenarios based on identified EMS resource availability, locations, and dispatch assignments, and created a “tool set” of EMS resources for students’ quick reference during EMSIO and *EMS Functions in ICS* course scenarios. In addition, the interns frontloaded existing course data into the electronic curriculum management system. All described their experience as “life changing”. We continue to recruit students for internships at any time of the year.
- *Distance Learning Initiatives.* NFA expanded its distance learning initiatives. During FY 2013, NFA released 130 separate Coffee Break Training items offering 6.3 million non-credit subscription learning opportunities. NFA also offered three online asynchronous mediated

**PRE-DECISIONAL DRAFT  
NOT FOR PUBLIC RELEASE**

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**QUARTERLY BRIEFING**

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

December 3, 2013

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courses: C0249 *Advanced Principles of Fire and Emergency Services Safety and Survival*, C0248 *Code Administration Fundamentals*, and C0262 *Fire Protection Structures and Systems*.

Additional distance learning projects are in development with *Fire Investigation Unit Management*, *Initial Fire Investigation for First Responders*, *Hazardous Materials Code Enforcement*, *The First 30 Minutes: Media Disaster Relations*, *Fundamentals of Planning EMS Specialized Operations*, *Fire Protection Case Studies*, *Introduction to Fire Behavior*, *Tests and Models*, and *EMS Evidence-Based Change*.

- *International Association of Arson Investigators (IAAI) Partnership*. Pending IAAI Board of Directors approval, member fire investigators will be able to apply their certificate of completion for R0206 *Fire Arson Origin and Cause Investigation* to the Fire Investigation Technician certification. This is another example of leveraging partnerships to improve our customer service value. (IAAI Board of Directors action expected in October).
- *Consumer Product Safety Commission Partnership*. The Consumer Product Safety Commission (CPSC) Electrical Engineering Laboratory is providing technical support for the NFA *Electrical Aspects of Fire Investigation* course. A CPSC Electrical Engineer has developed materials concerning appliance failures and serves as an instructor for this module of the course which has proved invaluable for the students. This is another example of leveraging partnerships to improve our customer service value.
- *Burn Range Electrical System Upgrade*. The electrical system at the Burn Range was upgraded to support practical exercises conducted in support of the *Fire/Arson Origin and Cause Investigation* course and the *Electrical Aspects of Fire Investigation* course. This additional capacity resolves safety and operational issues.
- *Two-day Courses*. Two-day courses were developed in the following areas:
  - Planning, building construction and public education in the wildland urban interface.
  - Fire safety and risk reduction in college and university campus environments.
  - Administrative, leadership and emerging issues for new fire chiefs.
  - Introduction to incident command and resource management; introduction to unified command at all hazard incidents.
- *Hazardous Materials Curriculum*. Advanced Life Support Response to Hazardous Materials Incidents is being modernized. Staff is participating in classified meetings in order to determine a strategy for declassifying information important and potentially impacting to the Emergency Services and NFA curriculums with information on toxic inhalation hazards.

NFA has filled five scheduled (only two initially scheduled) deliveries of the *Hazardous Materials Code Enforcement* for the first semester of 2014. Interest in this class has exceeded expectations.

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- *Executive Fire Officer Symposium.* The 25<sup>th</sup> Annual Executive Fire Officer Symposium (September 6-8) included the largest number of participants in the program's history. Originally postponed due to Federal sequestration rules, the program was reformatted from past symposia into a series of short presentations that were well received. The keynote presentation "*Adaptive Leadership – 2013 and Beyond*" was provided by Marty Linsky, of Cambridge Leadership Associates, New York. The closing presentation was "*Exercising Leadership in the 1860's: President Abraham Lincoln – 150 Years Later, What Have We Learned?*" by Dr. Allen C. Guelzo, Henry R. Luce Professor of the Civil War Era, Gettysburg College.
  
- *Coffee Break Training.* Coffee Break Training, non-credit subscription learning, was expanded into the Responder Health and Wellness, Hazardous Materials, Planning and Information Management, and Executive Development curriculum. NFA distributed 130 Coffee Break Trainings in 2013, reaching more than 49,000 subscribers.

**Fiscal Year 2014 Plans**

- *FY 2014 Curriculum Development Guidance.* Curriculum guidance for Fiscal Year 2014 is "repurpose," "repackage," and "redeliver." Training Specialists and Instructional Systems Specialists have been asked to look at new ways to deliver existing content including a combination of face-to-face instruction, paper-based and electronic self-study, blended learning<sup>1</sup>, asynchronous and synchronous mediated learning, social media (Web 2.0) and mobile learning to achieve their instructional objectives. The goals of this effort are to reach larger segments of our constituencies, to conserve ever-shrinking course development resources by allowing us to put resources into areas that need the most attention.

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<sup>1</sup> A "blended learning" course involves pre- or post-classroom work in an online environment.

**BOV PROPOSAL**  
**Company Officer Program – Supervising / Managing Officer**

**PROPOSAL** – Using the EFO as a model, develop and implement a two-year company officer program at the NFA – Supervising Officer (SO) or Managing Officer (MO). The program would require an associate degree [60 credits if the applicant is enrolled in bachelor program - regional or national accreditation], NFPA 1021 Fire Officer 1 (FO1) or its training equivalent, the completion of yet-unidentified course(s) delivered by State Fire Training (SFT) off-campus and / or NFA Online as prerequisites for admission. Instead of a research paper, there would be a final project which meets NFA guidelines. The project would be developed, implemented, monitored and evaluated by the local department – the Chief of Department or designee.

This has been vetted through all NFA staff, and approved by the Fire Administrator.

The purpose for the program is to create a common path towards professional development, to engage fire officers in State / local and NFA training earlier in their career, and give the sponsoring fire department an opportunity to address a local issue / problem (the final project).

The program is designed to:

- Engage the student all elements of professional development: Education (college / university, NFA); Training (NFA, SFT, local); Experience (project development, planning execution and evaluation); and Continuing Education (NFA, SFT, local, college / university) earlier in their career.
- Expose the student to subjects that they need, but typically won't get.
- Engage the chief of department in succession planning, the discovery of talent within the department, and address the ambition and professional development of the individuals in their department.
- Give the sponsoring chief of department additional resources and talent to solve some problem / issue they're trying to resolve
- Stabilize / strengthen the NFA resident program – budgeting, workload and resource distribution.

It is proposed that the applicants will have to have completed an associate degree from a regionally or nationally accredited school or 60 college credits if currently enrolled in a bachelor degree program. They will have had to successfully complete NFPA 1021 FO1 or its training equivalent, and a yet to be determined number of off-campus courses delivered through their State Fire Academy and / or NFA Online. Once admitted, students will attend two two-week sessions in residence at the Emmitsburg campus of the NFA, taking two 6-day back to back classes each visit - four courses in the two year period. The student would then be required to complete a final project in their fire department - pre-approved, supervised and evaluated by the Chief of the Department or designee.

We seek the counsel of the NFA Board of Visitors on the following items:

- The number and titles of the required off-campus courses and titles for the four on-campus courses

- The guidelines for the admissions process, including the college transcript evaluation for classroom, transfer and life-experience credit
- Specific guidelines for the final project
- Some “optional” strategies for applicants in those positions, States or departments that may not need or have access to the NFPA 1021 requirement.

We ask that the BOV appoint two subcommittees: 1. Curriculum and 2. Admissions and Final Project guidelines. Because of budget limitations, the subcommittees will have to meet via teleconference or video conference. The NFA will provide an inventory of possible on and off campus courses, along with a description / justification for courses that NFA training specialists feel should be considered.

1. The Curriculum subcommittee will identify the on and off-campus courses.
  - The subcommittee will solicit participation by a representative from the National Fire Academy staff, IAFC, IAFF, NVFC, the North American Fire Training Directors (NAFTD), the TRADE group, PARADE group, the Fire and Emergency Services Higher Education (FESHE) group, the National Association of State Fire Marshals (NASFM), the National Association of State EMS Officials (NASEMSO), the National Association of EMTs (NAEMT), the National EMS Management Association (NEMSMA), the National Society of Executive Fire Officers (NSEFO), the National Fire Academy Alumni Association (NFAAA) and any other group the Chair or subcommittee deems appropriate.
  - The NFA will provide the subcommittee with the current inventory of relevant NFA courses with explanations / justifications as to why they should be considered as part of the curriculum. Course catalog descriptions are insufficient for this level of consideration.
  - The curriculum subcommittee will be limited to identifying four resident classes, and two or three off campus / on line courses. The credential has to be reasonable and attainable for both career and volunteer fire officers, and shouldn't be more arduous than the current EFO program. There are two limitations:
    - All of the courses must be currently available. If the committee chooses to identify a new course, that course will have to be budgeted, developed and pilot-tested; thereby delaying the implementation of this program by at least two years.
    - None of the four resident classes will include command / control, strategy or tactics courses or fire investigation. In addition to those courses being widely available, there is a great disparity among departments' SOPs / SOGs on deployment, strategy, tactics and staffing.
  - The purpose of the resident classes is to provide for the professional development of these officers - to give them the courses they would likely not have access to that fulfill the FEMA / USFA mission - e.g. Community Risk Reduction,

Planning, Fire Prevention, Public Education, Information analysis, Training, Management / Supervision. When deciding the off-campus courses delivered through State / local sources, the committee should continue to emphasize these curriculum areas.

- If at all possible, the four 6-day resident classes that should be considered are ones with upper-level college credit recommendation from the American Council on Education. This would give the student with an associate degree additional college credits toward the bachelor degree.
  - The Committee should be guided by the need to “think 5-10 years out” – what is it that the SO / MO will need in the future? What will best serve the organization and the individual?
  - On the training prerequisites, there needs to be some “equivalent substitutes” for the FO1. An EMT, public educator or fire marshal may not have, nor need, the FO1 pre-requisite, but has achieved some other, equal level of training or certification. Not every fire department requires or uses FO1 for their officers. Not every individual has reasonable access (e.g. Alaska) to SFT training classes. What training and / or certification of equivalent rigor / training could be substituted? The subcommittee should identify some “optional” strategies for applicants in those positions, States or departments. These options may include NFA Online, some college level courses, or some other TBD requirements. This optional strategy is a bit tricky in that we don’t want to create “...the easy path to go around the requirements that everyone else has to meet...” but at the same time recognize that training opportunities are neither universal nor uniform. Whatever the equivalent, it must be ‘training’ that is reasonably close to the time and effort required to obtain the FO1. It might be acceptable for the subcommittee to recommend an interim solution to be reviewed and modified in a year or two, depending upon program response and experience. By law, the Superintendent (delegated through the Fire Administrator) has the authority to establish, modify or remove admissions requirements; it would not require additional BOV input.
2. The Admissions and Final Project guidelines will identify the admissions and final project guidelines.
- The admissions recommendations should model those recently developed for the Executive Fire Officer program on national / regional accreditation - transcripts, credit awards, life-experience, transfer and classroom credits. We can provide some NFA staff expertise. The associate degree / 60 credit recommendation should remain absolute, no equivalents.
  - The final project guidelines and outcome measurements should be specific enough to allow the Chief or the Chief’s designee, or perhaps some outside observer, to determine whether the project was successfully planned, executed and completed (measured). At the same time, the guidelines should be generic

12-02-13

enough to give the student and Chief of Department sufficient leeway to improvise and encourage creativity. The committee should consider guidelines that require the project to be developed using content that is reusable / replicable so that other organizations can benefit. The guidelines should require the format and content of the final project suitable for posting to the web as a “best practice.”

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## **Company Officer Program – Supervising / Managing Officer**

**PROPOSAL** – Using the EFO as a model, develop and implement a two-year company officer program at the NFA – Supervising Officer (SO) or Managing Officer (MO). The program would require an associate degree [60 credits if the applicant is enrolled in bachelor program - regional or national accreditation], NFPA 1021 Fire Officer 1(FO1) or the training equivalent, the completion of yet-unidentified course(s) delivered by State Fire Training (SFT) off-campus and / or NFA Online as prerequisites for admission. Instead of a research paper, there would be a final project which meets NFA established guidelines. The project would be developed, implemented, monitored and evaluated by the local department – the Chief of Department or designee.

The program is designed to:

- Engage the student all elements of professional development: Education (college / university, NFA); Training (NFA, SFT, local); Experience (project development, planning execution and evaluation); and Continuing Education (NFA, SFT, local, college / university) earlier in their career.
- Expose the student to subjects that they need, but typically won't get.
- Engage the chief of department in succession planning, the discovery of talent within the department, and address the ambition and professional development of the individuals in their department.
- Give the sponsoring chief of department resources and talent to solve some problem / issue they're trying to resolve
- Stabilize / strengthen the NFA resident program – budgeting, workload and resource distribution.

### **Discussion:**

- **Why? *To create a common path towards professional development. That is what we are charged to do by the Public Law that created us, and fulfilling one of the USFA's Strategic Goals.***
- With the exception of EFO, NFA enrollment fluctuates, depending upon the course. To stimulate / sustain demand our current strategy is to continue to invest in the development of new courses. Sometimes that strategy is successful, sometimes not. Students like every course we deliver, that's a given; but that doesn't sustain or increase enrollments. *We need a strategy to sustain / grow demand instead of chasing the elusive high-demand course(s) in an attempt to increase / stabilize demand.*
  - Opportunity to strengthen our commitment to FEMA / USFA goals (prevention, mitigation)
  - Make our enrollment, budget, development and curriculum needs more predictable
  - Minimize investments in low-enrolled course development. All courses - popular and not-so-popular - cost the same to develop and deliver.
  - Dampen our fluctuating demands - popular courses with 100 people on a wait list while at the same time we have 15 people attending a low-enrolled course.
  - Engage low-enrollment NFA curriculums (what students need – the USFA mission) in a higher profile program – increase demand for those courses.
  - Do fewer things very well, especially those things that others don't or can't do.

- More evenly distribute Training Specialist (TS or TSer) and Instruction Systems Specialist (ISS or ISSer) workload
- Give students what they need, not necessarily what is popular.
- In the fire service, SO / MO positions are short-term for any number of reasons (promotion / retirement), but SO / MOs have the most impact on the success of the organization. *This group is a large target with limited opportunity.* The International Association of Fire Chiefs (IAFC) and Center for Public Safety Excellence (CPSE) are getting company level officers engaged.
- The need to engage company level officers in the NFA sooner in their career. How many times have we heard, “I wish I knew about the NFA...” We might think about using the EFO model of a 25% set-aside for “aspiring” company officers.
- Need to engage State Fire Training (SFT) and make them a part of the process – strengthen that tie. Give them some stake and profile in the program; make them a part of the big picture, a more integral part of the national system. Expose fire officers in their State to their own SFT – many are unaware. Might want to consider Fire and Emergency Services Higher Education (FESHE) schools the same way at some point down the road. There aren’t enough FESHE approved schools right now.
- This would address the concepts that so many have suggested:
  - company level program
  - planned series of courses with a project (rather than a research) component
  - address (admittedly not to everyone’s satisfaction) the issues of limited opportunities for the volunteer service because of scheduling
- Have to be careful to identify the DMZ between this and EFO. There will be people who will try to “mush” them together. I’m inclined to call it Supervising Officer or Managing Officer.
- We have to consider that we currently allow company level officers into EFO, should that bar be raised? How and when?

### **Considerations:**

- Meets the USFA Strategic Plan Goal (#4) “Improve the fire and emergency services’ professional status.” (See Strategic Plan for a full discussion). Fulfills the Public Law (93-498)
- Seek to add value like EFO does; follow the professional development model. This is the first step in the path; the next step is EFO. We need to be consistent with existing programs – a logical sequence. SO / MO is company officer development, one step in the process of professional development. Another, more advanced step in the sequence of professional development, is EFO. There is a difference between the two:
  - SO / MO is two resident years (four weeks), has rank, training and education prerequisites. There is a one-time final project.
  - EFO is four resident years (8 weeks) of executive level courses, has rank and education prerequisites and a research component for each of the four years.
- **IMPORTANT** –We can’t get into all the different specific jobs - engine, ladder, rescue, EMS, hazmat, fire investigation, personnel, budgeting, training, fire prevention. We especially want to include EMS, so the title and credential should be “officer” not “fire officer”

- The NFA on campus courses that are part of the program are those that push FEMA / USFA mission- Community Risk Reduction, Planning, Information analysis, Fire Prevention, Public Education, Training, Management / Supervision. We won't do command and control or strategy and tactics – that can be handled at the State or local level using our or their local curriculum. Everybody and their brother is teaching strategy and tactics, every department has its own SOPs, each department has different staffing and deployment strategies. This program is designed to give company officers what they need – and never get - as well as deliver what isn't available at the State / local level.
- NFA off-campus courses should include some component of SFT delivered courses along with NFAOnline. Must include training at State level / SFT delivered NFA course(s). Make SFT a part of the program.
  - Provides more “national” buy-in
  - Strengthens SFT in each State
  - We can't meet the entire demand – we'll be a chokepoint unless we do
- If a SFT cannot or does not want to deliver the program, they may delegate it to a FESHE school or metro departments in their State.
- Start small and expand rather than starting big and risking failure because of something we didn't consider (the BYOD model).
- Convene BOV subcommittee and invite several groups to participate with the subcommittee [National Fire Academy staff, IAFC, IAFF, NVFC, the North American Fire Training Directors, the TRADE group, PARADE group, the Fire and Emergency Services Higher Education (FESHE) group, the National Association of State Fire Marshals (NASFM), the National Association of State EMS Officials (NASEMSO), the National Association of EMTs (NAEMT), the National EMS Management Association (NEMSMA), the National Society of Executive Fire Officers (NSEFO), the National Fire Academy Alumni Association (NFAAA) and any other group the BOV Chair or subcommittee deems appropriate.
- We will agree to review content and convene another sub-committee after we graduate 'X' number of classes and evaluate.
- Use current NFA curriculum, give the course(s) to SFT for State delivery – they may have it already.
- Off campus requirements must be fulfilled before the student applies for admission to the program. Those are prerequisites.
- The current application deadline for EFO is June 15; students begin classes Oct 1. The SO /MO application deadline would be December 15 with a start beginning the April 1 semester. We want to even out the application review workload.
- The resident portion of the program would consist of a two-time NFA “visit” for participants. A “visit” is two weeks - consisting of two 6-day resident courses back to back. Arrive Sat, start class Sun, graduate Fri afternoon, Sat off, start class Sun, graduate Fri afternoon, home Sat.
- Resident classes – 50% of first class must swap out for the second class so that there is exposure to new classmates / ideas. This means that if there are 2 classes of 30 students each the first week, then the second week, 15 move from one class to the other and vice-versa.
- There is a project requirement (TBD) that will follow our guidelines. We only set the guidelines. The project would be designed and implemented by the student. The Chief of

Department would attest that the project met the guidelines and the department needs. The project would be supervised and final-approved by the Chief.

- We're going to be pushed by students and others about using this program as a mechanism to reduce EFO requirements – reduce EFO to 2 years; modeling some graduate programs that combine a Masters and Doctorate; complete this new program and EFO in 4 or 5 years. I think we should wait on all of that until we see how well this concept works.
- Perhaps one option would be to give SO / MO graduates some additional consideration / credit / advantage on future admission to EFO.

### **Budget:**

- We are going into a state of change. One Tser is retiring, but others have mentioned that they're feeling the same. We would use a vacant TS or IS slot to create a SO / MO program manager. That person's duties would include many of the program things Chuck does now, but not the curriculum piece. The curriculum piece would be managed by current TS and ISers. Chuck has managed two things – curriculum (EL and ED) and the program (admissions, evaluation, research, certificates). Now we're in a trick-bag, trying to deal with a loss on both sides – curriculum and program management. It's a double-whammy. It's not smart to put ourselves in that situation again. We would propose to have one program manager that manages the programs for EFO and SO / MO.
- Other than the S&B (which is a current cost), I don't see a cost. There's no research component, no symposium. SO / MO would be a mechanism to deliver an assembly of courses that comport with the professional development model. The expanded enrollments would take the place of low-enrolled courses. It would make current enrollments more stable.
- State level costs: SFT can accomplish this through NFA sponsored, State sponsored or Enfranchised two and six deliveries. They can use our funds, their funds, or grants funds. That's all allowable now under current program guidance. No cost / effort / changes there.

### **Curriculum:**

- We'll convene a subcommittee of the BOV to review all the curriculum and administrative issues and make a recommendation on both. The NFA will provide the subcommittee with all the information and establish some guidelines for them, but leave the final recommendation up to them. As a reminder, they *recommend* – the Fire Administrator makes the final determination. It's the same process we used to make recommendations on the Regional / National accreditation issue.
- The committee will need input for their curriculum decisions; they can't decide in a vacuum, or base it on their experience / opinion. The course catalog descriptions are insufficient for this level of decision. The NFA's most valuable asset is our TSers. Over many deliveries and course evaluations on and off campus, they are the one group with the most insight, the most experience with courses. The courses that the committee selects will become very high demand. I'm proposing that TSers would provide input to the committee by proposing which of their 2 and 6-day on and off campus, and on-line course(s) they feel should be a part of the SO / MO curriculum – explaining why those courses are critical to officer development. A part of that proposal would be to

demonstrate how their courses align with the IAFC / NFA Professional Development Model.

- In addition to the narrative, TSers would provide additional input by making a presentation to the committee and answering questions. While there are course descriptions for each of our classes, our TSers are the most knowledgeable; they're the experts. This requires more than a course catalog description. As input, we'll provide the committee with both narratives and presentations by the TSers.
- There certainly will be a multitude of preferences and opinions on what should be in the on- and -off campus curriculum. There will be strong opinions on all sides that will never be resolved. Everybody 'knows' – but no one agrees with - any other opinion than their own. That's why we're staying out of it.
- The subcommittee will have more "must" courses than we can deliver in this proposal. It will be difficult for them to whittle the list down, but they cannot make SO /MO harder or longer than EFO.
- The subcommittee will come back to us with an appeal to make the program longer, or to include more courses. We must resist. They will then come back with "...well then, why don't you design a two-day course that combines fire prevention, arson, data analysis and interpersonal dynamics?" The point is, we have to lay out the guidelines early, and be clear about them. We have to manage their expectations and help them understand our limitations up front.

### **Unknowns:**

- State participation / interest – we've worked cooperatively with them for years. I don't anticipate any major push-back, especially if they are a part of the planning and delivery.
- The capacity of some SFT to deliver the off-campus pieces (including NFPA 1021) is a big unknown, and capacity will vary.
- Admissions workload – we can minimize workload by requiring the Chief of Department certify that the student has met the admission qualifications. The additional benefit is that this process would engage and commit the department.
- Some departments (especially metros) really don't use the NFPA 1021 for officers - how to adjust for that? Probably a lot of volunteers are in the same situation. How do we adjust for EMS, fire marshal, public educator that doesn't need or have FO1? What about those who are unable to acquire the certification because of distance?
- Final project guidance / outlines / outcomes - TBD

### **Steps**

1. BOV
2. SFT
3. Convene sub-committee under BOV for curriculum, final project and program processes.
4. Establish program and policies (model after EFO / modify)
5. Use the pre-requisite requirements as time to establish program – but it's not going to be enough, there will be people who are already qualified.
6. SO / MO would be a program manager, not a TSer. TSers would manage the curriculum, program manager would manage / track student progress.

# Deferred Maintenance & Capital Improvements – NETC Campus FY14 Budget Request/Budget Planning

Al Fluman, Acting Director, NETC MOSS

Valerie Benson, Chief, Facility  
Management Branch

# Operations & Support Branch

- R Courses (NFA Resident): 4066 Completions
- N Courses (NFA 10/6 Day Off-Campus): 202 Completions
- W Courses (NFA 2-Day On-Campus): 1882 Completions
- F Courses (NFA 2-Day Off-Campus): 3732 Completions
- H Courses (NFA Handoff): 13023 Completions
- D Courses (NFA State-Grant Offered): 6802 Completions
- Y Courses (NFA Endorsed): 8038 Completions

Total Completions – 37,745: NETC Admissions Staff managed the student admissions process to include registration, application, review, student Services and stipends for all USFA training and education activities.

# Operations & Support Branch

(Continued)

- E Courses (EMI Resident): 7295 Completions
- B Courses (EMI Resident - Anniston): 1891 Completions
- S Courses (EMI – Frederick) – 168 Completions
- L Courses (EMI Off-Site): 23909 Completions
- K Courses (EMI Adobe): 125 Completions
- V Courses (EMI VTC): 1692 Completions

Total Completions – 35,080: NETC Admissions Staff managed the student admissions process to include registration, application, review, student services and stipends for EMI training and education activities.

In addition, Operations & Support manages USFA staff support services to include HR, Telework, Time & Attendance, Employee Relations, Records, Campus Procedures, FOIA, Recreation Association, etc.

# Facility Management Branch Update

## 2013 Facility Improvements

- Replacement of gutter and downspouts on Buildings I, N, O
- Replacement of all campus fire protection system sprinkler heads in all buildings; upgrade of campus fire alarm system (backbone cabling & electric sub metering)
- Repair and replacement of Building K slate roof
- Installation of new white roofs in Buildings R, M, S and C West

# Facility Management Branch Update

## 2013 Facility Improvements (Continued)

- Complete redesign of the kitchen area in Building K
- Installation of flush mount floor receptacles in Building J Classrooms in support of the “Bring Your Own Device Pilot Program”
- Upgrade of building potable water supply mains and installation of individual building water meters
- The removal and replacement of HVAC systems in Buildings K, J, N, and I

# Facility Management Branch Update

## 2013 Facility Improvements (Continued)

- Installed new interior doors and hardware in Buildings A and C-East
- Renovation of dish room in Building K
- Upgrade of mechanical starters on elevators in Buildings C, E, G, H, I, J, K and N
- Repair to Building H steps
- Upgrade of electrical service at the Burn Barn
- Installation of additional building Public Address System components

# Facility Management Branch Update

## 2014 Facility Confirmed Projects (as of 12/13)

- Installation of a new campus water supply main
- Complete renovation of the kitchen and portions of the dining hall (K Building)
- Replacement of kitchen grease trap
- Installation of surge protection on generator automatic transfer switches in Buildings P, M, L, F, D, C-West, C-East, B and S
- Replacement of Building N roof

# Facility Management Branch Update

## 2014 Facility Confirmed Projects (Continued)

- Sealing of asphalt roadways and sidewalk replacement
- NETC is aggressively pursuing requirements for sustainable buildings and have twelve building on the National Historic Registry which will meet the criteria for High Sustainable Performance Buildings utilizing the U.S. Green Building Council standards (December, 2013)

In addition, based on the repair and renovations completed in FY2013 campus utility utilization decreased significantly (increased emphasis on energy efficiency)

# FY2014 Budget Information

- Base budget in FY2014 remains basically the same (\$41,306,000)
- Continue to operate under a CR (Continuing Resolution)
- “Waiting” like the rest of the government on January (another sequestration impact?)
- Facility deferred maintenance and capital improvement plan is robust (FEMA Mission Support Bureau works with USFA on priorities)

# Discussion

Any Questions?