

**Department of Homeland Security/FEMA  
U.S. Fire Administration  
National Fire Academy Board of Visitors  
Meeting Minutes  
October 4-6, 2007  
Building H, Room 300**

**Attendees:**

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

Dr. Robert S. Fleming (Chairperson)  
Professor, Rowan University  
1406 Heather Lane  
West Chester, Pennsylvania 19380

Chief Donald R. Oliver  
Wilson Fire/Rescue Services  
307 West Hines Street  
Wilson, North Carolina 27893

Ms. Helen Johnson (Vice Chairperson)  
Executive Director (Retired)  
State Firemen's and Fire Marshals'  
Association of Texas  
5810 Charles Schreiner Trail  
Austin, Texas 78749

Chief Kelvin Cochran  
Shreveport Fire Department  
263 North Common  
Shreveport, Louisiana 71101

Mr. Chris Neal  
Executive Director  
International Fire Service Training Association  
930 North Willis  
Stillwater, Oklahoma 74078

Captain Jack Reall  
President, Columbus Firefighters Union,  
IAFF 67  
1380 Dublin Road, Suite 103  
Columbus, Ohio 43215

The following members were not present for the meeting:

Dr. Sandy Bogucki  
Associate Professor  
Section of Emergency Medicine  
Yale University School of Medicine  
464 Congress Avenue  
New Haven, Connecticut 06519-1315

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

FEMA/NFA/U.S. Fire Administration (USFA) staff in attendance:

Chief Greg Cade, U.S. Fire Administrator  
Mr. Charles Dickinson, Deputy U.S. Fire Administrator  
Ms. Teressa Kaas, Secretary, NFA  
Dr. Kirby Kiefer, Deputy Superintendent, NFA  
Dr. Denis Onieal, Superintendent, NFA

### **Thursday, October 4, 2007**

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

**Dr. Robert Fleming, Chair, Board of Visitors**  
**Mr. Charlie Dickinson, Deputy Administrator, USFA**  
**Chief Gregory Cade, U.S. Fire Administrator**  
**Dr. Denis Onieal, Superintendent, NFA**

Dr. Robert Fleming welcomed the group to the meeting. He announced that Mr. Robert Cumberland was to be here but he has been hospitalized for medical issues and Dr. Sandy Bogucki also would not be in attendance, as she had previous engagements. Dr. Denis Onieal stated for the record that Chief Gregory Cade is the Designated Federal Official for the meeting. In the event that Chief Cade should leave, Dr. Onieal would take over as the Designated Federal Official, and if Dr. Onieal left then Dr. Kirby Kiefer would be the Designated Federal Official.

Mr. Charlie Dickinson spoke to the group and thanked the board for the support he received from them when Chief David Paulison had left in 2005, and he was left with the Administrator's position to stand in until a replacement was found. Mr. Dickinson spoke very highly of Chief Cade and how happy he is to say that Chief Cade has the drive and passion that the Administrator's position needs.

#### **Election of Board Officers**

Ms. Helen Johnson nominated Dr. Fleming for Chair. There was a second by Chief Kelvin Cochran. All were in favor.

Captain Jack Reall nominated Ms. Johnson for Vice Chair. There was a second from Mr. Chris Neal. All were in favor.

#### **Follow-up/August Meeting**

Chief Don Oliver moved to approve meeting minutes from August. There was a second from Chief Cochran. All were in favor. Meeting minutes were accepted for August.

**Status of USFA****Chief Gregory B. Cade, U.S. Fire Administrator**

Chief Cade addressed the group and relived his journey to get here to the USFA and how proud he is to be here and how blessed he is to be a part of the fire service and this organization. This past Tuesday, reauthorization language that was submitted is to be upgraded to include more specifics. The record is still open from the subcommittee hearing and will close within 30 days. He is unsure if there will be any additional hearings besides committee hearings and then the Senate hearing will be held. Chief Cade addressed the issue that the title of the USFA is based around "fire," and that the issue that people seem to have is that it isn't a more generic name, to include Haz Mat, EMS, etc. He discussed the fact that people do not understand the role that we play at the local, Federal, and State levels. People do not understand that meaning of "fire academy," since they think of an "academy" at the local level, for example the police academy. Chief Cade is trying to create a better impression and understanding for outsiders on what the NFA really is and what it has to offer. Chief Cade discussed budget issues and he predicted that in FY10 or FY11 the budget will be changed when the new administration comes in to office.

Chief Cade discussed the National Fallen Firefighters Memorial to be held over the weekend. There will be ample law enforcement here to protect the families, administration, etc., from the picketers that are planning to attend and rally. The President will be in attendance, and he is going to be here to personally thank each family member and console them. Mr. Dickinson discussed the use of IBM, Cisco, and Verizon for the Fallen Firefighter Memorial Services to be broadcast nationally. Mr. Dickinson also stated that IBM is working directly to find an affordable way so that when a major disaster occurs, on-duty and off-duty firefighters will be able to make contact with their families.

Chief Cade stated that the National Response Framework is out. The biggest issue involved with the framework is that individuals are concerned that they were not asked to be part of the drafting process. Also, OSHA 1910 is up for review for the first time in over 30 years. They are asking for input and Chief Cade suggested that everyone take a look at it and provide feedback and input.

Dr. Fleming asked Chief Cade what he would like to see happen with the fire service and the NFA itself in 5 to 10 years. Chief Cade would like to concentrate on continuing education and training in the next generation. As people retire, you are losing the experience and the knowledge. He wants to make sure that the leadership of the future is prepared to deal with disasters as well as everyday incidents. He asked how we are going to get this training out there in mass numbers. There was much discussion among members about getting the word out there that the training they need is available here at NFA.

**Facility/Budget****Mr. Ron Face, Director, Management, Operations and Support Services**

Mr. Ron Face stated that the DHS appropriation was passed. We are now operating under a Continuing Resolution. He is unsure of how much there will be in the budget until the middle of November. The budget request for FY08 was for \$3 million, more than the FY07 request. We lost \$5.5 million when we lost the Noble Training Center. Every indication is that we are going to get most or all of that budget money. Again this year, as in past years, we received additional money from FEMA for facilities/maintenance. FEMA could not give us money out of the FEMA budget except for facilities/maintenance because we were still considered "Preparedness." As soon as the FY08 budget gets loaded, we will be back under the FEMA budget. On the personnel side, we went from 113 to 115 FTE's in the U.S. Fire Administration. Until the accounts are loaded for the FY08 budget we only can deal with what we requested and base it off of the FY07 budget. With the money received from FEMA in the end of FY07 and FY06, we have been keeping up with deferred maintenance. To get caught up completely it would cost close to \$500,000-\$700,000. If we had that money we could use it to replace such things as HVAC units in buildings. For the past two summers, the HVAC in K Building has gone out at the very beginning of the summer months. There are many units and transformers here on campus that have exceeded their life expectancy but cannot be replaced due to budget. Two large generators have been purchased for us by an affiliate/partner, one will go to K Building (food service) and one will be put in I-Building (warehouse).

As far as training facilities inventory that had been discussed before, none of the three contractors that bid could capture the data necessary. Also, we are the primary location of interest to place a warehouse like Jessup (Jessup has been outgrown) but they cannot do that until the inventory has been completed. There has been discussion about expanding housing, classrooms, and food service to accommodate 300 additional students. The exercise room would be expanded as well, and the cafeteria made into a food court.

As for security, if we ever have to come back to armed security on the gates we will not go back to commercial contract security. Audits and investigations have been done on contract security in the area that showed that the personnel at some of these contracts have been in trouble for embezzlement, felonies, stolen property, etc. Contract relationships with the Maryland State Police and Sheriff's office have been established so that when there is a National security emergency they will send officers here to provide security to campus and to patrol the area and they will continue to work for us until we have other means of security in place. Mr. Face stated that they are trying to make arrangements with Pentagon Police for assistance as well.

Mr. Face discussed the new statue in place to honor those lost in 9/11. This statue has been in the works for over a year and has now come together. We were asked to provide the space and the lighting to illuminate after dark. The proposed placement of the statue was out on the front lawn by the sign, but it would have been a challenge for the helicopter landing. Second choice was between K and M Buildings, but that whole area is undermined by utility tunnel so the ground was not strong enough. The current site was selected because it was close to the center of campus, it is visible from the Memorial, and the ground was sufficiently stable.

Mr. Face discussed the proposed USFA Realignment. A lot of misinformation is being spread in regard to this. Mr. Face suggested taking the time to talk to Chief Cade regarding this matter.

**National Fire Programs Update****Mr. Ken Farmer, Chief, Prevention and Leadership Development Branch****Mr. Stephen Foley, Fire Training Specialist, Response Branch**

Mr. Ken Farmer presented to the group updates on the Prevention and Leadership Development Branch.

- Mr. Rob Neale was appointed Chief of National Fire Programs Division as of September 2, 2007.
- Funding for FY08 for Prevention Branch is \$500,000 and Response is \$400,000.
- Course development includes
  - *Hot Topics in Fire Prevention Technology*.
  - *Wildland Community Risk Reduction and Prevention*: this will be a wildland safety course.
  - *Conducting Research--Management Science*: Burt Clark's course.
  - *Development and Managing in Training Centers*: Gerry Bassett's course on environmental issues.
  - *Abandoned Buildings*: Tim O'Dowd
  - Updates being done on *Leadership I, II, and III* as well as *Shaping the Future* and *Managing in a Changing Environment*.
- Institution of Fire Engineers Grant: \$238,000 budget to create a step-off report from the 1947 Truman Report to predict where we will be in the next 50+ years.
- Recent staff events:
  - Wildland Urban Interface Prevention meeting in Boston was attended by Frank Richardson.
  - National Association of Hispanic Firefighters meeting in Dallas was attended by Woody Stratton.
  - Indian Health Services, Sleep Safe Training in Palm Springs attended by Teresa Neal.
  - National Fire Safety Council in Washington was attended by Dr. Onieal and Ken Farmer.
  - International Code Council, Education Committee in Reno was attended by Rob Neale.
  - VCOs Symposium in Tampa will be attended by Chuck Burkell this month.
- Fire reports in development include
  - Baltimore Recruit Death: available for all interested.
  - Charleston Fire Deaths: partnered with Gordon Routley from the Charleston team, report in progress.
  - Minneapolis Bridge Collapse: used this as a positive report to show incident command.
  - Big Box Store Fire Risks: working on how to deal with fires of this size.
- New courses being pilot tested:
  - *Long-Term Recovery Planning*
  - *Administration of Public Safety Assistance Recovery*: similar to EMI courses.
  - *Strategies for Community Risk Reduction*: compilation of other courses.
  - NFIRS Series: *Program Manager* and *Standards of Cover*: Colleen Heilig's courses.
- EFO Program: 426 applicants and 251 accepted; this is the largest number accepted as well as largest number ever to have applied.
- Fire Safe Cigarette Act: has reached 51 percent of the States; North Carolina and Kentucky just jumped on board.

Mr. Stephen Foley presented updates to the group on the Response Branch.

- Relationship has expanded with the ATF organization. There is a staffed ATF office here on campus. They assisted as SME's in the updated curriculum, and also instructed in the Pilot FBI courses in the updated *Fire/Arson Investigation* as well as additions made to the burn buildings for safety reasons.
- John Brasko has returned from Region III to work on the emergency medical curriculum. He also will be working on the pandemic flu issues.
- *Command and General Staff Functions for Local Incident Management Teams* (CGSFLIMT): this course will be piloted in November and there also will be a Train-the-Trainer in January and February 2008. Program Notices sent to the States on October 1.
- *All-Hazards Incident Management Team* (AHIMT): There have been a total of 47 deliveries and the course has now been compressed to 6 days and the 6-day delivery has been done 12 times this year.
- NIMS/NRP: are working to change it from the National Response Plan to the National Response Framework. Waiting for signoff on this. The NIMS document is done and waiting for review and a signoff as well.
- Resource Typing: law enforcement and public health typing will be completed by November 1; would like to have it all completed and merged with NIC by the first of the year.

## FESHE Update

### Mr. Ed Kaplan, National Fire Academy

Mr. Ed Kaplan updated the board on the FESHE program.

- FESHE "Everyone Goes Home" DVD: 20-minute Prep Net video to stimulate safety discussion.
- FESHE Conference was held in June 2007. There were 160 in attendance, the largest number ever to attend. The keynote speaker was Ron Coleman who received very high feedback on his speech. The group also took a trip to the Antietam Battlefield.
- Model curriculum: FESHE committee meeting to be held November 29 through December 1. Mr. Kaplan is requesting a Board of Visitors member to attend. The agenda for the meeting includes master's degree model, FESHE student association, Industrial Fire Safety model course development, applied learning projects, and process and procedures including publishers.
- Model curricula results to date: six associate's core courses and seven non-core courses commonly offered as core and/or electives; three-course concentrations in fire prevention and fire protection engineering; seven associate's/bachelor's courses in EMS management; associate's and bachelor's Line of Duty Death prevention courses (developed with funds from the National Fallen Firefighters Foundation); and FESHE baccalaureate curriculum comprised of 15 upper-level courses.
- FESHE bachelor's courses: conversions of all 13 print-based versions of DDP courses to online will be completed by October 30, 2007; state-of-the-art content and online methodology, model lower- and upper-level courses now comprise a standardized, National undergraduate F & ES curriculum, and UMUC and NFA collaborating on a new

- DDP course called *Emergency Services Training and Education*, meeting October 16 and 17.
- Homeland Security Competencies Development Project: preparing for a homeland security and emergency services professional development conference and standardized competencies development process (FY09 DHS Proposal); goal is to create a DHS-led professional development system comprised of National leadership and management competencies for all sectors of homeland security; meeting November 14 to 16 will produce recommendations. FACA rules in play and a BOV representative should attend.
  - State Professional Development Summit activity: Virginia is completed; Florida, California, New York, Georgia, and Pennsylvania are in motion; Washington and South Carolina are most recently in motion.
  - DC FEMS Pilot: test adoption of National Professional Development Matrix and collaboration with regional FESHE schools to create new approach to officer development, first meeting was a great start.
  - Professional Online Development Instruction Understanding Mentoring (PODIUM): to be managed by IA-FEHSE Web site, "mentoree" picks relevant category and posts question, which is distributed to mentors. Email addresses or phone numbers are **not** provided with mentors' title and employer; mentors in that category receive questions in email and choose whether or not to respond.

### **National Fire Data Center Update**

#### **Ms. Alex Furr, Director, National Fire Data Center**

Ms. Alex Furr gave a brief overview on the National Fire Data Center. The major program areas include data collection and analysis, applied research and technology, and public education. The three tiers of the National Fire Data Center include an information service which manages USFA information dissemination services including Web site, Publications Center, the Learning Resource Center, media production, and conference displays. The second tier is data collection and analysis. This includes coordinating collection, analysis, and dissemination of information about incidents involving fire department response and all other related information. The third tier is research and applied technology. This section manages research, development, and applications of technology and best practices for fire detection, prevention, suppression, and department operations.

Ms. Furr stated that there are over 20,000 departments reporting; this includes every State but Rhode Island. The Fire Data Center also manages the Fire Department Census of all fire departments. There are 25,000 listed (around 30 to 35,000 estimated in U.S.). This tracks firefighter fatalities. This census tracks what is killing firefighters on duty and what is killing them that may not qualify them to be honored at the memorial (all this information is online).

Ms. Furr also discussed the reimbursement program. When a person is called in on Federal property and uses resources normally not used he/she can be reimbursed for it. The National Fire Data Center reviews it and says yes it needs reimbursed or no it doesn't fit the criteria. It is basically paperwork monitoring.

**Friday, October 5, 2007****Academy Programs****Dr. Denis Onieal, Superintendent, National Fire Academy****Dr. Kirby Kiefer, Deputy Superintendent, National Fire Academy**

- Learning Management System is up and running, 9,000+ completions, National Wildland Coordinating Group want to put their courses on our Learning Management System as well.
- Meeting with State Training Directors went well; the main concern is the lack of coordination within USFA.
- Training Resources and Data Exchange (TRADE) position had two applicants but both declined; working on third applicant.
- Proposed a Preparedness Leadership Institute (PLI) when we were in the Preparedness Directorate two years ago, went through chain in DHS, brought to Office of Management and Budget it was approved, brought in to the House Committee staff, in April went back to FEMA, and they have a Preparedness Directorate already, PLI will come to USFA, have in budget \$1 million and two employees to take care of this initiative.
- Admissions: Training Specialists are working on reviewing all the applications to see if applicants are being rejected for the right reasons; so far they are being rejected due to lack of information and improper filling out of applications. Going to set up one-pager in catalog on how to fill out an application (Joyce Glass and JoAnn Boyd) with pictures and text.
- 5-year analysis of all 50 States to let them know what 2-day courses they have previously selected to have for their State to take; there are complaints that they are receiving the same courses each time, but the State gets to pick the courses (the State gets to pick from 40 courses which 2-day courses they would like to offer, where and when they offer it, whether it be here at NETC or in their own State).
- Awarding CEU's for online courses, 1 CEU equals 10 hours.
- Serious difficulties with American Council of Education (ACE). ACE recommends college credits for NFA courses. Last year ACE experienced a large turnover in staff and we have experienced difficulties with them – no return phone calls, no response to inquiries. \$40,000 was returned to the general fund because of communication and coordination problems with ACE. We are going to try to get better response from them in the new budget cycle.
- Have had to remove a few instructors from the eligible bidders list due to several issues.
- Instructor hiring practices are now going to be a campus-wide practice, same rules and regulations will apply for NFA and EMI.

Chief Cochran stated that, in reference to the 6-day, 10-day conversions, as for his personal experiences taking classes here, he would like to see some prior relationships developed before coming to the National Fire Academy such as working groups already put together and having to have some contact with the group prior to the class, maybe to do some exercises together.

Dr. Fleming asked if the Board could receive an email from Dr. Onieal discussing exciting things on campus, updates, etc. Dr. Onieal stated that he will start to send the NFA Weekly Report to the Board.

Captain Reall asked about the process when there are updates done to the courses (pilot courses). Dr. Kiefer gave the process for when there are additions/changes made, as well as the fact that the students are hand-picked for the pilot courses. Captain Reall's main concern is that the students are not being made aware that the course they are taking is a pilot. Dr. Kiefer assured the Board that the students are made aware at least by the start of class so that they know that the issues with the course are for them to give feedback and not poor teaching or poor development. Captain Reall also expressed concern that maybe the instructors and developers that are teaching these courses are not the right instructors for that. Also discussed amongst the members was marketing for the courses other than just sending out a catalog every year. Dr. Fleming stated that he thinks he should be able to get on the Web and view the course and its description as well as a few minutes' worth of video or footage of exciting parts of the course. Dr. Fleming also stated that there should be three talking points that everyone can say this is the National Fire Academy and... He used Blue Cross/Blue Shield's motto as an example. The Board asked where we are with Burt Clark's Management Science Curriculum Report from 4 years ago. Perhaps some of the courses could link as a precursor course (not necessarily a prerequisite) for EFO. This might reduce the need for research training in Executive Development. This will be added to the agenda for the next Board meeting.