

Department of Homeland Security/FEMA

U.S. Fire Administration

National Fire Academy

MANAGING OFFICER PROGRAM HANDBOOK

Overview

**Operational Policies
and Procedures**

March 1, 2016

**The Department of Homeland Security U.S. Fire Administration's
Managing Officer Program**

Provides first-level or midlevel officers/supervisors with an opportunity to:

- Grow professionally, improve their skills, and meet emerging professional challenges.
- Embrace professional growth and development in their career.
- Enjoy a national perspective on professional development.
- Understand and appreciate the importance of professional development and higher education.
- Create a network of fire service professionals who support career development.

National Emergency Training Center
16825 South Seton Ave.
Emmitsburg, MD 21727-8998



Dear Managing Officer Program Participant:

Welcome to the Managing Officer Program. Whether you are new to the program or nearing its completion, your participation is critical to the success of this major U.S. Fire Administration initiative.

To achieve our goals of encouraging your professional development and inspiring you to pursue higher education, your organization's commitment and participation is vital.

The challenge that we extend to you is a leadership one. It is to help you grow professionally, learn to think critically, and help you make data-driven decisions.

This document presents the current policies that govern the Managing Officer Program. The intent is to establish a protocol that promotes equity, trust and a high level of academic standard.

I encourage you at any time to tell me if there is some way that we can serve you better. Likewise, if you are satisfied with the program, please communicate this word to others.

I wish you the greatest measure of success within the Managing Officer Program.

A handwritten signature in black ink, appearing to read "Kirby Kiefer". The signature is written in a cursive, flowing style.

Dr. Kirby Kiefer
Acting Superintendent
National Fire Academy
U.S. Fire Administration

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MANAGING OFFICER PROGRAM

The Managing Officer Program provides first-level or midlevel officers/supervisors with an opportunity to:

- Grow professionally, improve their skills, and meet emerging professional challenges.
- Embrace professional growth and development in their career.
- Enjoy a national perspective on professional development.
- Understand and appreciate the importance of professional development and higher education.
- Create a network of fire service professionals who support career development.

The program is a multiyear curriculum that introduces emerging emergency services leaders to personal and professional skills in change management, risk reduction, safety and adaptive leadership.

Managing Officer Program Target Audience

The Managing Officer target audience is current first-level or midlevel officers/supervisors in fire and emergency service organizations. The selection criteria are divided between two requirement areas: service requirement and academic requirement.

Service Requirement

At the time of application, you must be in a rank/position that meets either the training or experience requirements below. Your emergency services agency director or head (chief of department, etc.) verifies this training and experience through his or her signature on the application. The service requirement addresses one of these ranks or positions within an agency.

Experience

You must have experience as a supervising officer (such as fire/Emergency Medical Services (EMS) operations, prevention, technical rescue, training or administration), which could include equivalent time as an “acting officer.” Your emergency services agency director’s or head’s (chief of department’s, etc.) signature on the application attests that you have supervised others.

Training

You should have a strong course completion background and have received training that has exposed you to more than just local requirements, such as regional and state training with responders from other jurisdictions. This training can be demonstrated in one of many forms, which may include, but not be limited to, the following:

- Certification at the Fire Officer I level (per National Fire Protection Association 1021, *Standard for Fire Officer Professional Qualifications*).
- Credentialed at the Fire Officer designation through the Center for Public Safety Excellence.
- Training at the fire or EMS leadership, management and supervisory level that includes state/regional symposiums, conferences and workshops supporting leadership, management and supervision.
- Other training that supports the competencies identified for the Managing Officer in the International Association of Fire Chiefs (IAFC) Officer Development Handbook, second edition.

Academic Requirement

To be considered for the Managing Officer Program, you must have:

Earned an associate degree from an accredited institution of higher education.

or

Earned a minimum of 60 college credit hours (or equivalent quarter-hours) toward the completion of a bachelor's degree from a nationally or regionally accredited institution recognized by the United States Department of Education.

Note: If you are in the final quarter or semester of work toward your associate degree, you may apply. Submit an unofficial transcript with your package that indicates your history and steady progress toward the degree. The application process is competitive, however, and you may not be selected.

Prerequisites

The following courses must be completed before applying for the Managing Officer Program:

- “Introduction to Emergency Response to Terrorism” (Q0890).
- ICS-100, “Introduction to ICS for Operational First Responders” (Q0462).
- ICS-200, “Basic NIMS ICS for Operational First Responders” (Q0463).
- IS-700.a, “National Incident Management System (NIMS) An Introduction.”
- IS-800.b, “National Response Framework, An Introduction.”

Before Oct. 1, 2017, the following prerequisite courses can be taken before, during or after the first and second years of the National Fire Academy (NFA) on-campus program. If you complete the on-campus program but not the prerequisites, you won't receive a certificate until you complete them.

- “Leadership I for Fire and EMS: Strategies for Company Success” (F/W/D/H/O0803) (dated November 2011 or later).

- “Leadership II for Fire and EMS: Strategies for Personal Success” (F/W/D/H/O0804) (dated November 2011 or later).
- “Leadership III for Fire and EMS: Strategies for Supervisory Success” (F/W/D/H/O0805) (dated November 2011 or later).
- “Shaping the Future” (F/W/D/H/O0602) (dated June 2011 or later).

Starting Oct. 1, 2017, **all** prerequisite courses must be completed before beginning the on-campus program.

Application Process

The Managing Officer Program has a structured and competitive selection/application process.

Submit an NFA General Admissions Application Form (Federal Emergency Management Agency (FEMA) Form 119-25-1, long form). This form can be found within the Department of Homeland Security/FEMA/U.S. Fire Administration/NFA website at [www.usfa.dhs.gov/nfa/Managing Officer Program/apply.shtm](http://www.usfa.dhs.gov/nfa/Managing%20Officer%20Program/apply.shtm).

This form must be submitted following the guidelines announced annually in the NFA Course Catalog. On the application form, the candidate should specify in Block 9a “Managing Officer Program.” The application period for the Managing Officer Program is open year-round; however, the cutoff date for consideration in the following fiscal year is April 15.

In addition to the General Admissions Application, the candidate is required to submit all of the following:

- A letter from the applicant requesting admission to the Managing Officer Program. The letter should specify the applicant’s qualifications (reference http://www.usfa.fema.gov/training/nfa/programs/mo_program.html) and commitment to completing the entire program, **including the capstone project**.
- A letter of recommendation from the sponsoring emergency services agency director or head (chief of department, etc.) indicating the organization’s commitment to allow the applicant to complete the entire program, **including the capstone project**. The letter will certify that the applicant has acting or assigned supervisor responsibilities and that everything in the application package is true and correct.
- If you are not a certified Fire Officer, a list of training at the fire or EMS leadership, management and supervisory level that includes state/regional symposiums, conferences and workshops supporting leadership, management and supervision. The list should include:
 - Program title.
 - Program duties.
 - Cumulative training hours.
 - Host agency or sponsor.

Note: This list is preferable to photocopies of training certificates.

- A signed copy of the completed Managing Officer Program checklist. The checklist can be found at http://www.usfa.fema.gov/downloads/pdf/nfa/mo_applicant_checklist.pdf or in the appendix. (See p. 27.)

The application forms and accompanying materials will be evaluated by NFA staff for Managing Officer Program acceptance. The review process may take until the middle of June. Each applicant will be notified in writing upon his or her acceptance or nonacceptance into the Managing Officer Program.

Maintaining Eligibility

If at any time during the two-year period of the Managing Officer Program a participant's rank or responsibility is reduced or altered, and the change would remove the participant from program eligibility, the participant shall be removed from the program.

These changes include voluntary or involuntary personnel changes, assignment change, agency change, and leaving the service. This provision is necessary to recognize the limited course slots available and to maximize opportunity for individuals who meet the established criteria.

Managing Officer Program participants are required to notify the NFA immediately as to any change in employer, position or address. Failure to do so may result in dismissal from the program. This must be done by email or letter to the Managing Officer Program manager for documentation purposes. No phone calls are allowed, as they cannot be documented or tracked.

Participants who cannot attend a course for which they are scheduled are required to notify the Admissions Office (telephone at 301-447-1035, fax at 301-447-1441, email at netcadmissions@fema.dhs.gov) as soon as possible before the class begins; failure to do so may result in future suspension of eligibility to attend NFA courses.

Program Dismissal

Failure to maintain eligibility for the program, violation of student conduct or integrity standards, or failure to meet program completion criteria will result in dismissal from the Managing Officer Program. A student's sponsoring agency will be notified when a student is dismissed.

Successful Program Completion

Successful Managing Officer Program completion will be based on the following criteria:

- Compliance with general attendance policies and standards of academic code of conduct as established by the NFA.

- Successful completion of each Managing Officer Program course, including satisfactory completion of the evaluation plan/curriculum for each course.
- Successful completion of the capstone project according to the Managing Officer Program guidelines.

Managing Officer Completion Checklist

Upon successful completion of the program, Managing Officer students should complete and submit the National Fire Academy Managing Officer Program Course Completion Checklist. (See p. 26.) This sheet must have scanned-in copies of all prerequisite training documents and should be sent via email to john.carnegis@fema.dhs.gov for review. The Managing Officer certificate will then be processed and sent to the individual.

Program Sequencing

Currently, these classes are only open to students who are accepted into the Managing Officer Program.

First Year: “Applications of Community Risk Reduction” (R0385)

This course is designed to inspire Managing Officers to lead and conduct risk-reduction activities within the service area of their community. The course is both for the Managing Officer who is currently engaged in risk-reduction activities and the Managing Officer who desires to lay the foundation to start community risk reduction.

First Year: “Transitional Safety Leadership” (R0384)

This course is designed to allow students to analyze and adapt tactics to implement the identification, mitigation, control and protection measures from risks. They will focus on using the risk management model in the health and safety aspects of emergency services operations, and they will use current regulations, standards and policies in order to demonstrate leadership instilling a culture of personnel safety in both day-to-day and emergency response operations. Students will have opportunities to discover such topics as leading by example and current issues as well as review case studies in order to develop individual and organizational strategies to demonstrate leadership in the reduction of responder injuries and deaths.

Second Year: “Contemporary Training Concepts for Fire and EMS” (R0386)

This course is designed to introduce the Managing Officer to contemporary training methods, including training for safety and instructional technology. Students will formulate a plan to integrate innovative methods, technologies and safety measures into their fire and EMS training programs, including delivery.

Second Year: “Analytical Tools for Decision-Making” (R0387)

The course will enable Managing Officers to leverage technology and data to support community risk reduction and make data-driven decisions.

Class/Course Scheduling

All Managing Officer Program participants will be notified in February of their first-year assigned class offering dates. These classes will be offered concurrently and in the beginning of the following fiscal year. (The federal fiscal year begins Oct. 1 and continues through Sept. 30 of the following year.) The fiscal year is divided into two semesters: The first semester is Oct. 1 through March 31, and the second semester is April 1 through Sept. 30. Managing Officer Program students will be randomly assigned within both semesters.

Students will continue to attend classes in the same semester as their first course. Example: If someone is selected and attends the R0385 “Application of Community Risk Reduction” course in the first semester, then they will only be considered for subsequent courses in the first semester.

We realize that you are all in the emergency services business and that things happen professionally and personally. We will continue to try to accommodate any requests from Managing Officer students to change their scheduled class dates. Once assigned, any requests for a change in class dates must be submitted in writing to the program manager. The Managing Officer Program manager will approve/disapprove all change requests. A confirmation letter from the student’s supervisor or chief may be required.

- If the request is based on an unanticipated local or family event (federal or local disaster, the student was injured in the line of duty, illness, significant family event), additional documentation will be required to support the request. These events are usually last-minute cancellations.
- Students requesting a change will be placed in the next class on a space-available basis. Specific date choices cannot be honored because others have already been assigned. Students who request a change based on a documented unanticipated local or family emergency will be given priority. Students who request a change based on their or the department’s convenience will be given the lowest priority.
- If there is no space available in the fiscal year, the student will be assigned to the next available class the following fiscal year.

Capstone Project

Individuals enrolled in the Managing Officer Program must complete a capstone project for program completion.

The specific guidelines for the completion of this project are contained in the section titled “Capstone Project Guide.” (See p. 11.)

The capstone project is due within six months from the last day of the final course in the program. The NFA will issue the Managing Officer certificate of completion upon receipt of the emergency services agency director's or head's (chief of department's, etc.) signature that the project is completed. This must also be accompanied with the student's completed National Fire Academy Managing Officer Program Course Completion Checklist. This form must be submitted electronically with all required documentation to john.carnegis@fema.dhs.gov, the Managing Officer Program manager.

Program Management

Mr. John Carnegis, Manager for the Managing Officer Program
301-447-1072
john.carnegis@fema.dhs.gov

- Administrative responsibility for Managing Officer Program, including oversight of student selection.
- Administrative responsibility for capstone projects.
- Supporting responsibility for Managing Officer Program administration and the Managing Officer Program.

Ms. Mary Marchone
301-447-1476
mary.marchone@fema.dhs.gov

Curriculum responsibility for “Applications of Community Risk Reduction” (R0385) and “Contemporary Training Concepts for Fire and EMS” (R0386).

Mr. Wayne Yoder
301-447-1090
wayne.yoder@fema.dhs.gov

Curriculum responsibility for “Transitional Safety Leadership” (R0384).

Ms. Colleen Heilig
301-447-1613
colleen.heilig@fema.dhs.gov

Curriculum responsibility for “Analytical Tools for Decision-Making” (R0387).

Managing Officer Program Flow Chart

MANAGING OFFICER PROGRAM



CAPSTONE PROJECT GUIDE

This guide is designed to assist students enrolled in the NFA's Managing Officer Program in fulfilling the capstone project requirement. The primary objective of the guide is to describe what is expected of students as they engage in the capstone project.

The guide also includes the criteria used in the evaluation of their capstone project. These criteria are used by those people responsible for reviewing and evaluating students' proficiency in completing the capstone project for the Managing Officer Program.

Students must complete a single capstone project/paper for the Managing Officer Program. Completion and final evaluation of their capstone project must be sent by letter or email to the NFA Managing Officer Program manager by their emergency services agency director or head (chief of department, etc.) within six months of completing the final course in the program. Upon successful completion of the capstone project, students will be awarded the Managing Officer Program certificate.

What Is a Capstone Project?

The scope of the capstone project should be appropriate to the Managing Officer Program and the candidate's duties/responsibilities in his or her organization. These projects may be based on but not limited to one of the following:

- Lessons learned from one of the four courses required in the Managing Officer Program.
- Taken from the listed experiences of the Managing Officer as identified in the IAFC Officer Development Handbook, second edition, August 2010, http://www.dftc.org/pdf/IAFC_Officer_Development_Handbook_Second_Edition_11-Oct-11_1.pdf.
- Equivalent issue/problem identified by the student's emergency services agency director or head (chief of department, etc.) or in the agency's served area/jurisdiction.

The capstone project in the Managing Officer Program is designed to allow students to investigate a key issue or problem that has been identified as being important to their emergency service organization. Upon completing the investigation, students will be able to reach conclusions and offer recommendations that contribute to the improvement of their organization.

Through this process, students have an opportunity to translate what they have learned in the Managing Officer Program course into real-world applications.

Selection of Capstone Project Topics

Capstone project topics should be selected on the basis of four factors:

1. The student's individual interests.

2. The significance or value of the topic and/or issue to his or her organization.
3. The relationship of the topic and/or issue to the Managing Officer Program course content.
4. Approval from the emergency services agency director or head (chief of department, etc.).

Participants should take care to select a topic that must be completed within the six-month time frame.

The following questions should assist participants in selecting their project topic:

- Does the topic relate to the Managing Officer Program course material?
- Is the problem that is being addressed an issue within your organization and/or jurisdiction? Is the topic worth addressing? (Will it contribute to solving a problem within the organization and/or jurisdiction?)
- Will it be possible to implement the conclusions and possible solution?
- Do you have sufficient time (within the six-month time frame) to complete the project?

Certification Statement

A Certification Statement is **required** for insertion within every capstone project. (See p. 24 for a sample of this form.) Only projects that are received with an original, signed Certification Statement or scanned original will be processed. Projects that are received unsigned will be returned for signature and resubmission.

Capstone Project Integrity Standards

NFA is committed to maintaining and preserving the highest standards of integrity regarding the Managing Officer Program. Participants and alumni are consequently affected in a most negative way when the Managing Officer Program is associated with any unethical behavior committed by one of its participants.

NFA enforces the appropriate standards of conduct for completion of research and the potential penalties for engaging in any unethical behavior. **Plagiarism, falsification and misrepresentation in capstone projects will not be tolerated.** Please refer to NFA standard operating procedure (SOP) 700.1 — Academic Code of Conduct and Ethics and National Emergency Training Center (NETC) SOP 119-22 — Conduct on the NETC Campus for more information. The SOPs can be found at http://www.usfa.fema.gov/downloads/pdf/nfa/nfa_policies.pdf.

Individuals who engage in such behavior will be disciplined with one or more of the following actions:

- A return of all money expended or reimbursed by the U.S. government associated with the course, to include all travel expenses, room accommodations and books, as well as an apportionment of the instructor's salary.
- A return of the course certificate and (if applicable) the Managing Officer Program completion certificate.
- A letter to the current employer with an accompanying explanation of the violation that caused the certificate to be revoked.
- A 10-year prohibition on attendance at any residential NFA course.

Managing Officer Program participants, graduates and others who discover suspicious work are strongly encouraged to report their findings to the Managing Officer Program manager or a curriculum training specialist.

Capstone Project Proposal

The Managing Officer candidate must submit the completed Capstone Project Proposal form (p. 21) to the NFA program manager for review. This should be accomplished before significant effort is put into the project. The purpose of this review is to develop a database of project samples to support other Managing Officer candidates who may need project ideas.

Note: The Sample Capstone Project Proposal form in the appendix is for reference only; actual forms can be downloaded at http://www.usfa.fema.gov/training/nfa/programs/mo_program.html.

Please complete the Capstone Project Proposal and send it to:

Executive Fire Officer/Managing Officer Program Manager
National Emergency Training Center/National Fire Academy
16825 South Seton Ave.
Emmitsburg, MD 21727
Fax: 301-447-1178

Capstone Project Evaluation Criteria

Projects will be evaluated by the emergency services agency director or head (chief of department, etc.) on five separate components. Each component has specific criteria by which it will be measured. (See the Sample Capstone Project Evaluation Forms in the appendix, p. 22.)

Note: The Sample Capstone Project Evaluation Forms in the appendix are for reference only; actual forms can be downloaded at http://www.usfa.fema.gov/training/nfa/programs/mo_program.html.

Suggested Project Elements

1. Certification Statement. (Refer to this handbook's appendix.)
2. Main body of project, including the following sections:
 - a. Introduction.
 - b. Background and Significance.
 - c. Recommendations.

Introduction

This section sets the stage for the capstone project by the student. After reading the introduction, the reader should clearly understand the nature of the problem, the purpose of the project, and any research used during the project.

Introduction Evaluation Guidance for the Emergency Services Agency Director or Head (Chief of Department, etc.)

- Problem statement precisely and clearly defined.
- Purpose of the capstone project precisely and clearly stated.
- Any research used in the project.

Background and Significance

This section is an extension of the introduction wherein the student explains the **background** of the problem being examined; the past, present and probable future **impact** of the problem on the organization; and how the project is related to the specific Managing Officer Program course being completed.

Remember, the capstone project must investigate a specific problem presently affecting the student's **own** organization. It is not acceptable to complete a project on some general fire service issue. Thus, this section must explain (1) the seriousness of the problem; (2) the significance of the project to the organization; and (3) which specific Managing Officer Program course content area(s) relates to the problem and/or its hopeful resolution.

Background and Significance Evaluation Criteria

- Clear and complete background breakdown of the problem provided.
- Sufficient evidence provided to justify the project from an organizational perspective based on past, present and probable future impact on organizational effectiveness.

- Definitive linkage established between the capstone project problem and specific content area(s) of the relevant Managing Officer Program course.

Recommendations

This section must include recommendations for the future: What needs to happen next within the organization based on research results? Recommendations may focus on additional research requirements, suggested program implementation methods, follow-up/evaluation proposals, etc.

All recommendations should be supported clearly by data presented in the report, and they should relate specifically to the original problem and purpose statements. Explain how each recommendation represents positive change and/or potential improvement within the organization.

Content

Accurate information must be presented in terms of theories, principles and procedures used in the project. The Managing Officer Program curriculum will be used as the basis for judging content.

Content Evaluation Criteria

- Theories, principles and procedures presented and used properly.
- Information and data accurate and up-to-date.

Writing

Writing Evaluation Criteria

- Correct grammar, punctuation, spelling, sentence structure and typing/editorial style.
- All required sections of paper included and clearly addressed.
- Certification Statement signed and included.

APPENDIX

Capstone Project Guidance for the Emergency Services Agency Director or Head (Chief of Department, etc.)

What Is a Capstone Project?

The scope of the capstone project should be appropriate to the Managing Officer Program and the candidate's duties/responsibilities in his or her organization. These projects may be based on but not limited to one of the following:

- Lessons learned from one of the four courses required in the Managing Officer Program.
- Taken from the listed experiences of the Managing Officer as identified in the IAFC Officer Development Handbook, second edition, August 2010, http://www.dftc.org/pdf/IAFC_Officer_Development_Handbook_Second_Edition_11-Oct-11_1.pdf.
- Equivalent issue/problem identified by the student's emergency services agency director or head (chief of department, etc.) or in the agency's served area/jurisdiction.

The capstone project in the Managing Officer Program is designed to allow students to investigate a key issue or problem that has been identified as being important to their organization. Upon completing the investigation, students will be able to reach conclusions and offer recommendations that contribute to the improvement of their organization.

Through this process, students have an opportunity to translate what they have learned in the Managing Officer Program course into real-world applications.

Selection of Capstone Project Topics

Capstone project topics should be selected on the basis of four factors:

1. The student's individual interests.
2. The significance or value of the topic and/or issue to his or her organization.
3. The relationship of the topic and/or issue to the Managing Officer Program course content.
4. Your approval. Once you approve the project, please have the student complete the attached Capstone Project Proposal and send it to:

Executive Fire Officer/Managing Officer Program Manager
National Emergency Training Center/National Fire Academy
16825 South Seton Ave.
Emmitsburg, MD 21727
Fax: 301-447-1178

The following questions should assist participants in selecting their project topic:

- Does the topic relate to the Managing Officer Program course material?
- Is the problem that is being addressed an issue within the student's organization and/or jurisdiction? Is the topic worth addressing? (Will it contribute to solving a problem within the organization and/or jurisdiction?)
- Will it be possible to implement the conclusions and possible solution?
- Does the student have sufficient time (within the six-month time frame) to complete the project?

The following table identifies some of the elements that a Managing Officer should be able to perform, as well as suggested examples of how to achieve them. You and the Managing Officer candidate are not limited to these topics; the list is provided for guidance only.

We also have provided you with Sample Capstone Project Evaluation Forms to assess the student's work. You do not need to submit these to the NFA; they are for your use only.

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Skills Element	Project Ideas
Agency Operations	<ul style="list-style-type: none"> • Create and implement a plan to regularly inspect and monitor testing of fire protection systems and equipment. • Create and implement a plan to ensure that safety guidelines are fully employed at all emergency incidents. • Identify and analyze impediments and impairments to agency operations, and make recommendations for improvement. • Develop and implement a plan for first-level or midlevel supervisors to participate in community risk-reduction programming and delivery.
Coaching/Counseling	<ul style="list-style-type: none"> • Create and implement a program to prepare new members to assimilate into the agency operations and culture. • Create and implement plans for small work unit (company-level) performance improvement. • Analyze agency's disciplinary program, and make improvement recommendations.
Directing Resources	<ul style="list-style-type: none"> • Conduct an analysis of turnout and response times to make recommendations for improvement. • Conduct an analysis of community risk-reduction efforts to assess a return on investment.
Incident Management	<ul style="list-style-type: none"> • Create and implement a plan to employ the incident management systems for events and other nonemergency operations.
Planning	<ul style="list-style-type: none"> • Collect and analyze incident data to identify trends and emerging issues; prepare recommendations for dealing with both. • Monitor Standards of Cover compliance, and lead efforts to close gaps in strategic plan targets. • Lead a group to review and modernize agency's strategic plans.
Instruction	<ul style="list-style-type: none"> • Develop and implement a program to encourage personnel to participate in training and education efforts outside their own agency. • Develop and implement a program to improve personnel attendance at training sessions. • Conduct and report on an agency training needs assessment. • Develop and implement a plan to convert existing training content with new and emerging technology.
Human Resources Management	<ul style="list-style-type: none"> • Research and recommend improvements to agency's safety program operations. • Create and implement a plan to improve agency's incident data collection and analysis.

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Financial Resource Management	<ul style="list-style-type: none">• Research and recommend improvements to agency's small-capital item purchasing operations.
Program/Project Management	<ul style="list-style-type: none">• Create and implement a program to secure controlled medical substances for which the agency is responsible.
Interagency Operations	<ul style="list-style-type: none">• Create and implement a program to schedule regular interagency operational exercises employing the National Incident Management System.• Review intragovernmental work/reporting relationships, and make recommendations for improvement.
Emergency Management	<ul style="list-style-type: none">• Research and implement a plan to improve agency participation in local emergency management efforts.
Community Involvement	<ul style="list-style-type: none">• Prepare and deliver study results to jurisdiction's executive/legislative body or to community organizations.• Create a community risk-reduction task force in the jurisdiction.
Professional Associations	<ul style="list-style-type: none">• Identify and evaluate the costs/benefits of agency participation in professional associations.

Sample Capstone Project Proposal



FEMA

**U.S. Fire Administration
National Fire Academy
Managing Officer Program**

Part I – Capstone Project Proposal	
Managing Officer Program Participant’s Name	
Department	
Mailing Address	(Street)
	(City)
	(State)
	(5-Digit ZIP Code)
Managing Officer Program Course Title that the Capstone Project Supports	
Dates Attended	(From) (To) (ex: x/xx/xx)
Capstone Project Due Date	(ex: x/xx/xx)
Email Address	
Telephone Number	(ex: xxx-xxx-xxxx)
Fax Number	(ex: xxx-xxx-xxxx)
Evaluator’s Name (Emergency Services agency director or head [chief of department, etc.]	
Mailing Address	(Street)
	(City)
	(State)
	(5-Digit ZIP Code)
Email Address	
Telephone Number	(ex: xxx-xxx-xxxx)
Fax Number	(ex: xxx-xxx-xxxx)
Title of Capstone Project	
The problem I want to solve is and my supervisory role in it is:	

Your proposal has been accepted/rejected. (If rejected, see additional comments.)

Managing Officer Program Manager

Date

Comments

Sample Capstone Project Evaluation Forms

(Sample)

Capstone Project Section	Checklist of Criteria for Section	Grading/Evaluation Rubric
<p>Introduction</p> <p>Grade for the Introduction Section:</p> <hr/> <p>(Whole number only)</p>	<p>_____ Problem statement clearly and precisely defined</p> <p>_____ Purpose statement clearly and precisely defined</p> <p>_____ Specific research method identified</p>	<p>4.0 rating — All criteria present.</p> <p>3.0 rating — Some deficiency in criteria present.</p> <p>2.0 rating — Moderate deficiencies in criteria present, but acceptable.</p> <p>1.0 rating — A number of deficiencies to the extent where the Introduction is unacceptable.</p> <p>0.0 — Not present.</p>
Capstone Project Section	Checklist of Criteria for Section	Grading/Evaluation Rubric
<p>Background and Significance</p> <p>Grade for the Background and Significance Section:</p> <hr/> <p>(Whole number only)</p>	<p>_____ Clear and complete background analysis of problem provided</p> <p>_____ Sufficient evidence provided to justify study from an organizational perspective, based on past, present and probable future impact on organizational effectiveness</p> <p>_____ Definite linkage established between the research problem and specific content area(s) of the relevant Managing Officer Program course</p>	<p>4.0 rating — All criteria present.</p> <p>3.0 rating — Some deficiency in criteria present.</p> <p>2.0 rating — Moderate deficiencies in criteria present, but acceptable.</p> <p>1.0 rating — A number of deficiencies to the extent where the Background and Significance is unacceptable.</p> <p>0.0 — Not present.</p>
Capstone Project Section	Checklist of Criteria for Section	Grading/Evaluation Rubric
<p>Recommendations</p> <p>Grade for the Recommendations Section:</p> <hr/> <p>(Whole number only)</p>	<p>_____ Recommendations logically flowed from the results</p> <p>_____ Recommendations were supported by the data collected</p> <p>_____ Recommendations provided for the organization</p>	<p>4.0 rating — All criteria present.</p> <p>3.0 rating — Some deficiency in criteria present.</p> <p>2.0 rating — Moderate deficiencies in criteria present, but acceptable.</p> <p>1.0 rating — A number of deficiencies to the extent where the Recommendations Section is unacceptable.</p> <p>0.0 — Not present.</p>

MANAGING OFFICER PROGRAM

Capstone Project Section	Checklist of Criteria for Section	Grading/Evaluation Rubric
<p align="center">Content</p> <p>Grade for the Content Section:</p> <hr/> <p align="center">(Whole number only)</p>	<p>(Note: This is not a section of the project; it refers to the technical content of the entire capstone project.)</p> <p>_____ Any theories, principles and procedures were presented and used properly</p> <p>_____ Information and data are accurate and up-to-date</p>	<p>4.0 rating — All criteria present.</p> <p>3.0 rating — Some deficiency in criteria present.</p> <p>2.0 rating — Moderate deficiencies in criteria present, but acceptable.</p> <p>1.0 rating — A number of deficiencies to the extent where the Content Section is unacceptable.</p>
Capstone Project Section	Checklist of Criteria for Section	Grading/Evaluation Rubric
<p align="center">Writing</p> <p>Grade for the Writing Section:</p> <hr/> <p align="center">(Whole number only)</p>	<p>_____ Correct grammar, punctuation, spelling, sentence structure and typing/editorial style</p> <p>_____ All required sections of the capstone project included</p> <p>_____ Certification Statement signed and included</p>	<p>4.0 rating — All criteria present.</p> <p>3.0 rating — Some deficiency in criteria present.</p> <p>2.0 rating — Moderate deficiencies in criteria present, but acceptable.</p> <p>1.0 rating — A number of deficiencies to the extent where the Writing Section is unacceptable.</p>

Sample Capstone Certification Statement

CERTIFICATION STATEMENT

I hereby certify that my capstone project constitutes my own product, that where the language of others is set forth, quotation marks so indicate, and that appropriate credit is given where I have used the language, ideas, expressions or writings of another.

Signed: _____

Date: _____

I hereby certify that the capstone project has been completed within six months of its start and that the project meets my approval.

Signed: _____
(Fire Chief or Agency Director)

Date: _____

Upon completion, please submit the signed original to:

Executive Fire Officer/Managing Officer Program Manager
National Emergency Training Center/National Fire Academy
16825 South Seton Ave.
Emmitsburg, MD 21727

Managing Officer Graduate Certificate Information Sheet

**National Fire Academy
Managing Fire Officer Program
Graduate Certificate Information**

Certificates will be mailed to the supervisor **you specify** for official presentation upon completion of the Managing Officer Program. Your department will receive notice of your achievement. In order to accomplish this, we require the following information:

Graduate's Name: _____

Supervisor's Name and Title: _____
Department: _____
Address: _____
City: _____ State: _____ ZIP: _____

Please email this form to the NFA Managing Officer Program manager at john.carnegis@fema.dhs.gov together with your program completion request form.

National Fire Academy Managing Officer Program Course Completion Checklist

Name: _____

Email Address: _____

Phone Number: _____

You must complete **all** of the following items before you are granted the Managing Officer certificate.

I have completed and attached the certificates from the following courses and have attached copies of course completion certificates where needed:

Item	Date Completed
“Introduction to Emergency Response to Terrorism” (Q0890)	
ICS-100, “Introduction to ICS for Operational First Responders” (Q0462)	
ICS-200, “Basic NIMS ICS for Operational First Responders” (Q0463)	
IS-700.a, “National Incident Management System (NIMS) An Introduction”	
IS-800.b, “National Response Framework, An Introduction”	
“Leadership I for Fire and EMS: Strategies for Company Success” (F/W/D/H/O0803) (dated November 2011 or later)	
“Leadership II for Fire and EMS: Strategies for Personal Success” (F/W/D/H/O0804) (dated November 2011 or later)	
“Leadership III for Fire and EMS: Strategies for Supervisory Success” (F/W/D/H/O0805) (dated November 2011 or later)	
“Shaping the Future” (F/W/D/H/O0602) (dated June 2011 or later)	
Completed four required courses of instruction	
Completed capstone project	

National Fire Academy Managing Officer Program Checklist

Thank you for your interest in the NFA’s new Managing Officer Program. We are excited that this effort will assist America’s first responders in improving their critical thinking skills, self-evaluation, and professional self-discipline.

Acceptance to the program is competitive: Simply meeting the minimum qualifications does not guarantee that you will be accepted. You should use this checklist to help you meet the minimum application requirements.

If you are accepted into the program, you are expected to complete all 11 of the following items before you are granted the Managing Officer Program certificate.

	Item	Completed	My Initials
1.	I have completed and attached an NFA General Admissions Application form (FEMA Form 119-25-1) (PDF, 337 kilobytes). In Block 9a, I have specified “Managing Officer Program.”	<input type="checkbox"/>	_____
2.	I have attached a letter requesting admission to the Managing Officer Program. The letter describes: <ul style="list-style-type: none"> • My specific duties and responsibilities in my organization. • My most substantial professional achievement. • What I expect to achieve by participating in the program. • How my background and experience will contribute to the program and to fellow participants. • A challenging management topic in my organization. 	<input type="checkbox"/>	_____
3.	I have attached a letter from the chief of the department (or equivalent in nonfire organizations) supporting my participation in the Managing Officer Program. The letter certifies that I have supervisory responsibilities and that all of the information in the application packet is true and correct.	<input type="checkbox"/>	_____
4.	I have attached a list of my professional certifications, including the date I earned them and the certifying organization.	<input type="checkbox"/>	_____
5.	I have attached a list of the conventional and online management and leadership courses I have completed, including the course title, date, location and host of the training.	<input type="checkbox"/>	_____
6.	I have attached a copy of my associate degree transcript or a transcript showing at least 60 credit hours toward a bachelor’s degree.	<input type="checkbox"/>	_____
7.	I have completed and attached the certificates from the following online courses: <ul style="list-style-type: none"> • “Introduction to Emergency Response to Terrorism” (Q0890). • ICS-100, “Introduction to ICS for Operational First Responders” (Q0462). • ICS-200, “Basic NIMS ICS for Operational First Responders” (Q0463). <p>Note: You can obtain more information and register for these three courses at http://www.usfa.fema.gov/nfa/nfaonline/. If you have already taken Q0462 and Q0463, you only need to show evidence of completion.</p>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	_____ _____ _____
8.	I have completed and attached the certificates from the following online courses: <ul style="list-style-type: none"> • IS-700.a, “National Incident Management System (NIMS) An Introduction.” • IS-800.b, “National Response Framework, An Introduction.” <p>Note: You can obtain more information and register for these two courses at http://training.fema.gov/IS/NIMS.aspx.</p>	<input type="checkbox"/> <input type="checkbox"/>	_____ _____

MANAGING OFFICER PROGRAM

	Item	Completed	My Initials
9.	I have completed and attached the certificates from the following courses: Note: These two-day courses are available in your state through your state fire training systems; you should contact them for dates and locations. You must work with your state fire training system office to arrange to obtain the classes. The NFA cannot tell the states to schedule these courses.		
	• "Leadership I for Fire and EMS: Strategies for Company Success" (F/W/D/H/O0803) (dated November 2011 or later).	<input type="checkbox"/>	_____
	• "Leadership II for Fire and EMS: Strategies for Personal Success" (F/W/D/H/O0804) (dated November 2011 or later).	<input type="checkbox"/>	_____
	• "Leadership III for Fire and EMS: Strategies for Supervisory Success" (F/W/D/H/O0805) (dated November 2011 or later).	<input type="checkbox"/>	_____
	• "Shaping the Future" (F/W/D/H/O0602) (dated June 2011 or later).	<input type="checkbox"/>	_____

Special Note on Prerequisites

Until Sept. 30, 2017, you are required to complete Items 1-8 above **before** you apply for the Managing Officer Program and submit all the documentation with your application. You may take the two-day courses (Item 9) before, during or after the NFA on-campus courses.

Starting Oct. 1, 2017, applicants must complete all prerequisites, Items 1-9, **before** applying for admission to the program.

Upon Program Acceptance

	Item	Acknowledged	My Initials
10.	I acknowledge that I must complete four on-campus classes at the NFA:		
	• "Applications of Community Risk Reduction" (R0385).	<input type="checkbox"/>	_____
	• "Transitional Safety Leadership" (R0384).	<input type="checkbox"/>	_____
	• "Contemporary Training Concepts for Fire and EMS" (R0386).	<input type="checkbox"/>	_____
	• "Analytical Tools for Decision-Making" (R0387).	<input type="checkbox"/>	_____
11.	Before initiating the project, I will submit a letter from my chief (or equivalent in nonfire organizations) indicating the title of the project, projected outcomes, how it will be evaluated or measured, and approval for the project to go forward. When the project is completed, the chief must submit a letter to the NFA indicating that it was completed successfully.	<input type="checkbox"/>	_____

Please submit a signed copy of this checklist with your application. Additional details and application processes can be found at http://www.usfa.fema.gov/nfa/managing_officer_program/index.shtm.

Name: _____

Signature: _____ Date: _____

Send your application package with this checklist to:

National Emergency Training Center
Admissions Office
16825 South Seton Ave.
Emmitsburg, MD 21727

ACRONYMS

Acronyms

EMS	Emergency Medical Services
FEMA	Federal Emergency Management Agency
IAFC	International Association of Fire Chiefs
NETC	National Emergency Training Center
NFA	National Fire Academy
NIMS	National Incident Management System
SOP	standard operating procedure