



Managing Officer Program Handbook

Effective October 2019

Updated requirements for all enrolled in the program. New guidelines for those accepted after April 2018.



FEMA



U.S. Fire Administration
National Fire Academy

Mission Statement

We support and strengthen fire and emergency medical services and stakeholders to prepare for, prevent, mitigate and respond to all hazards.



U.S. Fire Administration
Working for a fire-safe America

Managing Officer Program Handbook

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

- Develop professionally, improve their supervisory skills, and meet emerging professional challenges.
- Weigh a national perspective on professional development.
- Support professional development and higher education.
- Create a network of fire service professionals who support career development.
- Enhance their existing supervisory roles with the knowledge, skills and abilities associated within the managing officer position.



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



FEMA

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.

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

The challenge that we extend to you is a leadership one. It is to help you grow professionally, help you 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 blue ink that reads "Tonya L. Hoover".

Tonya L. Hoover
Superintendent
National Fire Academy
U.S. Fire Administration



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Managing Officer Program Target Audience

The Managing Officer Program's target audience is first-level officers, midlevel officers and supervisors in fire and emergency service organizations. This program is not designed for chief-level officers.

The selection criteria are divided between two requirement areas: service requirement and academic requirement.

Service requirement

At the time of application, you must be a current or acting supervisor. The head of your emergency services agency verifies this through their signature on the application.

Training

Applicants should have a well-rounded background, having received training that has exposed them to more than just local requirements, such as regional and state training with responders from other jurisdictions.

This training can be demonstrated in many forms, which may include, but is not limited to the following:

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

Academic requirements

Applicant must:

- ▶ Possess an associate degree from an accredited institution of higher education.
- or
- ▶ Have earned a minimum of 60 college credit hours toward the completion of a bachelor's degree from a nationally or regionally accredited institution recognized by the U.S. Department of Education.

Prerequisites

At the time of application, the following courses must be 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.b, "An Introduction to the National Incident Management System."
- ▶ IS-800.c, "National Response Framework, an Introduction."

Additional course requirements (available at the state and local level)

These co-requisite courses below 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 off-campus courses, your Managing Officer Program certificate will not be awarded until you have completed them.

- ▶ "Leadership in Supervision — (6-Day)" (R/N0645).
- or
- ▶ "Leadership in Supervision: Creating Environments for Professional Growth" (F/W0646) (dated May 2016 or later).
 - ▶ "Leadership in Supervision: Perspectives in Thinking" (F/W0647) (dated May 2016 or later).
 - ▶ "Leadership in Supervision: Frameworks to Success" (F/W0648) (dated May 2016 or later).
- and
- ▶ "Shaping the Future" (F/W/O0602) (dated June 2011 or later) or "Introduction to Fire and EMS Supervision and Management" (Q0426) (fiscal year (FY) 2020).

The current prerequisite courses (i.e., Leadership I (F/W0803), Leadership II (F/W0804), Leadership III (F/W0805)) are being phased out as of Oct. 1, 2017, and will be accepted until April 2018. Leadership I, II and III will be acceptable if taken only between November 2011 and April 1, 2018. The new Leadership series will be available beginning FY 2018.



Program application process

The Managing Officer Program has a structured application process and competitive selection process. The application period for the Managing Officer Program is open year-round; however, the cutoff date for consideration in the following FY is April 15.

The applicant is required to submit all of the following:

- An NFA General Admissions Application Form. This form must be submitted following the guidelines announced annually in the NFA Course Catalog.
- A letter from the applicant requesting admission into the Managing Officer Program. The letter should specify the applicant's qualifications (reference https://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, submit a resume or 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 indicate the program title, program duties, cumulative training hours, and host agency or sponsor.

Only complete application packages will be evaluated by the NFA selection panel for Managing Officer Program acceptance. Each applicant will be notified in writing upon their acceptance or nonacceptance into the Managing Officer Program.

Maintaining eligibility/Reporting a change in affiliation requirement

To maintain eligibility as a Managing Officer Program student, you must be an active member of the emergency services with supervisory responsibilities. You are required to notify the Managing Officer Program manager via email about any changes in employer, organization, position, address or other contact information. Failure to do either may result in dismissal from the program.

Change of affiliation requires:

- A new NFA application signed by the chief of department or agency head.
- A copy of the organizational chart.
- A letter of support from the chief of department or agency head.
- A cover letter outlining the change of affiliation.



Program dismissal

Failure to maintain eligibility for the program, violation of student conduct or integrity standards, or failure to meet program completion criteria may 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 Program completion

Upon successful completion of the program, students must complete and submit the National Fire Academy Managing Officer Program Course Completion Checklist and Graduate Certificate Information Sheet (see appendix). This sheet must include 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 Program completion certificate will be processed and sent to the individual's sponsoring emergency services agency director or head (chief of department, etc.).

Managing Officer Program course sequencing

These classes are only open to students who are accepted into the Managing Officer Program.



Program management and coordination

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

- Administrative responsibility for the Managing Officer Program, including oversight of student selection.
- Administrative responsibility for Capstone Projects.
- Supporting responsibility for Managing Officer Program.
- Programmatic coordination/oversight/leadership.

First year

“Applications of Community Risk Reduction” (R0385)

Mr. David Donohue
301-447-1094
david.donohue@fema.dhs.gov

This course is designed to inspire students to lead and conduct risk-reduction activities within the service area of their community. The course is for both the managing officer who is currently engaged in risk-reduction activities and those who desire to lay the foundation to start community risk reduction.

“Applications of Leadership in the Culture of Safety” (R0388)

Mr. George Morgan
301-447-1407
george.morgan@fema.dhs.gov

This course is designed to bring together the role of first line supervisor with the responsibility of safety. Through opportunities to apply knowledge, skills and abilities of leadership as they are applied to the culture of safety, students will critique the current culture of safety, evaluate the impacts of human dynamics, and apply a risk management plan. Using an identified safety issue for their agency, each student will develop a safety culture improvement plan to implement in their agency.

Second year

“Analytical Tools for Decision-Making” (R0387)

Mr. David Donohue
301-447-1094
david.donohue@fema.dhs.gov

This course is technically/technologically intensive and will present significant challenges for those not proficient with the use of personal computers, complex software and manipulation of data. A substantial portion of the course involves geospatial technologies and their applications. You will receive hands-on training in the use of alternate computer technologies.

“Training and Professional Development Challenges for Fire and Emergency Services Leaders” (R0389)

Mr. David Donohue
301-447-1094
david.donohue@fema.dhs.gov

This course begins prior to attendance, with participants conducting an analysis of performance within their organizations and identifying a training need and its impact on performance. Participants will be expected to submit a research paper using American Psychological Association (APA) format regarding their training issue prior to the conclusion of the first day of class. During the class, they will review the ADDIE (Analysis, Design, Development, Implementation, Evaluation) model, review current research to improve training program design and delivery, discuss current trends, and discuss issues that impact hiring, training, retention and career development, with an emphasis on training.

The program concludes with participants conducting an executive-level briefing for policymakers, which builds on the research conducted prior to the course; seeking funding to develop and deliver training to meet the organizational training needs; and tying training needs to community outcomes. In addition, participants will develop an executive-level briefing paper and take a final written exam.

Class/Course scheduling

The Managing Officer Program participants will be notified of their first-year assigned class offering dates. These classes will be offered concurrently and in the beginning of the following FY. (The federal FY begins Oct. 1 and continues through Sept. 30 of the following year.)

The FY is divided into two semesters. The first semester is Oct. 1 through March 31, and the second semester is April 1 through Sept. 30. The Managing Officer Program students will be randomly assigned within both semesters.

Schedule course change requests

If you are unable to attend a scheduled course, you are required to notify the Admissions Office via email at cynthia.wilhelm@fema.dhs.gov as soon as possible before the class begins (at a minimum 30 day notice); failure to do so may result in future suspension of eligibility to attend NFA courses.

The NFA realizes that students are serving in the emergency services, and that things happen professionally and personally. We will continue to try to accommodate any requests from Managing Officer Program students to change their scheduled class dates. Once assigned, any requests for a change in class dates must be submitted in writing to the Managing Officer Program manager, who will approve/disapprove all change requests. A confirmation letter from the student's sponsoring emergency services agency director or head (chief of department, etc.) 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. 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 FY, the student will be assigned to the next available class the following FY.

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 following section "Capstone Project Guide."

New: The final project must be submitted upon completion with the course completion package for review and assessment.



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 objective of the guide is to describe what is expected of students as they engage in the Capstone Project.

Included is 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 email to the NFA Managing Officer Program Manager.

Capstone Project guidance

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 in the program.
- Taken from the listed experiences of the managing officer as identified in the IAFC Officer Development Handbook, second edition, August 2010.
- 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.

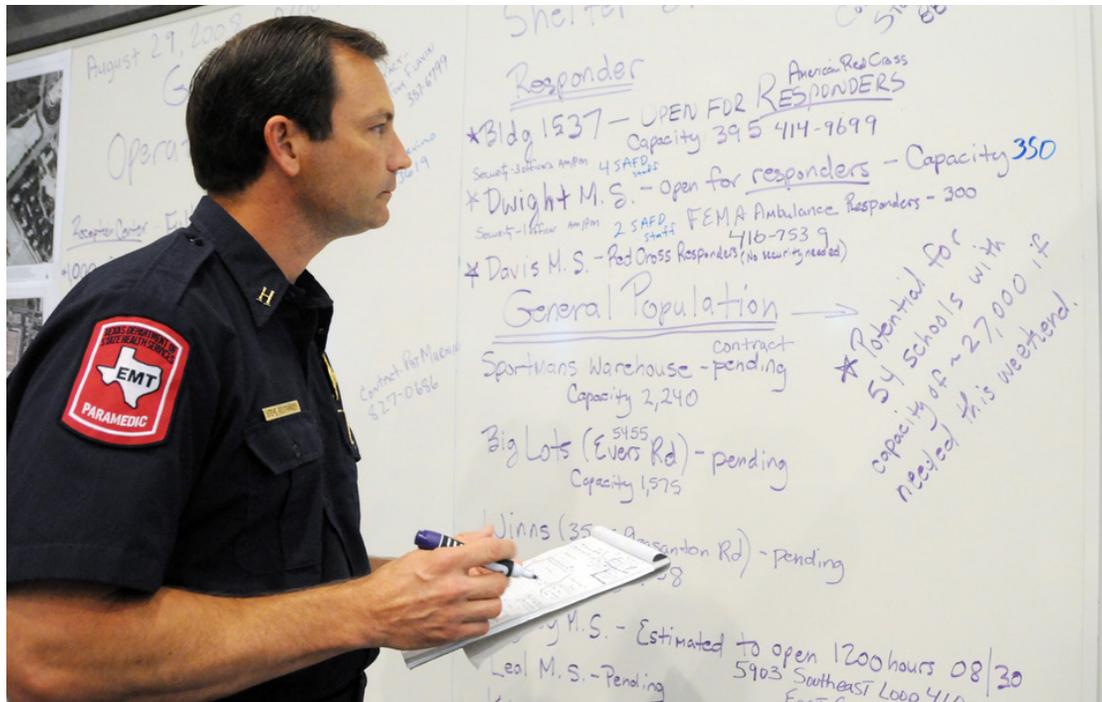
The Capstone Project in the Managing Officer Program is designed to allow students to investigate a key issue or problem that has been identified as important to their emergency services organization. Upon completing the investigation, students will be able to reach conclusions and offer recommendations 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 courses into real-world applications.

Selection of Capstone Project topics

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

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



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?

Capstone Project Proposal

The Managing Officer Program candidate must submit the completed Capstone Project Proposal form (https://www.usfa.fema.gov/training/nfa/programs/mo_program.html) 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 Program candidates who may need project ideas.

New: Students must submit the Capstone Project Proposal while on campus during their second year of on-campus courses.

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 Managing Officer Program Capstone Project Evaluation Form (see appendix).

Suggested Project elements

- Managing Officer Program Capstone Certification Statement (see appendix).
- Main body of project, including the following sections:
 - ▶ Introduction.
 - ▶ Background and significance.
 - ▶ 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 criteria 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 the 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.

Recommendations evaluation criteria:

- Support recommendations clearly by data presented in the report.
- Relate recommendations 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 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.

Certification statement

A signed Managing Officer Program Capstone Certification Statement is required for every Capstone Project. Only projects that are reviewed with an original, signed certification statement or scanned original will be processed. Projects that are received unsigned will be returned for signature and resubmission.

Managing Officer Capstone submission

The Managing Officer Program student's completed Capstone Project must be submitted electronically to the Managing Officer Program Manager at john.carnegis@fema.dhs.gov when all elements of the program have been completed.

The completed submission must include the following items:

- A signed certification statement.
- A copy of the evaluation form.
- A narrative copy of the work conducted or a copy of the research performed.

Capstone Project integrity standards

The 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.

The 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 — Code of Conduct, and National Emergency Training Center (NETC) SOP 119-22 — Conduct on the NETC Campus, for more information. The SOPs can be found at https://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.

The 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.



Appendix

Forms can be found at https://www.usfa.fema.gov/training/nfa/programs/mo_program.html. Appendix pages are not to be used or submitted.



Managing Officer Program Course Completion Checklist and Graduate Certificate Information Sheet

**Managing Officer Program
Course Completion Checklist and
Graduate Certificate Information Sheet**



Name/Rank: _____

Mailing Address: _____

 City _____ State _____ ZIP _____

Email Address: _____

Phone Number: _____

Chief of Department: _____

Department: _____

Department Address: _____

 City _____ State _____ ZIP _____

You must complete and attach certificates for the following items:

	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.c, "National Response Framework, An Introduction"	_____
Option 1	"Leadership in Supervision" (R/N0645) (6-Day)	_____
	or	
Option 2	"Leadership in Supervision: Creating Environments for Professional Growth" (F/W0646) (dated May 2016 or later)	_____
	"Leadership in Supervision: Perspectives in Thinking" (F/W0647) (dated May 2016 or later)	_____
	"Leadership in Supervision: Frameworks to Success" (F/W0648) (dated May 2016 or later)	_____
	or	
Option 3	"Leadership I for Fire and EMS: Strategies for Company Success" (F/W/D/H/O0803) (dated November 2011 to April 2018)	_____
	"Leadership II for Fire and EMS: Strategies for Personal Success" (F/W/D/H/O0804) (dated November 2011 to April 2018)	_____
	"Leadership III for Fire and EMS: Strategies for Supervisory Success" (F/W/D/H/O0805) (dated November 2011 to April 2018)	_____
	"Shaping the Future" (F/W/O0602) (dated June 2011 or later) or "Introduction to Fire and EMS Supervision and Management" (Q0436) (FY 2020)	_____
	Complete and attach Capstone Project and certification form.	_____

Please email this form to the National Fire Academy (NFA)
 Managing Officer Program manager at john.carnegie@fema.dhs.gov.

Email Form
Save

Managing Officer Program Capstone Project Proposal

**National Fire Academy
Managing Officer Program
Capstone Project Proposal**



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: _____ to _____

Email Address: _____

Telephone Number: _____

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: _____

Fax Number: _____

Title of Capstone Project: _____

The problem I want to solve is: _____

My supervisory role in it is: _____

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

 Managing Officer Program Manager Date _____

Comments: _____

Email Form
Save

Managing Officer Program Capstone Project Evaluation Form

National Fire Academy
Managing Officer Program
Capstone Project Evaluation Form



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

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

Managing Officer Program Capstone Certification Statement

National Fire Academy
Managing Officer Program
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 date and that the project meets my approval.

Signed: _____
(Fire Chief or Agency Director)

Date: _____

Upon completion, please submit the signed original via email to:
 john.carnegis@fema.dhs.gov
 John Carnegis
 Executive Fire Officer Program Manager
 Managing Officer Program Manager