



R0306

Dear National Fire Academy Student:

By now you should have received an email notification from the National Emergency Training Center (NETC) Admissions Office. This notification indicates your acceptance into the U.S. Fire Administration (USFA), National Fire Academy (NFA) "Executive Analysis of Fire Service Operations in Emergency Management" (EAFSOEM) course.

Congratulations on being selected to attend the USFA's/NFA's EAFSOEM course.

This 2-week course is designed to prepare senior staff officers in the administrative functions necessary to effectively manage the operational component of a fire and rescue department. Throughout the course, you will be presented with a series of senior staff level issues that will require extensive analysis and action. The actions implemented will be applied to a mock community in order to evaluate the effectiveness of your decisions to the fire and rescue department's overall operational readiness.

Some of the areas that will be covered during the course are risk assessment; incident documentation; media/political considerations; legal mandates; Integrated Emergency Management System; advanced procedures in incident command; and capability assessment.

Since this course demands that personnel have a high level of management ability, it is imperative that you are familiar with the basics of the Incident Command System (ICS). Advanced applications in incident command will be taught, with a specific focus on the senior staff officer's role in the system. Without a solid foundation in this area, you may get behind, and not be prepared for the units that follow this section. In an effort to assist you in this goal, the U.S. Fire Administration has developed 2 web-based, self-study courses that are equivalent to ICS-100 and ICS-200 and meet National Incident Management System (NIMS) requirements. Q0462, "Introduction to ICS for Operational First Responders" (I-100) and Q0463, "Basic NIMS ICS for Operational First Responders" (I-200) are both available on our website at <https://www.usfa.fema.gov/training/nfa/courses/online.html>.

The class graduation ceremony is an important part of the course. You are expected to attend this event. All departing travel arrangements should be made so that you do not leave campus prior to the class graduation.

The NFA classroom environment is computer based. Increased numbers of students and instructors are bringing laptop computers or other electronic devices to campus; you are responsible for the security and maintenance of your equipment. The NFA cannot provide computer software, hardware (which includes disks, printers, scanners, monitors, etc.), or technical support for your device. For your convenience, we do provide surge protector power strips at each classroom table.

Should you need to access the Student Computer Lab, it is located in Building D and is available for all students to use. The lab is open daily with a technician available Monday through Thursday from 1700 to 2100 (5 p.m. to 9 p.m.) and on Saturdays from 0800 to 1200 (8 a.m. to noon). The lab uses Windows 7 and Office 2013 as the software standard.

If you need additional information related to your course's content or requirements, please contact Mr. Richard Sexton, Incident Policy and Analysis Curriculum Training Specialist, at (301) 447-7687, or by email at richard.sexton@fema.dhs.gov. Good luck, and I hope to see you on campus.

Sincerely,

A handwritten signature in black ink, appearing to read "Eriks J. Gabliks". The signature is fluid and cursive, with the first name "Eriks" being the most prominent.

Eriks J. Gabliks, Superintendent
National Fire Academy
U.S. Fire Administration

Enclosures

**Executive Analysis of Fire Service Operations in Emergency Management
Pre-Course Assignment:
Community Emergency Operations Center Questionnaire**

Your name (Last, First): _____

1. Are you the Emergency Program Manager (EPM) for your community?

_____ Yes Complete items 6 through 32 (all responses should be typed),
and have your supervisor complete and sign the Supervisor
Validation Statement at the end of this questionnaire.

_____ No Complete items 2 through 32 (all responses should be typed),
and have your EPM or other individual in charge of your
community's emergency management agency complete and sign
the EPM Validation Statement at the end of this questionnaire.

2. Meet with your EPM or other individual in charge of your community's emergency
management agency and gather the following information:

Agency (jurisdiction/state): _____

Jurisdiction population: _____

3. Is the title "Emergency Program Manager" the correct title for the individual in charge of
your community's emergency management program?

_____ Yes

_____ No

If no, please identify the correct title: _____

4. Name of EPM: _____

5. Email and phone of EPM: _____

6. Is your EPM:

a. _____ Full-time

b. _____ Part-time

7. How is your Emergency Operations Center (EOC) staffed?
- a. _____ Hot — Dedicated, fully equipped, and staffed
 - b. _____ Warm — Dedicated and some equipment in place
 - c. _____ Cold — Typically a multiuse space that is not equipped and must be set up prior to activation
8. Is your EOC organized as a(n):
- a. _____ Incident Command System (ICS) model
 - b. _____ Emergency Services Function (ESF)
 - c. _____ Hybrid of ICS/ESF
 - d. _____ Functional organization
 - e. _____ Multiagency Coordination System
9. Provide an organizational chart of your EOC. Bring it with you on the first day of class.
10. Is your EOC:
- a. _____ A stand-alone agency
 - b. _____ Within the fire department
 - c. _____ Within the police department
 - d. _____ Within another agency (identify) _____
11. Is your EOC:
- a. _____ A fixed facility
 - b. _____ Used for other daily activities (describe)

12. Is there regularly scheduled training?

- a. _____ Yes
- b. _____ No
- c. If yes, please describe:

13. What types of exercises does your EOC conduct, and how often does it conduct them?

- _____ Drills: _____ Monthly _____ Quarterly _____ Annually
- _____ Table-top exercises: _____ Monthly _____ Quarterly _____ Annually
- _____ Functional exercises: _____ Monthly _____ Quarterly _____ Annually
- _____ Full-scale exercises: _____ Monthly _____ Quarterly _____ Annually
- _____ Other exercises (identify type and frequency): _____
- _____ My EOC does not conduct exercises.

14. What is the last date your community's Emergency Operations Plan (EOP) was completely revised?

15. Has your agency's Annex to the EOP been updated since then?

- a. _____ Yes
- b. _____ No
- c. If yes, why was it done?

16. Does your EOP contain a master resource directory with contacts for obtaining resources by hire or purchase?

- a. _____ Yes
- b. _____ No

17. What system do you have in place for ensuring the contracts remain current?
18. If you answered “no” to No. 16, are there formal mutual-aid plans or memorandums of understanding with regional emergency service organizations?
- a. _____ Yes
 - b. _____ No
19. What are the criteria in your community for activating the EOC?
20. Who can activate the EOC in your community and under what conditions?

21. Identify which agencies (check mark) have predetermined EOC positions. (Select all that apply.)

- a. _____ Fire
- b. _____ Law enforcement
- c. _____ Emergency Medical Services
- d. _____ Medical
- e. _____ Public health
- f. _____ Public works
- g. _____ Finance
- h. _____ Schools
- i. _____ Utilities (public or private)
- j. _____ Emergency management volunteer agencies
- k. _____ Other agencies (list)

22. Who assumes the role of Disaster Manager (or the lead) in your EOC during an activation?

a. _____

b. Who is the alternate? _____

23. How do you maintain situational awareness inside the EOC?

28. Once activated, how long will it take for your EOC to become operational?
- a. During normal business hours? _____
 - b. After normal work hours, during weekends, and on holidays? _____
29. How many levels of activation exist in your EOC and what are they?
30. Does your EOC have the ability to house staff during a campaign type incident?
- a. _____ Yes
 - b. _____ No
 - c. If yes, please describe:
31. Have you ever been assigned to a position in your EOC?
- a. _____ Yes
 - b. _____ No

32. If you answered “yes” to No. 31:

- a. _____ Was this assignment a temporary assignment due to an incident?
- b. _____ Was this assignment an ongoing position in addition to your other duties?
- c. Identify the position, type of incident(s), etc., and describe your experiences:

Supervisor Validation Statement (Use if you answered “Yes” to Question 1.)

As the supervisor of _____ (student’s name), I certify that the information provided on this questionnaire is accurate and reflects the true nature of our community’s emergency management agency.

Signature: _____

Printed name: _____

Position: _____

Date: _____

Email: _____

Phone: _____

EPM Validation Statement (Use if you answered “No” to Question 1.)

As the EPM or individual in charge of the emergency management agency for _____’s (student’s name) community, I certify that the information provided on this questionnaire is accurate and reflects the true nature of our emergency management agency.

Signature: _____

Printed name: _____

Position: _____

Date: _____

Email: _____

Phone: _____

Pre-Course Reading: TED Talk Guide

During the “Executive Analysis of Fire Service Operations in Emergency Management” (EAFSOEM) course, students are required to give brief presentations using a TED Talk format. This guide is provided to introduce you to the TED Talk format and to prepare you for giving a presentation.

What is a TED Talk?

A TED Talk is a concise and impactful presentation, focused on a single topic. TED Talks come from the nonprofit, nonpartisan TED foundation, which is “devoted to spreading ideas, usually in the form of short, powerful talks,”¹ that is, TED Talks.

Rules for Delivering a TED Talk

For the purpose of the EAFSOEM course, use the following rules when creating your TED Talk:

- You have 10-12 minutes to communicate your message. At 12 minutes, you will be cut off. If you are cut off, you will lose points.
- Visuals aids can be used, but only sparingly. (This is not a PowerPoint presentation.)
- You can only ask the audience rhetorical questions.
- You cannot distribute printed materials (e.g., handouts, articles, etc.).

TED Talk Examples

The broad concept and format of a TED Talk can be observed by viewing existing TED Talks. You are encouraged to select and view numerous TED Talks to get a sense of how you might apply observed concepts to your own presentation. Listed below are TED Talks that can serve as good corollary examples for the development of a TED Talk. Additional TED Talks can be located through a search at <http://www.ted.com>.

- Junger, J. (2014, January). *Why veterans miss war*. TEDSalon NY2014. Available at https://www.ted.com/talks/sebastian_junger_why_veterans_miss_war.
- Turere, R. (2013, February). *My invention that made peace with the lions*. TED 2013. Available at https://www.ted.com/talks/richard_turere_a_peace_treaty_with_the_lions.

¹ TED. *Our organization*. Retrieved from <http://www.ted.com/about/our-organization>.

- Cairo, A. (2011, November). *There are no scraps of men*. TEDxRC22011. Available at http://www.ted.com/talks/alberto_cairo_there_are_no_scraps_of_men.
- Dunlap, B. (2007, March). *The life-long learner*. TED 2007. Available at http://www.ted.com/talks/ben_dunlap_talks_about_a_passionate_life.
- Heffernan, M. (2012, June). *Dare to disagree*. TEDGlobal2012. Available at http://www.ted.com/talks/margaret_heffernan_dare_to_disagree.
- Adichie, C. N. (2009, July). *The danger of a single story*. TEDGlobal2009. Available at http://www.ted.com/talks/chimamanda_adichie_the_danger_of_a_single_story.
- Bezos, M. (2011, March). *A life lesson from a volunteer firefighter*. TED2011. Available at https://www.ted.com/talks/mark_bezos_a_life_lesson_from_a_volunteer_firefighter.