



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](mailto:richard.sexton@fema.dhs.gov). Good luck, and I hope to see you on campus.

Sincerely,

A handwritten signature in blue ink that reads "Tonya L. Hoover". The signature is written in a cursive style with a large, stylized initial "T".

Tonya L. Hoover, 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?

- 24. How do you maintain situational awareness outside the EOC?
  - a.
  - b. With the disaster site?
  - c. With other agencies not in the EOC?
  - d. With areas of the community not involved in the incident?
- 25. How is vital information shared with the EOC leadership? (Select all that apply.)
  - a. \_\_\_\_\_ Written information using an ICS 213
  - b. \_\_\_\_\_ Written information in memorandum form
  - c. \_\_\_\_\_ Electronic, such as WebEOC<sup>®</sup>
  - d. \_\_\_\_\_ Other (identify) \_\_\_\_\_
- 26. How is the EOC staff alerted that the EOC has been activated?
- 27. How is the EOC staff alerted to respond?



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?
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30. Does your EOC have the ability to house staff during a campaign type incident?
- a. \_\_\_\_\_ Yes
  - b. \_\_\_\_\_ No
  - c. If yes, please describe:
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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,”<sup>1</sup> 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](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](https://www.ted.com/talks/richard_turere_a_peace_treaty_with_the_lions).

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<sup>1</sup> 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](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](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](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](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](https://www.ted.com/talks/mark_bezos_a_life_lesson_from_a_volunteer_firefighter).