National Emergency Training Center
16825 S. Seton Avenue
Emmitsburg, MD 21727-8998

FEMA

R0506

Dear National Fire Academy Student:

Congratulations on your acceptance into the U.S. Fire Administration (USFA), National Fire Academy (NFA) "Executive Planning" (EP) course. This course is designed to meet the needs of fire and emergency medical services (EMS) chiefs and senior leadership. It promotes planning for systematic organizational performance in the learning organization.

During the course, you will explore modules that include leadership, strategic planning and project management. These modules will prepare you to make decisions regarding your department's future, project team selection, guides to successful implementation and project evaluation. To explore these issues, you will go beyond analysis and design to involve important dimensions of facilitation, teamwork and the modeling of an organization's commitment to problem solving.

In order for the course to be meaningful, you need to do the following **six** things before coming to Emmitsburg, Maryland.

1. Obtain a copy of the text "Applied Strategic Planning: An Introduction" (ISBN 0787988529), T. M. Nolan, L. D. Goodstein, and J. Goodstein; 2nd edition, McGraw-Hill, Inc.

    a. Read Chapters 1-3. (The remaining chapters will be covered in class.)

    b. With Chapter 2, consider the learning perspective that you will be serving as an internal consultant to your organization/community strategic planning process.

2. Read the following book: "The Five Dysfunctions of a Team: A Leadership Fable" (ISBN 0787960756), P. Lencioni, Jossey-Bass.

3. Survey your community for sites that depict a successful strategic effort and outcome and one that is a current challenge or opportunity. Pick one of each and obtain pictures of those selected sites.

4. Using the selected sites as points of reference for dialogue, meet with your local community manager or policy director and dialogue on the following questions.

    a. In regard to the positive site, what was the strategic process used to obtain a positive outcome?

    b. What specific changes in vision and values in the community were needed to create and sustain momentum in achieving the strategic goal?

    c. In regard to the challenged site, what are the influences impacting the desire and ability to change the area?

    d. What is the difference in the community vision and values regarding the challenged site as compared to that which was present with the positive site?

5. After completing items 3 and 4, prepare a written narrative, including copies of the photographs, that summarizes your meeting dialogue and answers the questions listed in item 4. Include in your narrative the name and title of the person you met with. Bring to the first day of class five copies of your narrative.

6. Review the Winchester, Virginia, Downtown Strategic Plan that may be accessed by following https://www.winchesterva.gov/sites/default/files/documents/government/strategic-plan/2021-sp-final-web.pdf or copy and paste the link into your browser's address window. This information will be used in a class activity on the first day.

The first day of class will begin on Monday at approximately 8 a.m. Subsequent classes will meet daily from 8 a.m. to 5 p.m., with graduation occurring on the second Thursday evening at 4 p.m. in the classroom. Evening classes may be required.

The course materials are now available in a Bring Your Own Device (BYOD) format that will function on any electronic device. If you own an electronic device (laptop computer, tablet, etc.) and are familiar with its document reader functions, we are asking you to download the Student Manual (SM) **before you travel to Emmitsburg** and bring the preloaded device with you. Please see the page following this letter for complete instructions on successfully downloading your course materials. Please note: If you plan to bring/use an iPad, you may experience issues saving/storing/printing course assignments because there is no USB/thumb drive capacity for these devices.

The NFA classroom environment is computer based. You are responsible for the security and maintenance of your electronic 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.

If you need additional information related to your course's content or course requirements, please contact Mr. Dan Newland, Training Program Management and Planning, and Information Management training specialist, at 301-447-1157, or by email at daniel.newland@fema.dhs.gov. Good luck, and I hope to see you on campus.

Sincerely,

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

Enclosure

National Fire Academy Bring Your Own Device
Course Materials/Download Instructions

If you own an electronic device (laptop computer, tablet, etc.) and are familiar with its document reader functions, we are asking you to download the Student Manual (SM) before you travel to class and bring the preloaded device with you.

The **first step** is to download Adobe Acrobat Reader to your device. This will enable you to read and manipulate the course materials. Adobe Acrobat Reader can be used to comment and highlight text in PDF documents. It is an excellent tool for note-taking purposes.

For laptops and computers

Adobe Acrobat Reader can be downloaded from www.adobe.com/downloads/. It is a free download. Please note that depending on your settings, you may have to temporarily disable your antivirus software.

For tablets and other similar hand-Held Devices

Adobe Acrobat Reader can be downloaded onto devices such as iPads, Android tablets and other hand-held devices. The application can be found in the device's application store using the search function and typing in "Adobe Acrobat Reader." Follow the instructions given. **It is a free application.**

After you have successfully downloaded the Adobe Acrobat Reader, please use the following web link to download your SM. You may copy/paste the links into your web browser.

https://apps.usfa.fema.gov/ax/sm/sm_0506.pdf

Note: In order to have the editing capabilities/toolbar, the SM needs to be opened with Adobe Acrobat Reader. There should be a function on your device to do this.

If you need assistance, please contact nfaonlinetier2@fema.dhs.gov.