



# National Fire Academy

**N0673 – Service Area Risk Reduction  
Version: 1st Edition, 3rd Printing, April 2021**

**Quarter:**

**ACE Credit: In the upper-division baccalaureate degree category, three semester hours in public safety.**

**IACET Continuing Education Units: 3.3**

**Length of Course: 6 Days (40 hr., 40 min. contact hours, Sunday – Friday)**

**Prerequisite: Yes**

**Curriculum: Fire Prevention: Public Education**

**Training Specialist: Mike Weller**

**Instructor:**

**Instructor email/phone:**

**Classroom: J-**

**Meeting Time: 8 AM – 5 PM**

## Table of Contents

Course Description	Course Resources
Primary and Secondary Audience	Evaluation Procedures
Course Scope	Course Outline
Course Objectives	Policies
Course Delivery Method	Grading Rubrics

## Course Description (Catalog)

N0673 – “Service Area Risk Reduction.” This course is designed for company officers who want to learn how to conduct a risk assessment of their service area. This will lead you to develop an action plan with effective intervention strategies and activities targeting a specific risk. You will learn the steps to follow to do risk reduction in an organized and planned process to keep you on track at the station level.

This course is open to company officers, firefighters, paramedics, fire and life educators and administrative personnel, as well as fire officers who want to learn about community risk reduction and how they can support the company officer in station based risk reduction.

### **Student Qualifications (Primary and Secondary Audience)**

This course is about how COs can plan, implement and evaluate risk-reduction activities to benefit the residents they serve and those in the fire and emergency services who provide the services. The course features the role of the officer as an inspirational leader for the strategic risk-reduction cause.

Students learn that a broader approach to risk reduction involves multiple interventions, and when all interventions are applied to a specific community risk issue, a difference is likely to occur, reducing risk for citizens. Students also learn that, by reducing the community's risk, the risk of death and injuries to firefighting forces is also reduced.

### **Course Scope (Goal)**

The goal of "Service Area Risk Reduction" (SARR) is to empower Company Officers (COs) with the abilities to lead strategic community risk reduction at the service area level.

### **Course Objectives (Course Learning Outcomes – TLOs)**

After successfully completing this course, you will be able to accomplish the following:

- Explain the course and the Company Officer's (CO's) role in strategic risk reduction.
- Articulate the skills required to lead community risk reduction strategically.
- Conduct an assessment to prioritize risk issues impacting their service area.
- Develop a risk reduction action plan targeting a specific risk issue within the service area.
- Propose strategies for evaluating the success of service area risk-reduction activities.
- Recommend strategies for building organizational and community equity to support community risk reduction within their service area.
- Propose a community risk reduction action plan to address a specific service area risk issue.

### **Course Delivery Method**

The National Fire Academy (NFA) offers specialized training courses and advanced management programs of national impact in an academic classroom environment [on campus at the National Emergency Training Center \(NETC\) in Emmitsburg, Maryland](#). This classroom course is designed for the national level fire service officer from State and local fire service organizations. During this 6-day delivery, students will reside in dormitories provided on campus with classes conducted in classrooms designed for critical student/instructor interaction. All course materials are designed for interactive classroom environments, in either paper notebook or electronic formats.

## Course Schedule

The purpose of the course schedule is to give you, at a glance, the required preparation, activities, and evaluation components of your course.

DAY 1	DAY 2
Unit 1: Introduction  Unit 2: Getting Ready for Strategic Risk Reduction	Debrief evening assignment  Unit 3: Service Area Risk Assessment
<i>Lunch Break</i>	<i>Lunch Break</i>
Unit 2: Getting Ready for Strategic Risk Reduction (cont'd)	Unit 3: Service Area Risk Assessment (cont'd)

Day 1 Evening:  
Graded Assignment 1

Day 2 Evening:  
Graded Assignment 2

Note: This schedule is subject to modification by the instructors and approved by the training specialist.

DAY 3	DAY 4
Unit 4: Intervention Strategies for Risk Reduction	Unit 5: Measuring Success
<i>Lunch Break</i>	<i>Lunch Break</i>
Unit 4: Intervention Strategies for Risk Reduction (cont'd)	Unit 6: Building Organizational and Community Support for Risk Reduction

Day 3 Evening:  
Graded Assignment 3

<b>DAY 5</b>	<b>DAY 6</b>
Unit 6: Building Organizational and Community Support for Risk Reduction (cont'd)	Unit 7: Culminating Project One hour preparation for presentation
<i>Lunch Break</i>	<i>Lunch Break</i>
Unit 6: Building Organizational and Community Support for Risk Reduction (cont'd)	Unit 7: Culminating Project (cont'd) Project Presentations

## **Course Resources (Instructional Materials)**

In order to be fully prepared, obtain a copy of the required textbooks and other instructional materials prior to the first day of class.

### **Required Readings**

The student must complete required readings during the course to be able to thoughtfully participate in discussions and activities.

### **Suggested Reading/Resources**

Suggested readings and resources are not evaluated, but may enhance the student's understanding, serve as additional sources for citation and promote discussion of course material.

### **Required Resources (Course Textbook)**

Student Manual.

### **Supplemental Resources (Supplemental Course Textbook)**

In Class Reference.

## **Grading Methodology (Evaluation Procedures)**

The following five assessment items comprise the evaluation plan for SARR:

### **Assessment Rubric 1: Pre-Course Assignment**

A comprehensive pre-course assignment is to be completed by each student and submitted the first morning of class. The assignment will be evaluated following a prescribed evaluation rubric.

**Units of Course for Criterion Reference:** Pre-Course Assignment Workbook; Units 1, 2, 3 and 4.

### **Assessment Rubric 2: Graded Assignment 1**

Each student will complete the assignment following a prescribed evaluation rubric.

**Units of Course for Criterion Reference:** Units 1, 2 and 3.

### **Assessment Rubric 3: Graded Assignment 2**

Each student will complete the assignment following a prescribed evaluation rubric.

**Units of Course for Criterion Reference:** Units 1, 2, 3 and 4.

### **Assessment Rubric 4: Graded Assignment 3**

Each student will complete the assignment following a prescribed evaluation rubric.

**Units of Course for Criterion Reference:** Units 1, 2, 3, 4 and 5.

### **Assessment Rubric Activity 7.1: Individual Culminating Project**

Each student will present a 12 to 15 minute presentation following a prescribed project presentation evaluation rubric.

### **Required Reading Assignments**

Student completion of reading assignments will be done via evaluation of their class participation and will not be a separately graded activity.

### **Suggested Readings**

Suggested readings are not evaluated, but may enhance the student's understanding and promote discussion of course material.

## **Course Outline**

### **Unit 1: Introduction**

#### **Objectives**

#### **Terminal Objective**

The students will be able to:

- 1.1 Explain the course and the Company Officer's (CO's) role in strategic risk reduction.

## **Enabling Objectives**

The students will be able to:

- 1.1 Explain the importance of leadership in the strategic risk-reduction process.
- 1.2 Explain the recommended characteristics of a risk-reduction plan.
- 1.3 Explain how the Community Risk-Reduction Model can be used as a guide for risk-reduction activities.

## **Unit 2: Getting Ready for Strategic Risk Reduction**

### **Objectives**

#### **Terminal Objective**

The students will be able to:

- 2.1 Articulate the skills required to lead community risk reduction strategically.

#### **Enabling Objectives**

The students will be able to:

- 2.1 Describe the relationship between hazards, risk and vulnerabilities.
- 2.2 Describe the importance of analyzing community demographics and service demands.
- 2.3 Define what constitutes strategic community risk reduction.
- 2.4 Articulate the role of strategic community risk reduction in fostering safe, healthy, prepared and resilient communities.
- 2.5 Distinguish how risk reduction supports provider health, wellness and safety.

## **Unit 3: Service Area Risk Assessment**

### **Objectives**

#### **Terminal Objective**

The students will be able to:

- 3.1 Conduct an assessment to prioritize risk issues impacting their service area.



### **Enabling Objectives**

The students will be able to:

- 3.1 Demonstrate the process of conducting a community risk assessment.
- 3.2 Develop community and service area profiles.
- 3.3 Establish risk-reduction priorities and target populations.
- 3.4 Develop a problem statement and goal for a prioritized risk issue/service demand.
- 3.5 Determine people or groups that could serve as partners in the risk-reduction process.

### **Unit 4: Intervention Strategies for Risk Reduction**

#### **Objectives**

#### **Terminal Objective**

The students will be able to:

- 4.1 Develop a risk reduction action plan targeting a specific risk issue within the service area.

#### **Enabling Objectives**

The students will be able to:

- 4.1 Use causal chain analysis to explore the root causes of incidents.
- 4.2 Discover innovative strategies for delivering risk reduction within the service area.
- 4.3 Determine interventions that are appropriate for the service area (five E's).

### **Unit 5: Measuring Success**

#### **Objectives**

#### **Terminal Objective**

The students will be able to:

- 5.1 Propose strategies for evaluating the success of service area risk-reduction activities.

### **Enabling Objectives**

The students will be able to:

- 5.1 Assess methods for monitoring the risk-reduction program.
- 5.2 Assess methods to collect data and evaluate results.
- 5.3 Recognize when to modify components of the risk-reduction plan.

## **Unit 6: Building Organizational and Community Support for Risk Reduction**

### **Objectives**

#### **Terminal Objective**

The students will be able to:

- 6.1 Recommend strategies for building organizational and community equity to support community risk reduction within their service area.

#### **Enabling Objectives**

- 6.1 Describe the common elements of successful risk reduction.
- 6.2 Assess attitudes of self, station personnel and their organization toward risk reduction.
- 6.3 Analyze how organizational culture impacts risk reduction.
- 6.4 Evaluate the Company Officer's (CO's) authority for championing service area risk reduction.
- 6.5 Articulate the leadership skills required to orchestrate effective community risk reduction within their service area.
- 6.6 Articulate how organizational and community equity impact risk reduction efforts.

## **Unit 7: Culminating Project**

### **Objectives**

#### **Terminal Objective**

The students will be able to:

- 7.1 Propose a community risk reduction action plan to address a specific service area risk issue.

## **Enabling Objectives**

The students will be able to:

- 7.1 Articulate the process of strategic community risk reduction.
- 7.2 Justify the rationale for addressing a selected risk issue.
- 7.3 Articulate the role of station-based staff in the proposed risk reduction effort.
- 7.4 Describe potential challenges to the risk reduction effort.
- 7.5 Propose solutions to potential challenges.
- 7.6 Summarize how to evaluate the risk reduction effort.

## **Policies**

### **Class Attendance and Cancellation Policy**

#### **Attendance**

- You are required to attend all sessions of the course. If you do not, you may not receive a certificate.
- If you need to depart the training facility early and miss any portion of the course, you must make the request in writing to the sponsoring agency (e.g., State training director, etc.). The State training director may waive the attendance requirement in order to accommodate you with extraordinary circumstances as long as you complete all course requirements.

#### **Course Failure**

You can reapply for the failed course or any other NFA course and go through the random selection process. You don't have to successfully complete the failed course before attending another NFA course.

### **Student Code of Conduct Policy**

Students, instructors and staff are expected to treat each other with respect at all times. Inappropriate behavior will not be tolerated.

#### **Writing Expectations**

Student writing will conform to the generally accepted academic standards for college papers. Papers will reflect the original work of the student and give appropriate credit through citations for ideas belonging to other authors, publications or organizations. Student written work should be free of grammatical and syntax errors, free of profanity or obscene language or ideas, and reflect critical thinking related to the course subject matter.

## **Citation and Reference Style**

Attention Please: Students will follow the APA, Sixth Edition as the sole citation and reference style used in written work submitted as part of coursework to NFA. Assignments completed in a narrative essay, composition format, abstract, and discussion posts must follow the citation style cited in the APA, Sixth Edition.

## **Late Assignments**

All assignments must be turned in by the established deadline. Late submissions could result in a 10 percent decrease in grade.

## **Disclaimer Statement**

Course content may vary from the outline to meet the needs of this particular group.

## **Grading**

Please review the following rubrics that explain how grades will be awarded.

Students who do not complete the entire course will be awarded an Incomplete (I) grade. In accordance with National Fire Academy academic policies, an Incomplete (I) grade must be removed by the end of the next semester following the course, or it automatically becomes a Failing (F) grade.

[https://www.usfa.fema.gov/training/nfa/admissions/student\\_policies.html](https://www.usfa.fema.gov/training/nfa/admissions/student_policies.html)

## **Academic Honesty**

Students are expected to exhibit exemplary ethical behavior and conduct as part of the NFA community and society as a whole. Acts of academic dishonesty including cheating, plagiarism, deliberate falsification, and other unethical behaviors will not be tolerated.

Students are expected to report academic misconduct when they witness a violation. All cases of academic misconduct shall be reported by the instructor to the State training director or host agency and to the NFA Training Specialist.

If a student is found to have engaged in misconduct and the allegations are upheld, the penalties may include, but are not limited to one or a combination of the following:

- expulsion,
- exclusion from future classes for a specified period; depending on the severity it could range from 1-10 years, and/or
- forfeiture of certificate for course(s) enrolled in at NETC.

Refer to NFA-specific Standard Operating Procedure 700.1 – *Academic Code of Conduct and Ethics* for more information.

## Grading Rubrics

### Grading Structure and Rubrics by Student Activity with Individual Student Score Cards

#### Course Requirements — Assignments and Culminating Project (600 points, cumulative)

Pre-Course Assignment	200 points
Graded Assignment 1	100 points
Graded Assignment 2	100 points
Graded Assignment 3	100 points
<u>Individual Culminating Project</u>	<u>100 points</u>
TOTAL	600 points

Rubrics are created for each assignment. All exercises will be completed individually.

#### Instructions for Application of Student Activity Scoring Plan

1. All students must receive a fair score reflecting their efforts to complete each assignment; the compilation of all student assignments equals 100 percent of the student's overall grade for this course.
2. When introducing each assignment, instructors should reinforce the activity scoring requirements and obtain visible acknowledgment of understanding from the students.
3. Upon completion of the assignment, each student will print his or her name and the current date in the upper right-hand corner. The student will then submit the assignment to the instructor for scoring the student's performance for the specified assignment.
4. Once a point selection is determined, the instructor will record the points on the student's sheet and on the class grade sheet. The instructor will then return the student's individual assignment sheet to the student with the score and comments.
5. At the completion of the course, an instructor will tally each student's scores from the six graded assignments/ project and divide by six. Points are as follows: A — 540-600, B — 480-539, C — 420-479. Instructors will record, sign, date and deliver the class grade sheet to the training specialist responsible for the course.

**STUDENT SCORING DIMENSIONS GUIDE**

**Pre-Course Assignment  
(200 Points)**

<b>Assessment Area</b>	<b>Assessment Criteria</b>	<b>Points Awarded</b>
Part 1: Complete two NFA online self-study courses	Certificates of completion are documented by the student. 50 points per course.	_____/100
Part 2: Locate mission statement and identify current community risk-reduction programs.	Mission statement is listed. A current community risk-reduction program offered by your department is identified.	_____/25
Part 3: Define your service area and its associated demographics.	Geographic boundaries of station service area are defined, and community demographics are explained.	_____/25
Part 4: Analyze service demand data.	After analyzing response data, a profile of at least four types of fire and (if applicable) EMS incidents is created.  Where a student is unable to gather the requested data for analysis, an explanation is provided in writing as to why the data could not be obtained.	_____/25
Part 5: Explore high-risk sections of your service area.	Demographic and service demand data is explored to identify potential high-risk neighborhoods or facilities in the service area.	_____/25

## STUDENT SCORING DIMENSIONS GUIDE

### Graded Assignment 1 — Mission, Priorities and Self-Reflection (100 Points)

Assessment Area	No Points	Fair (10 Points)	Good (15 Points)	Excellent (20 Points)	Points Awarded
Mission statement and organizational priorities.	Did not attempt section.	Provided one but not both of either mission statement or organizational priorities.	Provided mission statement and organizational priorities.	Provided mission statement and comprehensive list of organizational priorities.	_____/20
Rate how well your <b>department</b> performs community risk reduction in a strategic manner.  Justify your response with at least three examples.	Did not attempt section.	Provided either no rating or the justification was vague.	Provided a rating.  The justification was clear and organized but fewer than three examples were provided.	Provided a rating.  Justification was superior with at least three examples provided.	_____/20
Rate how well your <b>station (or administrative group you are assigned to)</b> performs community risk reduction strategically at the service area level.  Justify your response with at least three examples.	Did not attempt section.	Provided either no rating or the justification was vague.	Provided a rating.  The justification was clear and organized but fewer than three examples were provided.	Provided a rating.  Justification was superior with at least three examples provided.	_____/20
Rate how well <b>staff members under your command (or influenced by you)</b> connect strategic community risk reduction with enhancing provider health, wellness and safety.  Justify your response with at least three examples.	Did not attempt section.	Provided either no rating or the justification was vague.	Provided a rating.  The justification was clear and organized but fewer than three examples were provided.	Provided a rating.  Justification was superior with at least three examples provided.	_____/20

Based on what your department (and station/work group) is currently doing pertinent to community risk reduction, what is <b>your initial vision of what they could or should be doing?</b>	Did not attempt section.	The vision was either vague or used excessive verbiage.	The vision was clear but included excessive verbiage.	The vision was superior. It was succinct and clearly communicated intent.	_____/20
				<b>Total</b>	_____/100



## STUDENT SCORING DIMENSIONS GUIDE

### Graded Assignment 2 — Prioritizing Risk in the Service Area (100 Points)

<b>Assessment Area</b>	<b>No Points</b>	<b>Fair (10 Points)</b>	<b>Good (15 Points)</b>	<b>Excellent (20 Points)</b>	<b>Points Awarded</b>
Identify three risk issues.	Did not attempt section.	Identified one risk.	Identified two risks.	Identified three risks.	_____/20
Describe the three risk issues.	Did not attempt section.	Did not describe three risks.	Described the three risks, but did not fully include data, experience and/or notions about the risks.	Description was superior, using examples that included data, experience and/or notions about the risks.	_____/20
Select one risk issue, and justify why it was selected.  This should be about a one-page justification.	Did not attempt section.	Did not select risk, and failed to justify the human, economic and social costs and impacts the risk has on the station/neighborhood level.	Selected one risk, but did not fully justify the human, economic and social costs and impacts the risk has on the station/neighborhood level.	Description was superior, using examples to justify the human, economic and social costs and impacts the risk has on the station/neighborhood level.	_____/20
Identify the populations that are or could be impacted the greatest by the risk issue.	Did not attempt section.	No information provided on population(s) impacted by the risk.	Some information provided on population(s) impacted by the risk.	Information was superior, using examples about population(s) impacted by the risk.	_____/20
Develop a problem statement and goal.	Did not attempt section.	Weak problem statement with no rationale. Weak goal.	Problem statement was clear and concise with rationale for why risk was selected.	Problem statement was clear, concise and no more than two sentences with rationale for why risk was selected.	_____/20
<b>Total</b>					_____/100

## STUDENT SCORING DIMENSIONS GUIDE

### Graded Assignment 3 — Designing a Risk-Reduction Action Plan (100 Points)

Assessment Area	No Points	Fair (10 Points)	Good (15 Points)	Excellent (20 Points)	Points Awarded
Develop a causal chain analysis on your priority risk and how it typically evolves including pre-event, event and post-event stages.	Did not attempt section.	Partially developed a causal chain analysis but missed more than three actions. Did not develop pre-event, event and post-event stages.	Developed a causal chain analysis but not fully complete. Partially developed pre-event, event and post-event stages.	Developed a comprehensive causal chain analysis.  Demonstrated full knowledge of the causal chain analysis.  Fully developed pre-event, event and post-event stages.	_____/20
Identify the “Event” stage of the causal chain analysis and justify its position in the causal chain.	Did not attempt section.	Identified the Event stage but failed to justify its position in the causal chain.	Identified the Event stage but the justification was vague or confusing.	Identified the Event and clearly justified its position in the causal chain.	_____/20
Develop a combination of interventions using the five E’s to prevent or mitigate the risk.	Did not attempt section.	Developed only one intervention.	Developed interventions but did not incorporate all five E’s.	Developed interventions using all five E’s.	_____/20
Develop an action plan with a problem statement, goal and measurable program objectives.	Did not attempt section.	Partial action plan, but objectives are not fully developed.	Developed action plan and objectives but did not incorporate all five E’s with measurable objectives.	Developed a comprehensive action plan using all five E’s with measurable objectives.	_____/20
Provide a single page overview of what your leadership role will be as related to the proposed project.	Did not attempt section.	Provided only a cursory overview of less than two paragraphs.	Provided an overview but it lacked specificity.	Provided a clear single page overview that explained the leadership role.	_____/20
<b>Total</b>					_____/100

## ACTIVITY 7.1

### Culminating Project Presentation Assessment Rubric (100 points)

Each student will present a culminating project that integrates the elements of the activities from the course into a plan for the Company Officer's (CO's) service area.

**Units of Course for Criterion Reference:** Pre-course, Units 1, 2, 3, 4 and 5.

Grades for the presentation will be based on the following assessment areas:

1. Introduced yourself, articulated your current leadership role, and described your service area.
2. Explained why you called your team together and what you intended to discuss. Provided a clear overview of what strategic community risk reduction is, why it is important, how it ties into the mission of your department, and where your station/division fits into the big picture of Whole Community Integrated Risk Management.
3. Articulated the benefits of performing strategic community risk reduction to the station/division, department at large and community.
4. Explained what you learned about your service area through the "Service Area Risk Reduction" (SARR) pre-course assignment. Summarized the knowledge you gained about the demographics, people and risk issues that are present in your service area.
5. Explained the risk issue you are proposing that the station/division should address, and provided a clear justification of how/why you came to this decision. Created a sense of urgency for action. Developed a problem statement and goal.
6. Summarized your action plan to begin addressing the risk and how the station/division will be involved in helping to address the risk. Incorporated as many of the five E's as possible.
7. Summarized how your team could go about engaging the community in the process, taking into consideration the various populations represented in the service area.
8. Summarized how you propose to measure success that will show your department's leadership, peers, team members and the community that the community risk-reduction effort will make a difference.
9. Summarized your presentation and what you are asking from your team.
10. Offered potential solutions to any challenges that you anticipate encountering after you return home. This includes potential internal challenges from within your station/ organization and those that are external in nature.
11. Submitted a single-page executive summary of the proposed risk reduction effort that can be provided to your supervisor/senior leadership upon returning home.
12. Submitted a single-page summary of three things learned during class that will be used when returning home.

## ACTIVITY 7.1

### Rubric for Assessment Tool

Directions: For each of these assessment areas in the left column, rate each on a scale from zero to 10 points. Place an “X” through one of the five point value areas (columns three to seven). Subtotal at the bottom and then place the total number of points in the box at the lower left of the table. Transfer this score to the student’s summary course evaluation record.

Assessment Area	Total Point Value	No Points	Poor (4 points)	Fair (6 points)	Good (8 points)	Excellent (10 points)
Introduced self, articulated your current role, and described your service area.	10	Did not attempt section.	Insufficiently explained role and failed to describe community response area.	Partially explained role and partially described community response area.	Satisfactorily explained role and described community response area.	Thoroughly explained role and described community response area.
Explained why team was called together.  Provided a clear overview of what strategic community risk reduction is, why it is important, how it ties into the mission of our department as a whole, and where your station fits into the process of Whole Community Integrated Risk Management.	10	Did not attempt section.	Insufficiently described why the team was called together.  Insufficiently provided a clear overview of what community risk reduction is, why it is important, how it ties into the mission of our department as a whole, and where your station fits into the process.	Partially described why the team was called together.  Partially provided a clear overview of what community risk reduction is, why it is important, how it ties into the mission of our department as a whole, and where your station fits into the process.	Satisfactorily described why the team was called together.  Satisfactorily provided a clear overview of what community risk reduction is, why it is important, how it ties into the mission of our department as a whole, and where your station fits into the process.	Thoroughly described why the team was called together.  Thoroughly provided a clear overview of what community risk reduction is, why it is important, how it ties into the mission of our department as a whole, and where your station fits into the process.
Articulated the benefits of performing strategic risk reduction to the station, department at large and community.	10	Did not attempt section.	Insufficiently articulated the benefits of performing strategic community risk reduction to the station, department at large and the community.	Partially articulated the benefits of performing strategic community risk reduction to the station, department at large and the community.	Satisfactorily articulated the benefits of performing strategic community risk reduction to the station, department at large and the community.	Thoroughly articulated the benefits of performing strategic community risk reduction to the station, department at large and the community.

<p>Explained what you learned about your service area through the pre-course assignment. Summarized the knowledge you gained about the demographics, people, cultures and risks that are present in your service area.</p>	10	Did not attempt section.	<p>Insufficiently explained what you learned about your service and through the pre-course assignment. Summarized the knowledge you gained about the demographics, people, cultures and risks that are present in your service area.</p>	<p>Partially explained what you learned about your service and through the pre-course assignment. Summarized the knowledge you gained about the demographics, people, cultures and risks that are present in your service area.</p>	<p>Satisfactorily explained what you learned about your service and through the pre-course assignment. Summarized the knowledge you gained about the demographics, people, cultures and risks that are present in your service area.</p>	<p>Thoroughly explained what you learned about your service and through the pre-course assignment. Summarized the knowledge you gained about the demographics, people, cultures and risks that are present in your service area.</p>
<p>Explained the risk issue you are proposing that the station should address, and provided a clear justification of how/why you came to this decision. Created a sense of urgency for action. Developed a problem statement and goal.</p>	10	Did not attempt section.	<p>Insufficiently explained the risk issue you are proposing that the station should address, and provided a clear justification of how/why you came to this decision. Created a sense of urgency for action. Developed a problem statement and goal.</p>	<p>Partially explained the risk issue you are proposing that the station should address, and provided a clear justification of how/why you came to this decision. Created a sense of urgency for action. Developed a problem statement and goal.</p>	<p>Satisfactorily explained the risk issue you are proposing that the station should address, and provided a clear justification of how/why you came to this decision. Created a sense of urgency for action. Developed a problem statement and goal.</p>	<p>Thoroughly explained the risk issue you are proposing that the station should address, and provided a clear justification of how/why you came to this decision. Created a sense of urgency for action. Developed a problem statement and goal.</p>
<p>Summarized your action plan to begin addressing the risk issue and how the station will be involved in addressing the risk. Incorporated as many of the five E's as possible.</p>	10	Did not attempt section.	<p>Insufficiently summarized your action plan to begin addressing the risks and how the station will be involved in addressing the risk. Incorporated as many of the five E's as possible.</p>	<p>Partially summarized your action plan to begin addressing the risks and how the station will be involved in addressing the risk. Incorporated as many of the five E's as possible.</p>	<p>Satisfactorily summarized your action plan to begin addressing the risks and how the station will be involved in addressing the risk. Incorporated as many of the five E's as possible.</p>	<p>Thoroughly summarized your action plan to begin addressing the risks and how the station will be involved in addressing the risk. Incorporated as many of the five E's as possible.</p>

Summarized how your team could go about engaging the community in the process, taking into consideration various populations represented in the service area.	10	Did not attempt section.	Insufficiently summarized how your team could go about engaging the community in the process, taking into consideration various populations represented in the service area.	Partially summarized how your team could go about engaging the community in the process, taking into consideration various populations represented in the service area.	Satisfactorily summarized how your team could go about engaging the community in the process, taking into consideration various populations represented in the service area.	Thoroughly summarized how your team could go about engaging the community in the process, taking into consideration various populations represented in the service area.
Summarized how you will measure success to show your supervisor the plan is making a difference.	10	Did not attempt section.	Insufficiently summarized how you will measure success to show your supervisor the plan is making a difference.	Partially summarized how you will measure success to show your supervisor the plan is making a difference.	Satisfactorily summarized how you will measure success to show your supervisor the plan is making a difference.	Thoroughly summarized how you will measure success to show your supervisor the plan is making a difference.
Summarized presentation and what you are asking for today.  Include your vision for a safer, healthier, more prepared and resilient service area.	10	Did not attempt section.	Insufficiently summarized presentation and what you are asking for today.	Partially summarized presentation and what you are asking for today.	Satisfactorily summarized presentation and what you are asking for today.	Thoroughly summarized presentation and what you are asking for today.
Offered potential solutions to any challenge internal or external.  Submitted executive summary and three things learned through course.	10	Did not attempt section.	Insufficiently offered potential solutions to any challenge internal or external.  Failed to submit executive summary and three things learned.	Partially offered potential solutions to any challenge internal or external.  Partially completed the summary.  Less than three things learned in class submitted.	Satisfactorily offered potential solutions to any challenge internal or external.  Satisfactorily completed the summary.  Provided three things learned in class.	Thoroughly offered potential solutions to any challenge internal or external.  Thoroughly completed executive summary and provided three things learned in class.
<b>Total Points</b>	100					