



R0506

Dear National Fire Academy Student:

Congratulations on your acceptance into the U.S. Fire Administration's National Fire Academy's (NFA's) *Executive Planning* (R0506) course. This course is designed to meet the needs of fire chiefs and senior department staff. 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 prepare the manager of a department to make decisions regarding the 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 **seven** things before coming to Emmitsburg:

- 1) Obtain a copy of the text: *Applied Strategic Planning: An Introduction*, (ISBN-0787988529), T. Noland, L. Goodstein, J. Goodstein, J.W. Pfeiffer; 2nd edition, McGraw-Hill, Inc.
 - a. Reach 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; A. Wiley Co.
- 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 regards 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 regards 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 who you met with. Bring to the first day of class 5 copies of your narrative.

- 6) Complete the MS Project® Tutorial. To access the tutorial, please click on the following link: www.usfa.fema.gov/ax/staff/heilig/r0506/index.shtm or, copy and paste the link into your browser's address window.
- 7) Review the Winchester Virginia Downtown Strategic Plan which may be accessed by following this link http://www.winchesterva.gov/sites/default/files/documents/cite-news/winchester_121213_sp_2013-2018-2028_cover_1-3-13.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.

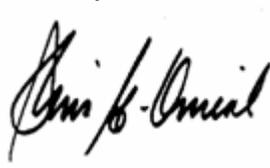
It is important to note that this is a 2-week class, and the first day of class will begin on Monday at approximately 8 a.m. Subsequent classes will meet daily from 8 a.m. to 5 p.m. with graduation occurring on the second Friday at 8 a.m. Evening classes may be required.

End-of-class graduation ceremonies are an important part of the course and you are expected to attend. Please do not make any travel arrangements to leave campus until after you and your classmates graduate.

Increasing numbers of students and instructors are bringing laptop computers to campus. You alone are responsible for the security and maintenance of your equipment. The Academy cannot provide you with computer software, hardware, or technical support to include disks, printers, scanners, etc. There are a limited number of 120 Volt AC outlets in the classrooms. A Student Computer Lab is located in Building D and is available for all students to use. It is open daily with technical support provided in the evenings. This lab uses Windows XP and Office 2007 as the software standard.

Should you need additional information related to course content or requirements, please feel free to contact Ms. Colleen Heilig, Planning and Information Management Training Specialist at (301) 447-1613 or email at Colleen.Heilig@fema.dhs.gov.

Sincerely,

A handwritten signature in black ink, appearing to read "Denis Onieal", enclosed in a thin black rectangular border.

Dr. Denis Onieal, Superintendent
National Fire Academy
U.S. Fire Administration