

Course: Strategic and Operational Planning

Course & Section: FES 3720

Credit Hours: 3

Session: Fall 2019

**** On-line**

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Office Hours: Mon 9 am – 10 am Wed 9 am – 10 am. You can email me any time.

**Course Website: <http://lss.at.ufl.edu>

** Course Communications: There is a General Discussion tab that can be used, or send me an email through the course email.

**Additional Resources: Use resources on the course site under the Resource tab

**Course Description: FES3720: An examination of strategic and operational planning in fire and emergency services. The aim is to identify and analyze an existing organizational strategic plan that includes budgeting and resource allocation, identify and analyze an existing operational plan, and identify the process for implementation of operational plans, hazard mitigation plans, emergency operation plans, incident action plans, and implementation, including positive and negative forces. This course will also present the practical elements of comprehensive Strategic planning in a managerial system, the role of planning in growth management and the application of strategic planning to public issue decision-making. It will illustrate the relationship between public safety planning and the delivery of public services.

** How This Course Relates to the Student Learning Outcomes in the FIRE emergency services program: *Identify and evaluate organizational problems associated with fire and emergency services.* Demonstrate strong verbal and written communication skills for leadership in fire and emergency services.

****Teaching Philosophy:** I am looking for students to demonstrate a working knowledge of the subject. You need to be creative when you complete your assignments but maintain a professional appearance of your work. Your work needs to be complete and in such a manner that someone can pick up your document and understand what you are trying to convey. And most of all your work needs to be supported with research and cited in properly in APA format.

****Instructional Methods:** The course is designed for individual and group interactivity. It is important to post and respond to discussion questions in the course within the time frame allotted. This provides a learning environment by networking with other students in the course. The assignments are individual base to give you the opportunity to do a variety of activities, in many cases, similar to what you will be doing in role as a leader in the emergency services profession.

Course Policies:

Attendance Policy: The course is designed in module format. You should check the site at least once a week. You are required to complete the assignments including discussion questions within the time period designated on the module. There will be meetings set up throughout the course. *Requirements for class attendance and make-up exams, assignments, and other work in this course are consistent with university policies that can be found in the online catalog at: <https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>.*

****Quiz/Exam Policy:** There is a final project for this course. There are no exams or quizzes.

Make-up Policy: *You must contact me if you are going to be late on any assignment to receive credit.*

****Assignment Policy:** All assignments have a due date. Please be sure to check the date and time it is due in each module.

****Course Technology:** Class meetings will require a web camera and mic/audio. If you are not able to use a web camera you will need to at least provide audio/mic, you can call in on a phone also.

UF Policies:

University Policy on Accommodating Students with Disabilities: Students requesting accommodation for disabilities must first register with the Dean of Students Office ([http \(Links to an external site.\)Links to an external site.:// \(Links to an external site.\)Links to an external](#)

[site.www \(Links to an external site.\)](#)[Links to an external site.. \(Links to an external site.\)](#)[Links to an external site.ds \(Links to an external site.\)](#)[Links to an external site.o \(Links to an external site.\)](#)[Links to an external site.. \(Links to an external site.\)](#)[Links to an external site.ufl \(Links to an external site.\)](#)[Links to an external site.. \(Links to an external site.\)](#)[Links to an external site.edu \(Links to an external site.\)](#)[Links to an external site./ \(Links to an external site.\)](#)[Links to an external site.drc \(Links to an external site.\)](#)[Links to an external site./ \(Links to an external site.\)](#)[Links to an external site.](#)). The Dean of Students Office will provide documentation to the student who must then provide this documentation to the instructor when requesting accommodation. You must submit this documentation prior to submitting assignments or taking the quizzes or exams. Accommodations are not retroactive, therefore, students should contact the office as soon as possible in the term for which they are seeking accommodations.

University Policy on Academic Misconduct: Academic honesty and integrity are fundamental values of the University community. Students should be sure that they understand the UF Student Honor Code at [http \(Links to an external site.\)](http://www.dso.ufl.edu/sccr/process/student-conduct-honor-code/)[Links to an external site.:// \(Links to an external site.\)](#)[Links to an external site.www \(Links to an external site.\)](#)[Links to an external site.. \(Links to an external site.\)](#)[Links to an external site.dso \(Links to an external site.\)](#)[Links to an external site.. \(Links to an external site.\)](#)[Links to an external site.ufl \(Links to an external site.\)](#)[Links to an external site.. \(Links to an external site.\)](#)[Links to an external site.edu \(Links to an external site.\)](#)[Links to an external site./ \(Links to an external site.\)](#)[Links to an external site.students \(Links to an external site.\)](#)[Links to an external site.. \(Links to an external site.\)](#)[Links to an external site.php \(Links to an external site.\)](#)[Links to an external site..](#)

****Netiquette: Communication Courtesy:** All members of the class are expected to follow rules of common courtesy in all email messages, threaded discussions and chats. [Describe what is expected and what will occur as a result of improper behavior] [http://teach.ufl.edu/docs/NetiquetteGuideforOnlineCourses.pdf \(Links to an external site.\)](http://teach.ufl.edu/docs/NetiquetteGuideforOnlineCourses.pdf)[Links to an external site.](#)

**** UF's honesty policy**

UF students are bound by The Honor Pledge which states, "We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honor and integrity by abiding by the Honor Code. On all work submitted for credit by students at the University of Florida, the following pledge is either required or implied: "On my honor, I have neither given nor received unauthorized aid in doing this assignment." The Honor Code ([http://www.dso.ufl.edu/sccr/process/student-conduct-honor-code/ \(Links to an external site.\)](http://www.dso.ufl.edu/sccr/process/student-conduct-honor-code/)[Links to an external site.](#)) specifies a number of behaviors that are in violation of this code and the possible sanctions. Furthermore, you are obliged to report any condition that facilitates academic misconduct to appropriate personnel. If you have any questions or concerns, please consult with the instructor of in this class.

GatorEvals Course Evaluation

“Students are expected to provide professional and respectful feedback on the quality of instruction in this course by completing course evaluations online via GatorEvals. Guidance on how to give feedback in a professional and respectful manner is available at <https://gatorevals.aa.ufl.edu/students/>. Students will be notified when the evaluation period opens, and can complete evaluations through the email they receive from GatorEvals, in their Canvas course menu under GatorEvals, or via <https://ufl.bluera.com/ufl/>. Summaries of course evaluation results are available to students at <https://gatorevals.aa.ufl.edu/public-results/>.”

Getting Help:

For issues with technical difficulties for E-learning in Sakai, please contact the UF Help Desk at:

- Learning-support@ufl.edu
- (352) 392-HELP - select option 2
- <https://lss.at.ufl.edu/help.shtml>

** Any requests for make-ups due to technical issues MUST be accompanied by the ticket number received from LSS when the problem was reported to them. The ticket number will document the time and date of the problem. You MUST e-mail your instructor within 24 hours of the technical difficulty if you wish to request a make-up.

Other resources are available at <http://www.distance.ufl.edu/getting-help> for:

- Counseling and Wellness resources
- Disability resources
- Resources for handling student concerns and complaints
- Library Help Desk support

Should you have any complaints with your experience in this course please visit <http://www.distance.ufl.edu/student-complaints> to submit a complaint.

Grading Policies:

The grade is based on a point system. You divide the total number of earned points into the total amount of points available to determine your grade. A grading rubric for the final project is under the Resource Tab on the course.

Assignment	Points or percentage
Grading Discussion Participation – 15 points each discussion	105 points
Homework Assignments – 10 points each assignment	70 points
Final Group Project - comprehensive and applied	100 points
Total Grade	275 points

Grading Scale

<https://catalog.ufl.edu/ugrad/current/regulations/info/grades.aspx>

A = 93.0 to 100%	C = 73.0 to 76.9
A- = 90.0 to 92.9	C- = 70.0 to 72.9
B+ = 87.0 to 89.9	D+ = 67.0 to 69.9
B = 83.0 to 86.9	D = 63.0 to 66.9
B- = 80.0 to 82.9	D- = 60.0 to 62.9
C+ = 77.0 to 79.9	F = below 60

Tentative course schedule:

Strategic Planning 1

	Introduction – online post
Week 1	Read Syllabus and review course content
	READ: If the links do not open for reading, you must open the links in a new window, that way each will open
Week of Aug. 19, 2019	<ul style="list-style-type: none"> • The Homeland Security Digital Library (HSDL) • http://www.fema.gov/response-directorate • https://www.fema.gov/office-response-and-recovery • http://www.fema.gov/logistics-management-directorate • http://www.fema.gov/grant-programs-directorate

Do: Complete weekly discussion activities

Week 2	Strategic Planning 2
	Read and Review:

- Week of Aug. 26, 2019
- <http://www.fema.gov/national-continuity-programs>
 - <http://www.fema.gov/national-preparedness-directorate>
 - <http://www.fema.gov/region-ii>- NJ,NY, PR, VI
 - **Textbook - Chapter 1, pp 3 - 40**

Do: Complete weekly discussion activities

Strategic Planning 3

Week 3
Read and Review:

- Week of Sept. 2, 2019
- <http://www.fema.gov/grant-programs-directorate>
 - <http://www.fema.gov/national-continuity-programs>
 - <http://www.fema.gov/national-preparedness-directorate>
 - <http://www.fema.gov/region-ii>- NJ,NY, PR, VI
 - **Textbook - Chapter 2, pp 41 - 80**

Do: Complete weekly discussion activities

Strategic Planning 4

Week 4
Read and Review:

- <http://www.fema.gov/hazus/hazus-multi-hazard-overview>
- <http://www.fema.gov/floodplain-management>
- <http://www.fema.gov/multi-hazard-mitigation-planning>
- <http://community.fema.gov/connect.ti/readynpm/grouphome>
- **Textbook - Chapter 3 - pp. 83 - 116**

Do: Complete weekly discussion activities

Note: The Professor will assign Groups for the group project and Notify students of their groups

Strategic Planning 5

Week 5
Read and Review:

- Week of Sept. 16, 2019
- <http://www.fema.gov/national-preparedness-report>
 - For a copy of the full report, visit: <http://www.fema.gov/national-preparedness-report>
 - list of preferred academic journals link: <http://ezproxy.umuc.edu/login?url=http://www.degruyter.com/jhsem> or from the [Cybersecurity guide](#).
 - <http://www.portal.state.pa.us/portal/server.pt?open=512&objID=4625&&PageID=472614&mode=2>
 - <http://www.perry200.com/events/index.php?eID=7>

- <http://www.training.fema.gov/EMI/>
- **Textbook - Chapter 4 - pp. 117 - 149**

Do: Complete weekly discussion activities

Strategic Planning 6

Week
6

Read and Review:

- Week of Sept. 23, 2019
- <http://www.glendaleca.gov/home/showdocument?id=500>
 - <http://www.iafc.org/files/1VCOS/VCOSstrategicPlan.pdf>
 - <http://www.usfa.fema.gov/pdf/efop/efo37327.pdf>
 - <http://www.lincoln.ne.gov/city/police/pdf/stratplan.pdf>
 - **Textbook - Chapter 5 - pp. 150 - 184**

Do: Complete weekly discussion activities

Due: Short Critical Analysis Paper Due: September 29, 2019

Week
7

Strategic Planning 7

Read and Review:

Week of Sept. 30, 2019

- <http://training.fema.gov/EMIWeb/emischool/EL361Toolkit/assets/SamplePlan.pdf>
- **Textbook - Chapter - 6 - pp. 185 - 218**

Do: Complete weekly discussion activities

Strategic Planning 8

Week
8

Read and Review:

- Week of Oct. 7, 2019
- Baton Rouge, LA <http://brgov.com/dept/oep/plan.asp>
 - Honolulu, HI <http://www.leeward.hawaii.edu/adminservices-emergency-plan>
 - University of Missouri @ Kansas City, <http://www.umkc.edu/umkcalert/EOPonline.pdf>
 - **Textbook - Chapter - 7 - pp. 219 - 270**

Do: Complete weekly discussion activities

Strategic Planning 9

Week
9

Read and Review:

Week of Oct. 14, 2019

<http://training.fema.gov/EMIWeb/edu/docs/nimsc2/NIMS%20-%20Lab%2010%20-%20Handout%2010-13-Hospital%20EOP.pdf>

- <http://nmdhsem.sks.com/uploads/navigation/NMEOP/NM%20Emergency%20Operations%20Plan.pdf>
- <http://www.bernco.gov/upload/images/bernalillo%20county%20base%20EOP.pdf>
- <http://www.floridadisaster.org/documents/CEMP/2010/2010%20State%20CEMP%20Basic%20Plan.pdf>
- <http://training.fema.gov/EMIWeb/edu/docs/nimsc2/NIMS%20-%20Lab%2010%20-%20Handout%2010-13-Hospital%20EOP.pdf>
- **Textbook - Chapter - 8 - pp. 271 - 285**

Do: Complete weekly discussion activities

Read and Review:

Due: Analytical Paper Due: **October 20, 2019**

Strategic Planning 10

Week of Oct. 21, 2019

Read and Review:

- Montgomery County, MD: <http://www6.montgomerycountymd.gov/content/homelandsecurity/pdfs/eopl.pdf>
- Baton Rouge, LA <http://brgov.com/dept/oep/plan.asp>
- Honolulu, HI <http://www.leeward.hawaii.edu/adminservices-emergency-plan>
- University of Missouri @ Kansas City, <http://www.umkc.edu/umkcalert/EOPonline.pdf>
- **Textbook - Chapter 9 and 10 - 286 - 351**

Do: Complete weekly discussion activities

Strategic Planning 11

Week of Oct. 28, 2019

Read and Review:

http://mema.maryland.gov/prepared/Documents/The_State_of_Maryland_Emergency_Operations_Plan_26Aug09.pdf

- <http://nmdhsem.sks.com/uploads/navigation/NMEOP/NM%20Emergency%20Operations%20Plan.pdf>
- <http://www.bernco.gov/upload/images/bernalillo%20county%20base%20EOP.pdf>
- **Textbook - Chapter 11 - pp. 355 - 382**

Do: Complete weekly discussion activities

Strategic Planning 12

Week **Read and Review:**
12

. <http://www.floridadisaster.org/documents/CEMP/2010/2010%20State%20CEMP%20Basic%20Plan.pdf>

Week
of
Nov.
4,
2019

. <http://training.fema.gov/EMIWeb/edu/docs/nimsc2/NIMS%20-%20Lab%202010%20-%20Handout%2010-13-Hospital%20EOP.pdf>

- Textbook - Chapter 12 - pp. 383 - 401

Do: Complete weekly discussion activities

Due: Short Critical Analysis: Due November 4, 2019

Strategic Planning 13

Week **Read and Review:**
13

. <http://training.fema.gov/EMIWeb/edu/docs/nimsc2/NIMS%20-%20Lab%202010%20-%20Handout%2010-13-Hospital%20EOP.pdf>

Week
of
Nov.
11,
2019

- <http://nmdhsem.sks.com/uploads/navigation/NMEOP/NM%20Emergency%20Operations%20Plan.pdf>
- <http://www.bernco.gov/upload/images/bernalillo%20county%20base%20EOP.pdf>
- <http://www.floridadisaster.org/documents/CEMP/2010/2010%20State%20CEMP%20Basic%20Plan.pdf>
- Textbook - Review all of the Resource Section - pp. 405 - 491

Do: Complete weekly discussion activities

Strategic Planning 14

Week
14

Read and Review:

Week **Read and Review your Group Assignment before you submit it**
of N

ov.
18,
2019

Course Wrap up

Read and Review your Group Assignment before you submit it.

Do: Complete weekly discussion activities

Group Project Due: Due November 24, 2019

