



Initial Incident Command (2020)

Course Plan

Course Details

Certification:	Fire Officer 2
CTS Guide:	Fire Officer 2 CTS Guide (2020)
Description:	This course provides the skills and knowledge needed for a Fire Officer 2 to safely, effectively, and competently acquire foundational skills and carry out initial actions, initial incident action planning, incident operations, and post-incident activities at an initial Type 4 incident.
Designed For:	Personnel preparing to pursue Fire Officer 2 certification or anyone who performs the duties of a Fire Officer 2 within their agency.
Prerequisites:	Meet one of the following requirements: <ul style="list-style-type: none">• OSFM Fire Fighter 2 certification (any version)• Currently in the position of Company Officer or Fire Officer 2 (acting does not apply) Fire Officer 2A: Human Resource Management (SFT) ICS-200.B: Incident Command System for Single Resources and Initial Action Incidents S-290 Intermediate Fire Behavior (SFT-approved delivery model)
Standard:	Complete all required activities and formative tests. Complete all summative tests with a minimum score of 80%.
Hours (Total):	54 hours (20 lecture / 24 application and testing (in class) / 10 application (CTB time, outside of class))
Maximum Class Size:	25
Instructor Level:	SFT Fire Officer 2C Registered Instructor
Instructor/Student Ratio:	1:25 (lecture)
Restrictions:	None
SFT Designation:	CFSTES

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Required Resources

Instructor Resources

To teach this course, instructors need:

- One of the following textbooks with accompanying tool kit and test bank:
 - *Fire and Emergency Services Company Officer* (IFSTA, 6th edition, 2019)
 - *Fire Officer: Principles and Practice* (Jones & Bartlett Learning, 4th edition, 2020)
- *FIRESCOPE Field Operations Guide ICS 420-1 (FOG Manual)*
- *Incident Response Pocket Guide* (NWCG, current edition)
- *S-200 Instructor Guide: Initial Attack Incident Commander* (NWCG)

Additional Resources (recommended):

- NFPA 1600: Standard on Continuity, Emergency, and Crisis Management (current edition)
- *Fireline Handbook* (NWCG (NFES 0065), current edition)
- *CAL FIRE Wildland Urban Interface Operating Principles*
- *S-200 Instructor Guide: Initial Attack Incident Commander* (NWCG, CD-ROM)
- [Training.fsri.org](https://www.fsri.org) – There are a lot of educational videos that support this course

Online Instructor Resources

The following instructor resources are available online at <https://osfm.fire.ca.gov/what-we-do/state-fire-training/professional-certifications>

- None

Student Resources

To participate in this course, students need:

- Required textbook chosen by the instructor
- *FIRESCOPE Field Operations Guide ICS 420-1 (FOG Manual)*
- *Incident Response Pocket Guide* (NWCG, current edition)
- A printed copy of the Fire Officer 2 Certification Task Book (2020)
- Access to a computer and printer

Facilities, Equipment, and Personnel

Facilities

The following facilities are required to deliver this course:

- Standard learning environment or facility, which may include:
 - Writing board or paper easel chart with markers, erasers, etc.
 - Projector, screen, amplification devices
 - Laptop or tablet with presentation or other viewing software
 - Internet access with appropriate broadband capabilities
 - Scenario-based software

Time Table

Segment	Lecture	Application (Classroom)	Application (Hybrid - JPRS)	Unit Total
Unit 1: Introduction				
Topic 1-1: Orientation and Administration	0.5	0.5	0.0	
Topic 1-2: Fire Officer 2 Certification Process	0.5	0.0	0.0	
Topic 1-3: Definition of Duty for a Fire Officer 2	0.5	0.0	0.0	
Unit 1 Totals	1.5	0.5	0.0	2.0
Unit 2: Foundational Skills				
Topic 2-1: Leaderships and Communication	1.0	0.5	0.0	
Topic 2-2: Awareness, Decision Making, and Risk	1.0	0.5	0.0	
Topic 2-3: Ensuring Overall Readiness	0.5	0.5	1.0	
Topic 2-4: Verifying Personnel Qualifications	0.25	0.5	0.0	
Topic 2-5: Preparing a Written Report	0.25	0.5	1.0	
Topic 2-6: Producing Standard Operational Plans	0.5	1.0	2.0	
Topic 2-7: Incident Dynamics and Command Principles	1.0	1.0	0.0	
Unit 2 Totals	4.5	4.5	4.0	13.0
Unit 3: Initial Actions				
Topic 3-1: Obtaining Complete Information from Dispatch	0.5	1.0	0.0	
Topic 3-2: Sizing Up an Incident	2.0	1.0	2.0	
Topic 3-3: Establishing an Initial Incident Command Post	0.5	1.0	0.0	
Unit 3 Totals	3.0	3.0	2.0	8.0
Unit 4: Incident Action Planning				
Topic 4-1: Developing and Initial Action Plan	2.0	1.0	2.0	
Topic 4-2: Implementing an Incident Action Plan	2.0	1.0	2.0	
Unit 4 Totals	4.0	2.0	4.0	10.0
Unit 5: Incident Operations				
Topic 5-1: Assigning Emergency Tasks or Responsibilities	1.0	1.0	0.0	
Topic 5-2: Analyzing Incident Resource Needs	1.0	1.0	0.0	
Topic 5-3: Deploying Incident Resources	1.0	1.0	0.0	
Topic 5-4: Providing for Logistical Needs	0.5	1.0	0.0	
Topic 5-5: Evaluating Changing Incident Conditions	0.5	1.0	0.0	
Topic 5-6: Responding to Requests for Incident Information	1.0	1.0	0.0	
Topic 5-7: Completing Incident Operations	0.5	1.0	0.0	
Topic 5-8: Transferring Command	0.5	1.0	0.0	

Unit 5 Totals	6.0	8.0	0.0	14.0
Unit 6: Post-Incident Analysis				
Topic 6-1: Completing Personnel and Equipment Records	0.25	0.5	0.0	
Topic 6-2: Preparing Incident Documentation	0.25	0.5	0.0	
Topic 6-3: Developing and Conducting a Post-Incident Analysis	0.5	1.0	0.0	
Unit 6 Totals	1.0	2.0	0.0	3.0
Formative Assessments				
Determined by AHJ or educational institution	0.0	2.0	0.0	2.0
Summative Assessment				
Determined by AHJ or educational institution	0.0	2.0	0.0	2.0
Course Totals				
	20.0	24.0	10.0	54.0

Fire Officer 2 is a lower division level program. For every hour of teaching time, students should anticipate two hours of outside work (reading, research, assignments, etc.).

The courses are designed to align with an academic calendar, spread across a semester or delivered in a hybrid model with onsite or synchronous classes and periods of independent or asynchronous work in between.

Time in class can include discussing, preparing for, and reviewing or presenting activities, but the time to complete activities will take place outside of the classroom.

Activities may take longer to complete than the 1:2-hour time ratio documented in the course plan as the activities are intended to meet task book sign off requirements.

Time Table Key

1. The Time Table documents the amount of time estimated to deliver the content included in the course plan.
2. Time is documented using the quarter system: 15 min. = .25 / 30 min. = .50 / 45 min. = .75 / 60 min. = 1.0.
3. The Course Totals do not reflect time for lunch (1 hour) or breaks (10 minutes per each 50 minutes of instruction or assessment). It is the instructor’s responsibility to add this time based on the course delivery schedule.
4. Application (activities, skills exercises, and formative testing) time will vary depending on the number of students enrolled. The Application time documented is based on the maximum class size identified in the Course Details section.

5. Summative Assessments are determined and scheduled by the authority having jurisdiction. These are not the written or psychomotor State Fire Training certification exams. These are in-class assessments to evaluate student progress and calculate course grades.

Unit 1: Introduction

Topic 1-1: Orientation and Administration

Terminal Learning Objective

At the end of this topic, a student will be able to identify facility and classroom requirements and identify course objectives, events, requirements, assignments, activities, skills exercises, resources, evaluation methods, and participation requirements in the course syllabus.

Enabling Learning Objectives

1. Identify facility requirements
 - Restroom locations
 - Food locations
 - Smoking locations
 - Emergency procedures
2. Identify classroom requirements
 - Start and end times
 - Breaks
 - Electronic device policies
 - Special needs and accommodations
 - Other requirements as applicable
3. Review course syllabus
 - Course objectives
 - Calendar of events
 - Course requirements
 - Student evaluation process
 - Assignments
 - Activities
 - Required student resources
 - Class participation requirements

Discussion Questions

1. Determined by instructor

Application

1. Determined by instructor

Topic 1-2: Fire Officer 2 Certification Process

Terminal Learning Objective

At the end of this topic a student will be able to identify the requirements for Fire Officer 2 certification and describe the certification task book and examination process.

Enabling Learning Objectives

1. Identify the levels of certification in the Fire Officer certification track
 - Fire Officer 2 (formerly Company Officer)
 - Fire Officer 3 (formerly Chief Fire Officer)
 - Fire Officer 4 (formerly Executive Chief Fire Officer)
2. Identify the prerequisites for Fire Officer 2 certification
 - Candidate has completed one of the following prerequisites
 - OSFM Fire Fighter 2 certification (any version)
 - Appointment to the rank of Company Officer or Fire Officer 2 (acting does not apply)
3. Identify the course work required for Fire Officer 2 certification
 - Fire Officer 2A: Human Resource Management (2020) or Company Officer 2A: Human Resource Management for Company Officers (2014)
 - Fire Officer 2B: Administration and Community Risk Reduction (2020) or Company Officer 2B: General Administrative Functions for Company Officers (2014) and Company Officer 2C: Fire Inspections and Investigations for Company Officers (2014)
 - Fire Officer 2C: Initial Incident Command (2020) or Company Officer 2D: All-Risk Command Operations for Company Officers (2014) and Company Officer 2E: Wildland Incident Operations for Company Officers (2014) and S-200 Initial Attack Incident Commander (NWCG)
 - ICS-200.B: Incident Command System for Single Resources and Initial Action Incidents (FEMA)
 - S-290: Intermediate Wildland Fire Behavior (NWCG – in person course only)
 - Instructor I: Instructional Methodology (SFT)
 - Behavioral Health and Cancer Prevention 2A (SFT)
4. Identify the exams requirements for Fire Officer 2 certification
 - Not applicable
5. Identify the task book requirements for Fire Officer 2 certification
 - Fire Officer 2 Certification Task Book (2020)
6. Identify the experience requirements for Fire Officer 2 certification
 - A minimum of two years' full-time paid or four years' volunteer of part-time paid experience working at the Fire Fighter 2 level in a recognized California fire agency
7. Identify the position requirements for Fire Officer 2 certification
 - None
8. Describe the certification task book process
9. Describe the certification testing process
 - Not applicable
 - All formative and summative testing is completed in individual courses

10. Describe how to develop a course assignment portfolio

- Course assignments are designed to meet Task Book requirements
- Meet with Fire Chief or authorized designee to determine assignment parameters and discuss expectations for JPR sign off
 - Task book activities should fulfill the JPRs while meeting AHJ needs and advancing the participant's agency
 - Activities should ideally be completed within the work environment
- Describe how to develop effective portfolio documentation such as:
 - Spreadsheets
 - Memos
 - Staff reports
 - Incident-related documents (IAP, ICS-225 Evaluation Form, etc.)

Discussion Questions

1. Which SFT Fire Officer 2 Task Book (2020) job performance requirements are associated with this course?
2. When would you use an email versus a memo?

Application

1. Have students print their Fire Officer 2 Certification Task book and initiate a conversation with their Fire Chief or authorized designee.

Instructor Notes

1. Make sure students understand expectations for task book sign offs and course assignment submissions.
2. Be prepared to provide quality feedback on all submitted assignments.
3. Throughout the course, use different incident scenarios (i.e., simple structure fire, hazmat, boat incident, vehicle incident, active shooter, etc.) to teach the topics. Students should repeat the incident processes (i.e., dispatch, size up, IAP, etc.) for each scenario type to practice their skills in different situations. The final scenario that incorporates all topics must be a multi-unit wildland or wildland/urban interface (WUI) fire to meet the embedded Wildland Fire Officer I (NFPA) and Initial Attack Incident Commander (NWCG) job performance requirements.

CTS Guide: None

Topic 1-3: Definition of Duty for a Fire Officer 2

Terminal Learning Objective

At the end of this topic a student, given NFPA 1021 and NFPA 1140 standards will be able to identify the prerequisite qualifications and emergency service delivery and wildland preparedness, mobilization, and suppression duties of a Fire Officer 2, in accordance with national, state, and local standards.

Enabling Learning Objectives

1. Identify the prerequisite qualifications of a Fire Officer 2
 - Fire Officer Level I certification as defined in NFPA 1021
 - The ability to describe
 - Current national and international trends and developments related to fire service organization, management, and administrative principles
 - Public and private organizations that support the fire and emergency services and the functions of each
2. Identify the prerequisite qualifications of a Wildland Fire Officer I
 - Authority and responsibility of coordinating jurisdictional agencies
 - Formal and informal agreements between jurisdictional agencies
 - Incident management system used by the jurisdiction
 - The Wildland Fire Officer I role with the incident management system
3. Identify the emergency services delivery duties of an NFPA Fire Officer I and II
 - Supervising single-unit and multi-unit emergency operations
 - Conducting pre-incident planning
 - Deploying assigned resources in accordance with the local emergency plan
4. Identify the wildland preparedness, mobilization, and suppression duties of an NFPA Wildland Fire Officer I
 - Mobilization
 - Collect AHJ dispatch information
 - Assemble assigned resources
 - Travel to designated location
 - Check in
 - Suppression
 - Supervision of a single resource involved in wildland fire suppression
 - Assume command of initiation attack incident until relieved (if first on scene)
5. Describe a Fire Officer 2's role in
 - Initial attack
 - Incident Commander Type 4 (ICT4)
 - Other overhead or operational positions
 - Extended attack
 - Major fire/incident
 - Statewide ordering and mobilization process

Discussion Questions

1. Why are NFPA Fire Officer I and II standards combined into one SFT certification?

2. Why are Wildland Fire Officer I and NWCG S200 Initial Attack Incident Commander standards included in SFT's Fire Officer 2 certification?

Application

1. Determined by instructor

Instructor Notes

1. None

CTS Guide Reference: CTS 1-1, CTS 8-1, CTS 15-1

Unit 2: Foundational Skills

Topic 2-1: Leadership and Communication

Terminal Learning Objective

At the end of this topic a student, given an incident, will be able to lead and communicate so that incident objectives are met, and errors and accidents are minimized.

Enabling Learning Objectives

1. Describe “leadership”
 - Providing purpose, direction, and motivation for incident personnel working to accomplish difficult tasks under dangerous, stressful circumstances
 - Take charge of assigned resources
 - Motivate firefighters with a “can do safely” attitude
 - Demonstrate initiative by taking action in the absence of orders
 - Communicate by giving specific instructions and asking for feedback
 - Supervise at the scene of action
2. Describe the foundations of leadership
 - Duty (how you value your job)
 - Respect (how you value others)
 - Integrity (how you value yourself)
3. Describe command presence
 - Competent
 - Composed
 - Decisive
 - Self-confident
 - Goal oriented
4. Describe the leadership environment
 - Team
 - All levels of followers within framework
 - Different skill mixes and unique personality traits
 - Leader
 - Honest understanding of strengths, weaknesses, capabilities, and limitations
 - Task
 - High consequences
 - Time compression
 - Special skill needs
5. Describe leadership styles
 - A situationally dependent method and process for assuring that tasks are understood, supervised, and accomplished
 - Directing
 - Autocratic
 - Followers have minimal opportunity for decision-making and feedback
 - Delegating

- Followers have moderate to high level of decision-making responsibility and moderate feedback opportunity
- Participative
 - Followers are expected to provide ideas and may have high levels of decision-making responsibility
- 6. Describe leader's intent
 - Provides basis for subordinates to exercise initiative when unexpected opportunities or barriers arise
 - Developed at all levels
 - Components
 - Task = What is to be done?
 - Purpose = Why it is to be done?
 - End State = How it should look when done?
- 7. Describe communication responsibilities
 - Effective communication is best protection against errors and accidents in high-risk environments
 - Everyone (regardless of rank, rating, or position) has an obligation to communicate critical information
 - Brief others as needed
 - Debrief your actions
 - Communicate hazards to others
 - Acknowledge messages
 - Ask if you don't know
- 8. Communicate
- 9. Lead

Discussion Questions

1. How is leader's intent communicated?
2. What leadership style would you use on a routine incident?
3. How is command presence communicated through behavior?

Application

1. Lead and communicate, given an incident, so that incident objectives are met, and errors and accidents are minimized. Submit a completed ICS 225 (Incident Personnel Performance Rating). (Fire Officer 2 Task Book, JPR 26)

Instructor Notes

1. Refer to Operational Leadership in the *IRGP*.
2. This Application can be completed through Activity 3-1: Command an Initial Incident.

CTS Guide Reference: CTS 8-2

Topic 2-2: Awareness, Decision Making, and Risk

Terminal Learning Objective

At the end of this topic a student, given an incident, will be able to manage risk through effective situational awareness and decision-making so that incident objectives are met, and risks are minimized.

Enabling Learning Objectives

1. Describe situational awareness (SA)
 - Foundation of decision-making process
 - How well perception matches reality
 - Perception
 - Results from experiences, attitudes, and situational cues
 - Information gathering
 - Observation
 - Communication
 - Filtering and focusing
 - Distraction
 - First impressions
 - Establishes initial perception of incident
 - Feedback
 - Willingness to listen and act upon input
2. Describe the decision-making cycle
 - Recognize problem
 - Select option(s)
 - Decision point
 - Take action
 - Change
 - Update SA
 - Evaluate decisions
 - Adjust actions
3. Describe the risk management process
 - Assists in making operational decisions on an incident
 - Situation Awareness
 - Hazard assessment
 - Hazard control
 - Decision point
 - Evaluation
4. Use situational awareness
5. Make decisions
6. Manage risk

Discussion Questions

1. Why do personnel get injured on incidents?
2. How often should you update situational awareness?

3. What are the differences between a decision-making cycle and a risk management process?

Application

1. Manage risk through effective situational awareness and decision-making, given an incident, so that incident objectives are met, and risks are minimized. Document risks and implementation of the risk management process on an ICS 215A (Incident Action Plan Safety Analysis) form. (Fire Officer 2 Task Book, JPR 27)

Instructor Notes

1. Give students practice with “Go/No Go” decision-making scenarios.
2. This Application can be completed through Activity 3-1: Command an Initial Incident.

CTS Guide Reference: CTS 8-3

Topic 2-3: Ensuring Overall Readiness

Terminal Learning Objective

At the end of this topic a student, given AHJ standards, policies, and procedures, will be able to ensure overall readiness of assigned crew, vehicle(s), and equipment to maintain operational readiness.

Enabling Learning Objectives

1. Interpret AHJ standards, policies, and procedures
 - Wildland or operational pre-plans
 - Inter-agency standards
 - *Field Operations Guide* (FIRESCOPE)
 - *Incident Response Pocket Guide* (NWCG)
2. Identify components of an initial Incident Command Kit
 - IRPG
 - NWCG Incident Organizer
 - ICS forms
 - Fire report
3. Describe crew needs and capabilities
 - Physical fitness
 - Attitude and mindset
 - Capabilities and qualifications
4. Describe vehicle and equipment readiness
 - Vehicle kind and type capability
 - Equipment suitability and service readiness
5. Assess and determine capabilities and readiness
 - Crew
 - Vehicle(s)
 - Equipment

Discussion Questions

1. What are some ways that you can assess capabilities?
2. More than any other factor, what determines the capabilities of a given resource?

Application

1. Ensure overall readiness of assigned crew, vehicle, and equipment, given AHJ standards, policies, and procedures, so that operational readiness is maintained. Submit applicable AHJ forms (i.e., daily vehicle and equipment check-off sheet, red card or CICC qualifications card, unit staffing report, etc.). (Fire Officer 2 Task Book, JPR 48)

Instructor Notes

1. Discussion Question 2 – It's the people!

CTS Guide Reference: CTS 17-1

Topic 2-4: Verifying Personnel Qualifications

Terminal Learning Objective

At the end of this topic a student, given an assignment or task, will be able to verify the qualifications of assigned personnel so that individual fire fighter qualifications are appropriate, deficiencies are identified and reported, and corrective action is taken.

Enabling Learning Objectives

1. Interpret AHJ personnel policies, procedures, and qualifications standards
2. Describe qualification standards
 - CICC (California Incident Command Certification System)
 - NWCG 310-1 (National Wildland Coordinating Group)
 - NFPA 1021, 1140, and 1500
 - Cal OES *Field Operations Guide*
 - Resource Types and Minimum Standards
3. Describe evaluation methods
 - Production standards
 - Readiness exercises
 - Skill drills
 - Arduous physical fitness standards
4. Assess personnel qualifications for assignment in accordance with AHJ policies and procedures
 - Training levels
 - Experience
 - Fatigue
 - Health and wellness

Discussion Questions

1. Does your organization follow the performance guidelines laid out in NFPA 1140 and 1500?
2. What relationship exists between physical fitness and fatalities?
3. What is the difference between qualifications and capabilities?
4. What process does your AHJ follow if someone is not qualified to operate their assigned equipment?

Application

1. Verify the qualifications of assigned personnel, given an assignment or task, so that individuals' firefighter qualifications are appropriate, deficiencies are identified and reported, and corrective action is taken. Submit a memo that documents your crew's qualification status and justifies your conclusion. (Fire Officer 2 Task Book, JPR 45)

CTS Guide Reference: CTS 16-2

Topic 2-5: Preparing a Written Report

Terminal Learning Objective

At the end of this topic a student, given incident reporting data from the jurisdiction, will be able to prepare a written report so that the major causes for service demands are identified for various planning areas within the organization's service area.

Enabling Learning Objectives

1. Describe incident types
 - Single-family dwelling fires
 - Multiple-family dwelling fires
 - Commercial fires
 - Assembly fires
 - Mid-rise and high-rise fires
 - Multi-casualty incidents
 - Technical rescue
 - Hazardous materials incidents
 - Wildland/WUI
2. Describe how to interpret response data to identify reasons for service demands
3. Write clearly
4. Interpret response data correctly to identify reasons for service demands

Discussion Questions

1. What are some examples of community changes that would increase service demands?

Application

1. Prepare a written report, given incident reporting data from the jurisdiction, so that the major causes for service demands are identified for various planning areas within the organization's service area. Submit your written report. (Fire Officer 2 Task Book, JPR 42)

Instructor Notes

1. None

CTS Guide Reference: CTS 13-3

Topic 2-6: Producing Standard Operational Plans

Terminal Learning Objective

At the end of this topic a student, given an emergency incident requiring multi-unit operations; the current editions of NFPA 1600, NFPA 1700, NFPA 1710, and NFPA 1720; and AHJ-approved safety procedures, will be able to produce operational plans so that required resources and their assignments are obtained, plans are carried out in compliance with NFPA standards and approved safety procedures, resulting mitigation of the incident.

Enabling Learning Objectives

1. Interpret standard operating procedures
2. Interpret national, state/provincial, and local information resources available for emergency incident mitigation
3. Describe an Incident Management System
4. Identify the components of:
 - NFPA 1600: Continuity, Emergency, and Crisis Management
 - NFPA 1700: Guide for Structural Fire Fighting
 - NFPA 1710: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments
 - NFPA 1720: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments
5. Describe a personnel accountability system
6. Identify special considerations that impact incident management
 - Social/political
 - Environmental
 - Threatened and endangered species
 - Resource values to be protected
 - Incident recovery
 - Cultural
 - Wildfire use
 - Fire environment (resistance to control)
 - Fuels
 - Weather
 - Topography
 - Urban interface
 - Personnel welfare/fatigue
 - Contractors
 - Cost containment
 - Community risk reduction plan
7. Implement an incident management system
8. Communicate
9. Supervise and account for assigned personnel under emergency conditions
10. Serve in command staff and unit supervision positions within the IMS

Discussion Questions

1. What is the purpose of an operational plan?
2. What are the components of your department's operational plan?

Application

1. Produce operational plans, given an emergency incident requiring multi-unit operations; the current editions of NFPA 1600, NFPA 1700, NFPA 1710, and NFPA 1720; and AHJ-approved safety procedures, so that required resources and their assignments are obtained, plans are carried out in compliance with NFPA 1600, NFPA 1700, NFPA 1710, and NFPA 1720, and approved safety procedures resulting in the mitigation of the incident. Submit a proposed new or revised standard operating procedure or guideline using your AHJ format. (Fire Officer 2 Task Book, JPR 40)

Instructor Notes

1. None

CTS Guide Reference: CTS 13-1

Topic 2-7: Incident Dynamics and Command Principles

Terminal Learning Objective

At the end of this topic a student, given an incident, will be able to evaluate an incident based on its complexity so that current incident needs are met and incident potential is projected and communicated.

Enabling Learning Objectives

1. Identify elements of incident dynamics to determine proper resourcing including:
 - Incident type, size, and complexity
 - Type 5
 - Type 4
 - Type 3
 - Static vs. dynamic
 - Incident potential
2. Describe Type 4 incident characteristics
 - Incident usually limited to one operational period in the control phase
 - Mop-up may extend into multiple operational periods
 - Written incident action plan not required
 - Complete a documented operational briefing for all incoming resources
 - ICT4 manages ad hoc organization
 - ICS Command and General Staff positions are not activated
 - Primarily uses local resources
 - Single and multiple resources
 - Task forces and strike teams
3. Describe incident command responsibilities
 - All initial attack incident activities
 - Developing and implementing strategic decisions
 - Approving ordering and release of resources
 - Coordinating with other agencies, jurisdictions, and affected entities and organizations (including unified command)
4. Demonstrate principles of command to effectively manage an incident including risk assessment, data-driven and evidence-based tactical decision making, and command presence
 - Fundamentals of fire dynamics
 - Structure fire flow path, building construction, and geometry
 - Incident progression forecasting
 - Pre-incident planning
 - Emergency operations plans and procedures
 - Capabilities and resources including mutual aid
5. Describe leadership responsibilities in a dynamic environment
 - Maintain safety standards
 - Monitor incident conditions
 - Maintain span-of-control

- Monitor crew welfare
- Evaluate incident complexity
- Re-evaluate strategies, tactics, hazards

Discussion Questions

1. How are incidents typed?
2. What criteria is used to determine incident complexity?
3. How does incident complexity impact an Incident Commander's leadership?

Application

1. Evaluate an incident based on its complexity, given an incident, so that current incident needs are met and incident potential is projected and communicated. Submit an ICS 201 (Incident Briefing) form that projects incident potential. (Fire Officer 2 Task Book, JPR 50)

Instructor Notes

1. There are multiple Application activities that include submitting an ICS 201 form. Students do not need to complete all tasks on one form. They may submit multiple forms to accomplish these activities. Have students include the applicable Task Book JPR number(s) on each form.
2. This Application can be completed through Activity 3-1: Command an Initial Incident.

CTS Guide Reference: CTS 19-1

Unit 3: Initial Actions

Topic 3-1: Obtaining Complete Information from Dispatch

Terminal Learning Objective

At the end of this topic a student, given AHJ standard operating procedures, will be able to obtain complete information from AHJ dispatch to determine travel route, assignment, time needed, and point of contact.

Enabling Learning Objectives

1. Identify common information collection points
 - Pre-dispatch
 - Weather
 - Fire behavior
 - Available resources
 - Incident history
 - Burning index
 - Energy release component
 - Initial dispatch
 - Incident name
 - Radio frequencies
 - Location and jurisdiction
 - Access
 - Resources responding
 - Hazards and risks
 - During incident
 - Briefings
 - Situational awareness
 - Unit log
 - Dispatch
 - Weather and fire behavior
 - Ongoing situational awareness and risk management
2. Describe AHJ procedures for:
 - Dispatch
 - Order and request number
 - Response mode (planned vs. immediate vs. initial attack)
 - Reporting location and ground contact
 - Radio frequencies
 - Travel
 - Response/routes
 - Configuration (single resource vs. strike team)
 - En route emergency procedures
 - Accidents
 - Equipment breakdown
 - Logistics

- Response timing
 - Initial alarm/attack
 - Immediate need
 - Planned need
- 3. Describe response to incidents occurring under different jurisdictional authorities
 - Local
 - State
 - Federal

Discussion Questions

1. What are the response-time expectations for planned need, immediate need, and initial alarm/attack dispatches?
2. What is the importance of the order and request number?
3. How do local resource requests differ from Cal OES resource requests?

Application

1. Obtain complete information from AHJ dispatch, given AHJ standard operating procedures, so that travel route, assignment, time needed, and point of contact are determined. Submit an initiated ICS 201 (Incident Briefing) or 214 (Activity Log) form that contains all appropriate dispatch information. (Fire Officer 2 Task Book, JPR 49)

Instructor Notes

1. Be familiar with federal, state, and local incident qualifications and mutual aid.
2. This Application can be completed through Activity 3-1: Command an Initial Incident.

CTS Guide Reference: CTS 18-1

Topic 3-2: Sizing Up an Incident

Terminal Learning Objective

At the end of this topic a student, given incident information and AHJ policies and procedures, will be able to develop an initial report on conditions that communicates required incident information to the AHJ communications center and updates it as needed.

Enabling Learning Objectives

1. Interpret AHJ incident size-up requirements
2. Define “size up”
 - The continual evaluation of an incident to determine the course of action
3. Identify the purpose of size up actions
 - Develops a common operating picture
 - Provides basis for Plan of Action
4. Describe incident size up procedures
 - Location
 - Object
 - Structure
 - Vehicle
 - Wildland
 - Conditions
 - Incident size
 - Rate of spread
 - Immediate threats to life or property
 - Incident potential
 - Actions
 - Immediate actions being done by first-in unit
 - Assignments
 - Subsequent arriving units
 - Resources needed
 - Other considerations
 - Access
 - Terrain
 - Weather
 - Anticipated control problems
 - Cause (known, suspected)
 - Anticipated time of control
5. Identify and communicate relevant incident information
 - Initial radio report
 - Common operating picture
 - Resource request
 - Incident updates (CAN: conditions, actions, needs)

Discussion Questions

1. What elements go into a report on conditions?

Application

1. Develop an initial report on conditions, given incident information and AHJ policies and procedures, so that required incident information is communicated to the AHJ communications center and updated as needed. Submit an ICS 201 form that documents size-up conditions. (Fire Officer 2 Task Book, JPR 52)

Instructor Notes

1. This Application can be completed through Activity 3-1: Command an Initial Incident.

CTS Guide Reference: CTS 19-3

Topic 3-3: Establishing an Initial Incident Command Post

Terminal Learning Objective

At the end of this topic a student, given AHJ policies and procedures, will be able to establish an incident command post (ICP) and communicate its location to personnel.

Enabling Learning Objectives

1. Describe factors affecting appropriate initial ICP locations, potentially including:
 - Safety
 - Access to incoming resources
 - Communications needs
2. Establish an ICP

Discussion Questions

1. What is the difference between an initial ICP and an extended attack ICP?
2. What are some potential locations for an ICP?
3. Why is it important to establish an ICP?

Application

1. Establish an incident command post (ICP), given AHJ policies and procedures, so that the location is identified and communicated to personnel. Document the command post location on your ICS 201 (Incident Briefing) form. (Fire Officer 2 Task Book, JPR 53)

Instructor Notes

1. This Application can be completed through Activity 3-1: Command an Initial Incident.

CTS Guide Reference: CTS 19-4

Unit 4: Incident Action Planning

Topic 4-1: Developing an Initial Incident Action Plan

Terminal Learning Objective

At the end of this topic a student, given an incident, available resources, and an ICS 201 Incident Briefing form, will be able to develop an initial incident action plan so that incident objectives are set, strategies and tactics are applied, and resources are deployed according to AHJ policies and procedures.

Enabling Learning Objectives

1. Describe standard operating procedures for emergency incidents
 - Communications
 - Face-to-face vs. radio
 - Initial report
 - Resource requests
 - Condition updates
 - Company operations
 - Transfer of command
2. Describe components of the ICS 201 Incident Briefing form
3. Define incident priorities
 - Life
 - Property
 - Environment
4. Analyze emergency scene conditions and determine tactical priorities
 - Analyze hazards and risk
 - Fire fighters
 - Public
 - Interpret current and anticipated incident behavior
 - Fuel, topography, current and predicted weather
 - Estimate rates of spread
 - Fire behavior within a structure
 - Forecast incident progression
 - Identify values at risk
5. Describe how to assess resource availability and capability
 - Factors that impact the allocation of resources
 - Resource requests and assignments
 - Immediate support needs
6. Describe how to set incident objectives
 - Objectives define “box” around incident
 - Set SMART objectives (specific, measurable, attainable, realistic, timebound)
7. Describe how to select strategies and tactics
 - Strategies = actions taken to achieve incident objectives
 - Tactics = actions taken to accomplish incident strategies

- Tasks = a series of actions that needed to accomplish tactics
8. Identify decision points
 - A predetermined event or time that initiates a preplanned response
 - Geographic or location factor
 - Duration
 - Incident size or extent
 9. Describe PACE planning (primary, alternate, contingency, emergency plans)
 10. Describe how to activate the local emergency plan, including localized evacuation procedures
 11. Complete ICS 201 Incident Briefing form

Discussion Questions

1. How do you determine tactical priorities?
2. What additional considerations are involved when supervising multiple companies?
3. Thinking of a previous experience, what made you switch from an offensive mode to a defensive mode?
4. What are some scene safety considerations?

Application

1. Develop an initial action plan, given size an incident, available resources, and an ICS 201 Incident Briefing form, so that incident objectives are set, strategies and tactics are applied, and resources are deployed according to AHJ policies and procedures. Submit a completed ICS 201 (Incident Briefing) form. (Fire Officer 2 Task Book, JPR 20 and 51)

Instructor Notes

1. This Application can be completed through Activity 3-1: Command an Initial Incident.

CTS Guide Reference: CTS 6-1, CTS 19-2

Topic 4-2: Implementing an Incident Action Plan

Terminal Learning Objective

At the end of this topic a student, given assigned resources, incident type, and a preliminary plan, will be able to implement an incident action plan at an emergency operation so that resources are deployed to mitigate the situation.

Enabling Learning Objectives

1. Describe AHJ standard operating procedures
2. Describe resources available for the mitigation of fire and other emergency incidents
3. Describe the AHJ's incident management system procedures
4. Describe scene safety and risk management considerations
5. Describe personnel accountability systems
6. Describe how to re-evaluate incident conditions
 - Objectives, strategies, tactics, tasks
 - Incident progression
 - Tactical actions vs. decision points/benchmarks
 - Resource needs
 - Logistical needs
 - Periodic updates
7. Describe transfer of command procedures
8. Implement an incident management system
9. Communicate orally
10. Manage scene safety
11. Supervise and account for assigned personnel under emergency conditions

Discussion Questions

1. Why must only one person be in charge of incident operations?
2. What is the span of control and how does it impact incident organization?
3. What is a Personal Accountability Report (PAR) and what is its purpose?
4. What is a life hazard?
5. What are considerations for evaluating an ongoing incident?
6. What are some key items to address during a transfer of command?

Application

1. Implement an action plan at an emergency operation, given assigned resources, type of incident, and a preliminary plan, so that resources are deployed to mitigate the situation. Submit a completed ICS 201 (Incident Briefing) form. (Fire Officer 2 Task Book, JPR 21)

Instructor Notes

1. This Application can be completed through Activity 3-1: Command an Initial Incident.

CTS Guide Reference: CTS 6-2

Unit 5: Incident Operations

Topic 5-1: Assigning Emergency Tasks or Responsibilities

Terminal Learning Objective

At the end of this topic a student, given an assignment at an emergency incident, will be able to assign tasks or responsibilities to unit members so that the instructions are complete, clear, and concise; safety considerations are addressed; and the desired outcomes are conveyed.

Enabling Learning Objectives

1. Describe verbal communications during emergency incidents
 - Briefings
 - Radio
 - Proxy
 - Face to face
2. Describe techniques used to make assignments under stressful situations
 - Leader's Intent
 - Task
 - Purpose
 - End state
 - Clear text/simple language
 - Common terminology
 - Voice tone
 - Common operating picture
3. Describe methods of confirming understanding
 - Responses
 - Body language
 - Facial expressions
 - Tone of voice
 - Limitations
 - Radio communications can limit understanding
 - Multiple channels/messages
 - No body language or gestures
 - Voice distortion
 - Methods
 - Repeat message back to sender
 - Face-to-face communication preferred
 - Use body language or gestures
4. Condense instructions for frequently assigned unit tasks based on training and standard operating procedures

Discussion Questions

1. On an emergency scene, what are some common barriers to effective communication?
2. How would you overcome these obstacles?

Application

1. Assign tasks or responsibilities to unit employees, given an assignment at an emergency incident, so that the instructions are complete, clear, and concise; safety considerations are addressed; and the desired outcomes are conveyed. Submit an ICS 201 (Incident Briefing) form. (Fire Officer 2 Task Book, JPR 1)

Instructor Notes

1. This Application can be completed through Activity 3-1: Command an Initial Incident.

CTS Guide Reference: CTS 2-1

Topic 5-2: Analyzing Incident Resource Needs

Terminal Learning Objective

At the end of this topic a student, given assigned resources and incident status, will be able to analyze incident needs to order additional resources or identify and release excess resources in accordance with AHJ policies and procedures.

Enabling Learning Objectives

1. Interpret AHJ policies and procedures related to resource ordering and release
2. Describe how to determine resource needs
 - Determine work to be done
 - Determine assigned and available resources
 - Compare tactical progress with incident objectives
3. Make resource decisions
 - Identify gaps and resources needed (Kind and Type)
 - Recommend a resource order

Discussion Questions

1. What is your department's policy on ordering resources?
2. What common errors can occur when ordering resources?
3. What is reflex time?

Application

1. Analyze incident needs, given assigned resources and incident status, so that additional resources needed are ordered or excess resources are identified and released in accordance with AHJ policies and procedures. Submit an ICS 201 (Incident Briefing) form. (Fire Officer 2 Task Book, JPR 59)

Instructor Notes

1. This Application can be completed through Activity 3-1: Command an Initial Incident.

CTS Guide Reference: CTS 19-10

Topic 5-3: Deploying Incident Resources

Terminal Learning Objective

At the end of this topic a student, given an assignment, personnel, equipment, and AHJ policies and procedures, will be able to deploy resources to manage an incident, taking appropriate actions and ensuring personnel safety.

Enabling Learning Objectives

1. Describe techniques for proper and safe deployment of assigned resources
2. Identify capabilities of firefighting equipment and personnel
3. Identify radio communications capabilities and protocols
4. Describe all-risk resource considerations
 - HazMat hot zones
 - Truck company placement (multi-story structure fire)
 - Downstream protection (water rescue)
 - Heavy equipment
 - Aircraft
 - Other (per AHJ)
5. Describe wildland tactical actions and guidelines
 - Fireline location and construction techniques
 - Ignition procedures
 - Authority for use
 - Qualifications
 - Go/no go checklist
6. Describe WUI tactical actions and guidelines
 - Structural triage
 - Structure defense tactical actions
 - Check and go
 - Prep and go
 - Prep and defend
 - Fire front following
 - Bump and run
 - Anchor and hold
 - Tactical patrol
7. Assess and assign personnel and equipment
 - Kind, type, availability

Discussion Questions

1. What is your agency's policy on firing operations? When do these apply?
2. What is your responsibility toward residents who refuse to evacuate?
3. How can wildland fire crews with hand tools be used in a WUI incident?
4. What are different ways aircraft be used on all-hazard incidents?

Application

1. Deploy resources to manage an incident, given an assignment, personnel, equipment, and AHJ policies and procedures, so that appropriate suppression actions are taken, and

safety of personnel is ensured. Submit an ICS 201 (Incident Briefing) form. (Fire Officer 2 Task Book, JPR 54)

Instructor Notes

1. Use FIRESCOPE WUI structure defense documents as a resource here.
2. This Application can be completed through Activity 3-1: Command an Initial Incident.

CTS Guide Reference: CTS 19-5

Topic 5-4: Providing for Logistical Needs

Terminal Learning Objective

At the end of this topic a student, given an incident, assigned resources, and agency policies and procedures, will be able to provide for the logistical needs of assigned resources so that personnel and equipment needs are met in accordance with AHJ policies and procedures.

Enabling Learning Objectives

1. Describe short- and long-term needs as determined by the incident
 - Initial action
 - Water supply
 - SCBA bottle refills
 - Drinking water
 - First aid or medical treatment (incident within an incident (IWI))
 - Interpret AHJ accident and illness reporting procedures
 - Describe how to use the ICS 206 Medical Plan form
 - Identify appropriate notifications and required reports
 - Rehabilitation area
 - Decontamination area
 - Extended operations
 - Relief resources
 - Lighting
 - Sanitation
 - Fuel for equipment
 - Meals
 - Sleeping provisions
2. Identify logistical support and service needs
 - Place consolidated resource request with adequate lead time
3. Write and communicate reports

Discussion Questions

1. What are the logistical needs for initial action incidents?
2. How do these logistical needs change for incidents that continue for an extended period?
3. Who do you contact if there is a need for medical care?
4. Define an incident within an incident. What are some examples?

Application

1. Provide for first aid or medical treatment, given an injured or ill firefighter and AHJ policies and procedures, so that treatment is provided, appropriate notifications are made, and required administrative reports are completed. Submit notation on an ICS 201 (Incident Briefing) or 214 (Activity Log) form. (Fire Officer 2 Task Book, JPR 46)
2. Provide for the logistical needs of assigned resources, given a wildland fire, assigned resources, and AHJ policies and procedures, so that personnel and equipment needs are met in accordance with agency policies. Submit notation on an ICS 201 (Incident Briefing) or 214 (Activity Log) form. (Fire Officer 2 Task Book, JPR 58)

Instructor Notes

1. This Application can be completed through Activity 3-1: Command an Initial Incident.

CTS Guide Reference: CTS 16-3, CTS 19-9

Topic 5-5: Evaluating Changing Incident Conditions

Terminal Learning Objective

At the end of this topic a student, given an incident, will be able to evaluate incident conditions, identifying progress, changes in fuels, topography, weather, fire behavior, personnel safety, and other significant events, and communicating these conditions to the supervisor and to assigned and adjoining personnel.

Enabling Learning Objectives

1. Describe on-going situational awareness
 - Everyone's responsibility
 - Criteria (based on incident and risk)
 - Update intervals
 - Communication requirements
2. Interpret intermediate wildland fire behavior
 - Evaluate wildland fire weather, fuels, and topographic information
 - Describe current and forecast fire behavior
 - Describe other hazards and factors related to the wildland fire environment
 - Describe how incident conditions change the plan of action
 - Describe how the above conditions affect personnel safety in an incident
 - LCES (lookouts, communications, escape routes, safety zones)
3. Collect wildland weather, fuels, and topographic information
 - Use belt weather kit or handheld weather device
 - Determine 1-hour fine dead fuel moisture
 - Forecast rate of spread factors within topographical features
4. Describe how to evaluate progress towards meeting incident objectives
 - Continuous cycle
 - Tactical progress
 - Decision/trigger points
 - Safety concerns
 - Incident complexity changes
 - Logistical needs/issues
 - Other concerns
5. Describe methods of communicating pertinent updated information
6. Communicate with supervisors, crew members, and adjoining personnel

Discussion Questions

1. How do you gather information on incident conditions?
2. Why is it important to revise your plan of action based on changing indicators?
3. How do you communicate changes in a plan of action?
4. What types of information needs to be communicated?

Application

1. Evaluate incident conditions, given a wildland fire, so that progress, changes in fuels, topography, weather, fire behavior, personnel safety, and other significant events are identified and communicated to the supervisor and to assigned and adjoining personnel.

Submit a weather observation report in a Fire Weather Observation Notebook. (Fire Officer 2 Task Book, JPR 56)

2. Communicate with supervisors, crew, and adjoining personnel, given an incident, so that progress, changes in conditions, incident behavior, and other significant events are current. Submit notation on an ICS 201 (Incident Briefing) or 214 (Activity Log) form. (Fire Officer 2 Task Book, JPR 57)

Instructor Notes

1. This Application can be completed through Activity 3-1: Command an Initial Incident.

CTS Guide Reference: CTS 19-7, CTS 19-8

Topic 5-6: Responding to Requests for Incident Information

Terminal Learning Objective

At the end of this topic a student, given AHJ policies and procedures, will be able to respond to requests for incident information accurately, in accordance with policies, and in a time-sensitive manner.

Enabling Learning Objectives

1. Identify parties who might request incident information
 - Internal (AHJ)
 - Superiors
 - Governing/elected officials
 - External
 - Media
 - Public
 - Allied organizations (PG&E, public works, law enforcement, etc.)
2. Interpret AHJ policies and procedures for release of incident information
3. Communicate verbally and in writing

Discussion Questions

1. In your organization, who is responsible for responding to information requests?
2. How does the intended audience shape the message?
3. What are the limitations on the information that can be shared?

Application

1. Respond to requests for incident information, given AHJ policies and procedures, so that response is accurate, within the policies, and provided in a time-sensitive manner. Complete an ICS 213 (General Message) form to respond to an internal request. (Fire Officer 2 Task Book, JPR 63)

Instructor Notes

1. This Application can be completed through Activity 3-1: Command an Initial Incident.

CTS Guide Reference: CTS 19-14

Topic 5-7: Completing Incident Operations

Terminal Learning Objective

At the end of this topic a student, given an incident, personnel, equipment, and AHJ policies and procedures, will be able to deploy resources to mop up or overhaul a fire to extinguish the fire area and return resources to service.

Enabling Learning Objectives

1. Describe how to re-evaluate incident conditions
 - Wildland fire behavior as it applies to mop-up procedures
 - Environmental factors
 - Respirator needs
 - Decontamination needs
 - Falling or collapse hazards
 - Resource capability
 - Personnel fatigue
 - Equipment and apparatus condition
2. Conduct a risk assessment
3. Interpret AHJ policies and procedures for incident demobilization and termination
 - Determine resource demobilization priorities
4. Describe how to demobilize resources
 - Post-briefing with resources (AAR)
 - Work-Rest concerns
 - Ensure for safe travel
 - Logistics for next assignment
 - Inform dispatch and local management
5. Describe how to conduct an after-action review (AAR)
 - Informal discussion
 - Performed immediately after event by personnel involved
 - Involves exchanging ideas and observations, and focusing on improving proficiency
 - Intended for incident evaluation to sustain strengths and improve on weaknesses
 - Everyone should participate
 - Be open and honest about what transpired
 - Leaders enters discussion only when necessary to maintain focus
 - Focus on “what” not “who”
 - Respectful disagreement is okay
 - End on a positive note
 - Key questions:
 - What was planned?
 - What actually happened?
 - Why did it happen?
 - What can we do differently next time?
 - Some components may be included in a formal after-action report

Discussion Questions

1. What is the difference between a contained fire and a controlled fire?

2. What are some considerations for ensuring complete extinguishment?
3. What are some safety considerations during mop up?

Application

1. Deploy resources to mop up or overhaul a fire, given an incident, personnel, equipment, and AHJ policies and procedures, so that appropriate mop-up or overhaul actions are taken. Submit an ICS 214 (Activity Log) form. (Fire Officer 2 Task Book, JPR 61 and 62)

Instructor Notes

1. This Application can be completed through Activity 3-1: Command an Initial Incident.

CTS Guide Reference: CTS 19-12, CTS 19-13

Topic 5-8: Transferring Command

Terminal Learning Objective

At the end of this topic a student, given a wildland fire and an ICS 201 Incident Briefing form, will be able to provide incident information to the incoming replacement incident commander to complete the transfer of command, ensuring the new incident commander has the necessary information to operate.

Enabling Learning Objectives

1. Describe considerations for transfer of command
 - Occurs on an incident where:
 - Complexity exceeds IC's certification or skill level (expanding incident)
 - Command transfers to an IC of equal or lower level (IC relief or incident winding down)
 - A factor in past fireline accidents and entrapments
 - All resource personnel need to know who the IC is at all times
 - Current IC is responsible for incident until transfer process is complete
 - Ensure good documentation in Incident Organizer and ICS 201
2. Interpret AHJ policies and procedures for transfer of command
3. Describe information to communicate during transfer of command
 - IRPG briefing checklist
4. Communicate verbally and in writing using appropriate documentation

Discussion Questions

1. How do transfer of command procedures vary by jurisdiction?
2. Why is comprehensive briefing important?
3. Which ICS role(s) would an outgoing initial Incident Commander fill after being relieved by the incoming Incident Commander?

Application

1. Provide incident information to the incoming replacement incident commander, given a wildland fire and an ICS 201 (Incident Briefing) form, so that the transfer of command is completed, and the new incident commander has the necessary information to operate. Submit a comprehensive ICS 201 (Incident Briefing) form. (Fire Officer 2 Task Book, JPR 60)

Instructor Notes

1. Refer to the IRPG Briefing Checklist.
2. This Application can be completed through Activity 3-1: Command an Initial Incident.

CTS Guide Reference: CTS 19-11

Unit 6: Post-Incident Activities

Topic 6-1: Completing Personnel and Equipment Records

Terminal Learning Objective

At the end of this topic a student, given AHJ policies, procedures, standards, and related forms, will be able to complete personnel and equipment use records using the proper forms in compliance with standards established by the AHJ.

Enabling Learning Objectives

1. Describe AHJ business management practices
2. Interpret AHJ policies and procedures for proper record keeping
3. Describe how to complete personnel time records
4. Describe how to complete equipment use records
5. Describe how to evaluate the job performance of assigned personnel and provide feedback
 - Describe basic performance evaluation methods
 - Describe the procedures for using the ICS 225 Incident Personnel Performance Rating form
6. Use administrative communication skills

Discussion Questions

1. Why is personnel performance feedback important?
2. What forms should you use to record personnel time and equipment use?

Application

1. Evaluate job performance of assigned personnel, given AHJ standards, so that the information is provided to the individual being evaluated and all required forms are completed. Submit a completed ICS 225 (Incident Personnel Performance Information) form. (Fire Officer 2 Task Book, JPR 47)
2. Complete personnel time and equipment use records, given AHJ policies, procedures, and related forms, so that the information is accurate and in compliance with standards established by the AHJ. Complete and submit a Cal OES F-42 form. (Fire Officer 2 Task Book, JPR 64)

Instructor Notes

1. Refer to ICS 225 and F-42s as examples.

CTS Guide Reference: CTS 16-4, CTS 19-15

Topic 6-2: Preparing Incident Documentation

Terminal Learning Objective

At the end of this topic a student, given an all-risk incident and AHJ policies and procedures, will be able to prepare and maintain final incident reports that are complete, accurate, and submitted on time.

Enabling Learning Objectives

1. Interpret AHJ incident reporting policies and procedures
2. Describe the importance of complete, accurate, and timely incident documentation
 - Public record requests
 - Potential litigation (If it isn't written, it didn't happen.)
 - Process improvements
 - Cost recovery
 - Political and environmental issues
3. Describe AHJ incident documentation procedures
 - Components to include
 - Maps
 - ICS forms
 - Dispatch transcripts
 - Resource orders and tracking forms
 - Fire behavior analysis
 - Weather reports
 - Significant events
 - Trends
 - Other
 - Organizational methods
 - Sequential timeline
 - By geographic or functional area
 - Storage and dissemination methods
 - Records retention timeline
 - Retrievability

Discussion Questions

1. Who receives these reports in your jurisdiction?
2. What are important considerations for maintaining records?
3. Why are incident records important?

Application

1. Maintain incident records, given AHJ policies and procedures and applicable forms, so that information is documented. Assemble all incident records to submit as part of the incident final report. (Fire Officer 2 Task Book, JPR 55)
2. Prepare final incident reports, given an all-risk incident, and AHJ policies and procedures, so that the reports are complete, accurate, and submitted on time. Assemble all records, notes, maps, etc. developed throughout the course and use your AHJ incident summary format to provide an incident overview. (Fire Officer 2 Task Book, JPR 65)

Instructor Notes

1. This Application activity will be used as the introduction for the students' after-action report (Topic 6-3).

CTS Guide Reference: CTS 19-6, CTS 19-16

Topic 6-3: Developing and Conducting a Post-Incident Analysis

Terminal Learning Objective

At the end of this topic a student, given a multi-unit incident and post-incident analysis policies, procedures, and forms, will be able to develop and conduct a post-incident analysis so that all required critical elements are identified and communicated, and the approved forms are completed and processed in accordance with policies and procedures.

Enabling Learning Objectives

1. Describe the elements of a fire or rescue-related post-incident analysis
 - Strategy and tactics
 - Safety issues
 - Significant events
 - Cause, effect, and impact
2. Describe contributing factors for various incidents
 - Building construction
 - Fire protection systems and features
 - Water supply
 - Fuel loading
 - Fire growth and development
 - Cause of accident
 - Mechanisms of injury
 - Human behavior
3. Describe departmental procedures relating to:
 - Community risk reduction
 - Preparedness and training
 - Dispatch
 - Response
 - Scene operations
 - Customer service
 - Conflict and miscommunication
4. Identify the source of any emergency operations controlling authority, including EMS protocols, if applicable
5. Identify gaps between policies, procedures, and actual practice
 - Steps to close gaps
 - Plans for improvement
6. Write reports
7. Communicate
8. Evaluate skills

Discussion Questions

1. Why do we conduct a post-incident analysis?
2. What are the differences between a “hot wash” and a post-incident analysis or after-action report?

Application

1. Develop and conduct a post-incident analysis, given a single unit incident and post-incident analysis policies, procedures, and forms, so that all required critical elements are identified and communicated, and the approved forms are completed and processed in accordance with policies and procedures. Submit a complete post-incident analysis memo. (Fire Officer 2 Task Book, JPR 22)
2. Develop and conduct a post-incident analysis, given multi-unit incident and post-incident analysis policies, procedures, and forms, so that all required critical elements are identified and communicated and the approved forms are completed and processed. Submit a complete post-incident analysis memo. (Fire Officer 2 Task Book, JPR 41)

Instructor Notes

1. None

CTS Guide Reference: CTS 6-3, CTS 13-2

How to Read a Course Plan

A course plan identifies the details, logistics, resources, and training and education content for an individual course. Whenever possible, course content is directly tied to a national or state standard. SFT uses course plans as the training and education standard for an individual course. Individuals at fire agencies, academies, and community colleges use course plans to obtain their institution's consent to offer courses and provide credit for their completion. Instructors use course plans to develop syllabi and lesson plans for course delivery.

Course Details

The Course Details segment identifies the logistical information required for planning, scheduling, and delivering a course.

Required Resources

The Required Resources segment identifies the resources, equipment, facilities, and personnel required to deliver the course.

Unit

Each Unit represents a collection of aligned topics. Unit 1 is the same for all SFT courses. An instructor is not required to repeat Unit 1 when teaching multiple courses within a single instructional period or academy.

Topics

Each Topic documents a single Terminal Learning Objective and the instructional activities that support it.

Terminal Learning Objective

A Terminal Learning Objective (TLO) states the instructor's expectations of student performance at the end of a specific lesson or unit. Each TLO includes a task (what the student must be able to do), a condition (the setting and supplies needed), and a standard (how well or to whose specifications the task must be performed). TLOs target the performance required when students are evaluated, not what they will do as part of the course.

Enabling Learning Objectives

The Enabling Learning Objectives (ELO) specify a detailed sequence of student activities that make up the instructional content of a lesson plan. ELOs cover the cognitive, affective, and psychomotor skills students must master to complete the TLO.

Discussion Questions

The Discussion Questions are designed to guide students into a topic or to enhance their understanding of a topic. Instructors may add to or adjust the questions to suit their students.

Application

The Application segment documents experiences that enable students to apply lecture content through cognitive and psychomotor activities, skills exercises, and formative testing. Application experiences included in the course plan are required. Instructors may add additional application experiences to suit their student population if time permits.

Instructor Notes

The Instructor Notes segment documents suggestions and resources to enhance an instructor's ability to teach a specific topic.

CTS Guide Reference

The CTS Guide Reference segment documents the standard(s) from the corresponding Certification Training Standard Guide upon which each topic within the course is based. This segment is eliminated if the course is not based on a standard.

Skill Sheet

The Skill Sheet segment documents the skill sheet that tests the content contained within the topic. This segment is eliminated if the course does not have skill sheets.

Initial Incident Command Activities

Instructions

- These activities are designed to help you complete your Fire Officer 2 Certification Task Book.
- To determine the assignment parameters, meet with your supervisor and/or training chief to discuss their expectations for JPR sign off.
- The time needed to complete activities is built into the course time allotment but activities may be completed independently outside of the classroom.

Activities: Pre-Incident Preparation

Ensuring Overall Readiness (Topic 2-3)

Task: Ensure overall readiness of assigned crew, vehicle, and equipment, given AHJ standards, policies, and procedures, so that operational readiness is maintained.

Deliverable: Submit applicable AHJ forms (i.e., daily vehicle and equipment check-off sheet, red card or CICCIS qualifications card, unit staffing report, etc.). (Fire Officer 2 Task Book, JPR 48)

Verifying Personnel Qualifications (Topic 2-4)

Task: Verify the qualifications of assigned personnel, given an assignment or task, so that individuals' firefighter qualifications are appropriate, deficiencies are identified and reported, and corrective action is taken.

Deliverable: Submit a memo that documents your crew's qualification status and justifies your conclusion. (Fire Officer 2 Task Book, JPR 45)

Preparing a Written Report (Topic 2-5)

Task: Prepare a written report, given incident reporting data from the jurisdiction, so that the major causes for service demands are identified for various planning areas within the organization's service area.

Deliverable: Submit your written report. (Fire Officer 2 Task Book, JPR 42)

Producing Standard Operational Plans (Topic 2-6)

Task: Produce operational plans, given an emergency incident requiring multi-unit operations; the current editions of NFPA 1600, NFPA 1700, NFPA 1710, and NFPA 1720; and AHJ-approved safety procedures, so that required resources and their assignments are obtained, plans are carried out in compliance with NFPA 1600, NFPA 1700, NFPA 1710, and NFPA 1720, and approved safety procedures resulting in the mitigation of the incident.

Deliverable: Submit a proposed new or revised standard operating procedure or guideline using your AHJ format. (Fire Officer 2 Task Book, JPR 40)

Activities: Incident Operations

Instructor Notes

- Run multiple simulations throughout the course to expose students to different Type 4 scenarios.
- SFT encourages using computer-based static or dynamic simulators.
- Each student should perform as an initial attack Incident Commander on an incident that includes a wildland component.
- Each student should submit one ICS 201 (Incident Briefing) form from their IC incident. Subsequent actions should be documented on an ICS 214 (Activity Log) form.
- These Application activities can be completed through Activity 3-1: Command an Initial Incident.

Leadership and Communication (Topic 2-1)

Task: Lead and communicate, given an incident, so that incident objectives are met, and errors and accidents are minimized.

Deliverable: Submit a completed ICS 225 (Incident Personnel Performance Rating). (Fire Officer 2 Task Book, JPR 26)

Awareness, Decision Making, and Risk (Topic 2-2)

Task: Manage risk through effective situational awareness and decision-making, given an incident, so that incident objectives are met, and risks are minimized.

Deliverable: Document risks and implementation of the risk management process on an ICS 215A (Incident Action Plan Safety Analysis) form. (Fire Officer 2 Task Book, JPR 27)

Incident Dynamics and Command Principles (Topic 2-7)

Task: Evaluate an incident based on its complexity, given an incident, so that current incident needs are met and incident potential is projected and communicated.

Deliverable: Submit an ICS 201 (Incident Briefing) form that projects incident potential. (Fire Officer 2 Task Book, JPR 50)

Obtaining Complete Information from Dispatch (Topic 3-1)

Task: Obtain complete information from AHJ dispatch, given AHJ standard operating procedures, so that travel route, assignment, time needed, and point of contact are determined.

Deliverable: Submit an initiated ICS 201 (Incident Briefing) or 214 (Activity Log) form that contains all appropriate dispatch information. (Fire Officer 2 Task Book, JPR 49)

Sizing Up an Incident (Topic 3-2)

Task: Develop an initial report on conditions, given incident information and AHJ policies and procedures, so that required incident information is communicated to the AHJ communications center and updated as needed.

Deliverable: Submit an ICS 201 form that documents size-up conditions. (Fire Officer 2 Task Book, JPR 52)

Establishing an Initial Incident Command Post (Topic 3-3)

Task: Establish an incident command post (ICP), given AHJ policies and procedures, so that the location is identified and communicated to personnel.

Deliverable: Document the command post location on your ICS 201 (Incident Briefing) form. (Fire Officer 2 Task Book, JPR 53)

Developing an Initial Incident Action Plan (Topic 4-1)

Task: Develop an initial action plan, given size an incident, available resources, and an ICS 201 Incident Briefing form, so that incident objectives are set, strategies and tactics are applied, and resources are deployed according to AHJ policies and procedures.

Deliverable: Submit a completed ICS 201 (Incident Briefing) form. (Fire Officer 2 Task Book, JPR 20 and 51)

Implementing an Incident Action Plan (Topic 4-2)

Task: Implement an action plan at an emergency operation, given assigned resources, type of incident, and a preliminary plan, so that resources are deployed to mitigate the situation.

Deliverable: Submit a completed ICS 201 (Incident Briefing) form. (Fire Officer 2 Task Book, JPR 21)

Assigning Emergency Tasks or Responsibilities (Topic 5-1)

Task: Assign tasks or responsibilities to unit employees, given an assignment at an emergency incident, so that the instructions are complete, clear, and concise; safety considerations are addressed; and the desired outcomes are conveyed.

Deliverable: Submit an ICS 201 (Incident Briefing) form. (Fire Officer 2 Task Book, JPR 1)

Analyzing Incident Resource Needs (Topic 5-2)

Task: Analyze incident needs, given assigned resources and incident status, so that additional resources needed are ordered or excess resources are identified and released in accordance with AHJ policies and procedures.

Deliverable: Submit an ICS 201 (Incident Briefing) form. (Fire Officer 2 Task Book, JPR 59)

Deploying Incident Resources (Topic 5-3)

Task: Deploy resources to manage an incident, given an assignment, personnel, equipment, and AHJ policies and procedures, so that appropriate suppression actions are taken, and safety of personnel is ensured.

Deliverable: Submit an ICS 201 (Incident Briefing) form. (Fire Officer 2 Task Book, JPR 54)

Providing for Logistical Needs (Topic 5-4)

Task: Provide for first aid or medical treatment, given an injured or ill firefighter and AHJ policies and procedures, so that treatment is provided, appropriate notifications are made, and required administrative reports are completed.

Deliverable: Submit notation on an ICS 201 (Incident Briefing) or 214 (Activity Log) form. (Fire Officer 2 Task Book, JPR 46)

Task: Provide for the logistical needs of assigned resources, given a wildland fire, assigned resources, and AHJ policies and procedures, so that personnel and equipment needs are met in accordance with agency policies.

Deliverable: Submit notation on an ICS 201 (Incident Briefing) or 214 (Activity Log) form. (Fire Officer 2 Task Book, JPR 58)

Evaluating Changing Incident Conditions (Topic 5-5)

Task: Evaluate incident conditions, given a wildland fire, so that progress, changes in fuels, topography, weather, fire behavior, personnel safety, and other significant events are identified and communicated to the supervisor and to assigned and adjoining personnel.

Deliverable: Submit a weather observation report in a Fire Weather Observation Notebook. (Fire Officer 2 Task Book, JPR 56)

Task: Communicate with supervisors, crew, and adjoining personnel, given an incident, so that progress, changes in conditions, incident behavior, and other significant events are current.

Deliverable: Submit notation on an ICS 201 (Incident Briefing) or 214 (Activity Log) form. (Fire Officer 2 Task Book, JPR 57)

Responding to Requests for Incident Information (Topic 5-6)

Task: Respond to requests for incident information, given AHJ policies and procedures, so that response is accurate, within the policies, and provided in a time-sensitive manner.

Deliverable: Complete an ICS 213 (General Message) form to respond to an internal request. (Fire Officer 2 Task Book, JPR 63)

Completing Incident Operations (Topic 5-7)

Task: Deploy resources to mop up or overhaul a fire, given an incident, personnel, equipment, and AHJ policies and procedures, so that appropriate mop-up or overhaul actions are taken.

Deliverable: Submit an ICS 214 (Activity Log) form. (Fire Officer 2 Task Book, JPR 61 and 62)

Transferring Command (Topic 5-8)

Task: Provide incident information to the incoming replacement incident commander, given a wildland fire and an ICS 201 (Incident Briefing) form, so that the transfer of command is completed, and the new incident commander has the necessary information to operate.

Deliverable: Submit a comprehensive ICS 201 (Incident Briefing) form. (Fire Officer 2 Task Book, JPR 60)

Activities: Post-Incident Activities

Completing Personnel and Equipment Records (Topic 6-1)

Task: Evaluate job performance of assigned personnel, given AHJ standards, so that the information is provided to the individual being evaluated and all required forms are completed.

Deliverable: Submit a completed ICS 225 (Incident Personnel Performance Information) form. (Fire Officer 2 Task Book, JPR 47)

Task: Complete personnel time and equipment use records, given AHJ policies, procedures, and related forms, so that the information is accurate and in compliance with standards established by the AHJ.

Deliverable: Complete and submit a Cal OES F-42 form. (Fire Officer 2 Task Book, JPR 64)

Preparing Incident Documentation (Topic 6-2)

Task: Maintain incident records, given AHJ policies and procedures and applicable forms, so that information is documented.

Deliverable: Assemble all incident records to submit as part of the incident final report. (Fire Officer 2 Task Book, JPR 55)

Task: Prepare final incident reports, given an all-risk incident, and AHJ policies and procedures, so that the reports are complete, accurate, and submitted on time.

Deliverable: Assemble all records, notes, maps, etc. developed throughout the course and use your AHJ incident summary format to provide an incident overview. (Fire Officer 2 Task Book, JPR 65)

Developing and Conducting a Post-Incident Analysis (Topic 6-3)

Task: Develop and conduct a post-incident analysis, given a single unit incident and post-incident analysis policies, procedures, and forms, so that all required critical elements are identified and communicated, and the approved forms are completed and processed in accordance with policies and procedures.

Deliverable: Submit a complete post-incident analysis memo. (Fire Officer 2 Task Book, JPR 22)

Task: Develop and conduct a post-incident analysis, given multi-unit incident and post-incident analysis policies, procedures, and forms, so that all required critical elements are identified and communicated and the approved forms are completed and processed.

Deliverable: Submit a complete post-incident analysis memo. (Fire Officer 2 Task Book, JPR 41)

Activity 3-1: Command an Initial Incident

Scenario: _____

Student: _____

Evaluator: _____

Date: _____

Time: _____

Evaluation Criteria	Observations
<p>1. Initiate Command</p> <ul style="list-style-type: none"><input type="checkbox"/> Obtain incident information from dispatch<input type="checkbox"/> Collect initial resource response information<input type="checkbox"/> Identify incident type and characteristics<input type="checkbox"/> Initiate Incident Briefing (ICS 201) form	
<p>2. Notice Conditions and Risk</p> <ul style="list-style-type: none"><input type="checkbox"/> Develop and maintain situational awareness<input type="checkbox"/> Size up incident	
<p>3. Communicate</p> <ul style="list-style-type: none"><input type="checkbox"/> Lead and communicate<input type="checkbox"/> Develop and give clear and concise condition report<input type="checkbox"/> Demonstrate command presence by clearly stating commander's intent<input type="checkbox"/> Assign tasks or responsibilities to unit employees (provide briefing)<input type="checkbox"/> Provides condition updates	
<p>4. Incident Planning and Organization</p> <ul style="list-style-type: none"><input type="checkbox"/> Forecast potential and identify priorities<input type="checkbox"/> Develop incident objectives and PACE plans<input type="checkbox"/> Develop an initial plan of action<input type="checkbox"/> Organize incident using ICS<input type="checkbox"/> Establish an incident command post (ICP)<input type="checkbox"/> Consider logistical support	

<p>5. Deploy and Direct Resources</p> <ul style="list-style-type: none"> <input type="checkbox"/> Determine and order incident resources <input type="checkbox"/> Brief, deploy, and manage multiple resources <input type="checkbox"/> Delegate decisions and actions based on priorities <input type="checkbox"/> Track resources <input type="checkbox"/> Provide for first aid or medical treatment <input type="checkbox"/> Provide for the logistical needs of assigned resources 	
<p>6. Establish Controls and Evaluate Progress</p> <ul style="list-style-type: none"> <input type="checkbox"/> Evaluate incident progress and conditions <input type="checkbox"/> Manage risk and safety 	
<p>7. Note Changing Conditions and Update Plan</p> <ul style="list-style-type: none"> <input type="checkbox"/> Update action plan (as needed) <input type="checkbox"/> Respond to requests for incident information <input type="checkbox"/> Communicates changes 	
<p>8. Transfer, Transition, or Terminate Command</p> <ul style="list-style-type: none"> <input type="checkbox"/> Brief incoming Incident Commander (transfer/transition) <input type="checkbox"/> Deploy resources to mop up or overhaul a fire <input type="checkbox"/> Conduct after action review (AAR) (terminate) <input type="checkbox"/> Develop and maintain incident records 	

Overall Observations:

Evaluator Signature: _____

Completion of this simulation fulfills Fire Officer 2 Task Book JPRs: 1, 20, 21, 26, 27, 46, 49, 50, 52, 51, 53, 54, 56, 57, 58, 59, 60, 61, 62, and 63.