Course Outline

Prerequisites:  I-300 Intermediate ICS, Command 1A

Course Objectives: To provide the student with...

a) Principles of command during a structure fire involving multi-alarm/multi-agencies.
b) Information on command safety during a structure fire involving multi-alarm/multi-agencies.
c) Information on Chief Fire Officer incident actions, including development of an incident action plan for a structure fire involving multi-alarm/multi-agencies.
e) Information on the roles and responsibilities of a Chief Fire Officer for post-incident actions at a structure fire involving multi-alarm/multi-agencies.
f) The opportunity to gain experience in a controlled environment through simulations of a structure fire involving multi-alarm/multi-agencies.

Course Content........................................................................................................... 40:00

Unit 1: Course Introduction
  1-1 Orientation And Administration................................................................. 1:00
  1-2 Review Of Command 1A Command Principles ........................................ 1:00

Unit 2: Command Considerations At Multi-alarm/Multi-agency Incidents
  2-1 Operational Leadership And Ethics For The Chief Fire Officer ................ 1:00
  2-2 Organizational Concepts For Commanding Reinforced Incidents ............. 1:00
  2-3 Evaluating The Preincident Plan ............................................................... 0:30
  2-4 Assume, Transfer, And Termination of Command ..................................... 1:00

Unit 3: Chief Fire Officer Responsibilities For Command Safety
  3-1 Decision Making On The Reinforced Incident .......................................... 1:00
  3-2 The Five-step Risk Management Process For Reinforced Incidents .......... 1:30
  3-3 Handling Refusal of Risk .......................................................................... 0:30
  3-4 Considerations For Emergency Responder Rehabilitation ..................... 0:30

Unit 4: Chief Fire Officer Incident Actions At Multi-alarm/Multi-agency Structure Fires
  4-1 The Transfer of Command Process ............................................................ 1:00
  4-2 Sizing Up Reinforced Incidents ............................................................... 1:30
  4-3 Developing And Implementing An Incident Action Plan For A Multi-alarm/
       Multi-agency Structure Fire ................................................................. 2:00
Commanding Multi-alarm/Multi-agency Structure Fires

Course Outline

4-4 Incident Documentation Utilizing Tactical Worksheets And Written Incident Action Plans ................................................................. 1:30
4-5 Tactical Considerations Specific To Single-family Residences .................. 1:00
4-6 Tactical Considerations Specific To Multi-family Residences .................. 1:00
4-7 Tactical Considerations Specific to Mixed-use Occupancies .................... 1:00
4-8 Tactical Considerations Specific To Commercial Occupancies ................ 1:00
4-9 Tactical Considerations Specific To Low-rise Occupancies .................... 2:00
4-10 Tactical Considerations Specific To High-rise Occupancies ................... 2:00
4-11 Managing the Origin and Cause Determination Process ....................... 0:15

Unit 5: Chief Fire Officer Post Incident Actions
5-1 Handling Incident-related Injuries And Deaths .................................... 0:30
5-2 Criteria For Initiating A Post-incident Analysis (After Action Report) .... 0:30
5-3 Components Of A Post-incident Analysis ............................................ 0:30
5-4 Procedures For Conducting A Post-incident Analysis ............................ 0:30
5-5 Types Of Post-incident Documentation .............................................. 0:15
5-6 Managing Occupant Support And Assistance ....................................... 0:30

Unit 6: Applying Incident Actions For Structure Fires Involving Multi-alarm/Multi-agencies
6-1 Procedures For Applying Incident Actions For Structure Fires Involving Multi-alarm/Multi-agencies ............................................. 10:00

Formative Tests .......................................................................................... 3:00
Summative Test ......................................................................................... 1:00
Course Outline

Prerequisites: Command 1B, Command 2A

Course Objectives: To provide the student with…

a) Command considerations specific to a reinforced hazardous materials incident, including the utilization of the Incident Command System.

b) Command considerations specific to a reinforced multi-casualty incident, including the utilization of the Incident Command System.

c) Command considerations specific to a reinforced technical rescue incident, including the utilization of the Incident Command System.

d) Command considerations specific to terrorism and weapons of mass destruction incidents, including the utilization of the Incident Command System.

Course Content........................................................................................................... 40:00

Unit 1: Course Introduction
1-1 Orientation And Administration..................................................................................1:00

Unit 2: Commanding A Reinforced Hazardous Materials Incident
2-1 Interagency And Intra-Agency Roles And Responsibilities........................................0:30
2-2 ICS At A Reinforced Hazardous Materials Incident ..................................................0:30
2-3 Assume, Transfer, And Termination Of Command....................................................0:30
2-4 Risk Assessment Considerations At A Reinforced Hazardous Materials Incident……1:30
2-5 Command Considerations Specific To A Reinforced Hazardous Materials Incident.................................................................1:00
2-6 Case Studies .............................................................................................................1:00
2-7 Scenario-based Exercises .........................................................................................3:00

Unit 3: Commanding A Reinforced Multi-casualty Incident
3-1 Interagency And Intra-Agency Roles And Responsibilities........................................0:30
3-2 ICS At A Reinforced Multi-casualty Incident (MCI).....................................................0:30
3-3 Assume, Transfer, And Termination Of Command....................................................0:30
3-4 Risk Assessment Considerations At A Reinforced MCI ........................................... 1:00
3-5 Command Considerations Specific To A Reinforced MCI ......................................... 1:00
3-6 Case Studies ............................................................................................................. 1:00
3-7 Scenario-based Exercises ......................................................................................... 3:30

**Unit 4: Commanding A Reinforced Technical Rescue Incident**
4-1 Interagency And Intra-Agency Roles And Responsibilities ......................................... 0:30
4-2 ICS At A Reinforced Technical Rescue Incident ........................................................ 0:30
4-3 Assume, Transfer, And Termination Of Command .................................................... 0:30
4-4 Risk Assessment Considerations At A Reinforced Technical Rescue Incident .......... 1:30
4-5 Command Considerations Specific To A Reinforced Technical Rescue Incident .... 1:00
4-6 Case Studies ............................................................................................................. 1:00
4-7 Scenario-based Exercises ......................................................................................... 3:00

**Unit 5: Commanding Terrorism And Weapons Of Mass Destruction Incidents**
5-1 Interagency And Intra-Agency Roles And Responsibilities ......................................... 0:30
5-2 ICS At A Terrorism And Weapons Of Mass Destruction Incident ............................... 0:30
5-3 Assume, Transfer, And Termination Of Command .................................................... 0:30
5-4 Risk Assessment Considerations At A Terrorism And Weapons Of Mass Destruction Incident ................................................................. 1:30
5-5 Command Considerations Specific To A Terrorism And Weapons Of Mass Destruction Incident ................................................................. 1:00
5-6 Case Studies ............................................................................................................. 1:00
5-7 Scenario-based Exercises ......................................................................................... 3:00

**Unit 6: EOC/DOC Roles and Responsibilities**
6-1 EOC/DOC Function and Organization ...................................................................... 1:00
6-2 EOC/DOC Operations ............................................................................................... 1:00
6-3 EOC/DOC Communication Coordination ................................................................. 0:30
Local EOC/DOC ........................................................................................................... 0:30
Site Visit of Local EOC/DOC (Optional)
Formative Tests ........................................................................................................... 3:00
Summative Test ............................................................................................................. 1:00
Course Outline

Prerequisites:  S-290: Intermediate Fire Behavior, Command 1C, and Command 2A

Course Objectives: To provide the student with…

a) Principles of command and leadership during a wildland fire incident, from initial attack
to transitioning to an incident management team
b) Information on command safety during a wildland fire incident
c) Information on Chief Fire Officer incident actions, including development of an
Incident action plan for a wildland fire incident
d) Information on wildland fire behavior and its effect on decision making
e) Information on the roles and responsibilities of a Chief Fire Officer for post wildland fire
incident actions
f) The opportunity to gain experience in a controlled environment through wildland fire
simulation

Course Content........................................................................................................... 40:00

Unit 1: Course Introduction

1-1 Orientation and Administration .................................................................1:00
1-2 Review Of Command 1C Command Principles.....................................1:00

Unit 2: Command Considerations For A Reinforced Wildland Fire Incident

2-1 Operational Leadership For The Chief Fire Officer During A Reinforced
Wildland Fire Incident.....................................................................................1:30
2-2 Organizational Concepts For Commanding A Reinforced Wildland Fire....1:00
2-3 Preincident Planning Factors That Influence A Reinforced Wildland Fire ...1:30
2-4 Assume, Transfer, And Termination Of Command..................................1:00

Unit 3: Chief Fire Officer Responsibility For Command Safety At A Reinforced
Wildland Fire Incident

3-1 Wildland Fire Behavior And Its Effect On Decision Making...............1:00
3-2 Decision Making On A Reinforced Wildland Fire Incident ....................2:00
3-3 The Five-step Risk Management Process on a Reinforced Wildland Fire
Incident (from Incident Response Pocket Guide)........................................0:30
3-4 Influencing Factors at a Reinforced Wildland Fire Incident....................1:30
3-5 Handling Refusal of Risk .................................................................0:30
3-6 Considerations for Emergency Responder Rehabilitation....................0:30
Unit 4: Chief Officer Incident Actions At A Reinforced Wildland Fire Incident
4-1 The Transfer of Command Process ................................................................. 1:00
4-2 Sizing-up Wildland Fire Incidents ................................................................. 1:00
4-3 Developing And Implementing An Incident Action Plan For A Reinforced
Wildland Fire Incident ..................................................................................... 1:00
4-4 Incident Documentation Utilizing Tactical Worksheets And Written
Incident Action Plans .................................................................................... 4:00
4-5 Tactical Considerations Specific To A Reinforced Wildland Fire ............... 1:00
4-6 Managing the Origin and Cause Determination Process At A Wildland Fire ... 0:15

Unit 5: Chief Fire Officer Post-incident Actions
5-1 Criteria for initiating a Post-incident Analysis (After Action Report) .......... 0:30
5-2 Components of a Post-incident Analysis ..................................................... 0:30
5-3 Procedures for conducting a Post-incident Analysis ................................... 0:30
5-4 Types of Post-incident Documentation ...................................................... 0:15
5-5 Occupant Support and Assistance Actions ................................................. 0:30

Unit 6: Applying Incident Actions For A Reinforced Wildland Fire Incidents
6-1 Procedures For Applying Incident Actions For A Reinforced Wildland Fire ... 12:00

Formative Tests ................................................................................................. 3:00
Summative Test ............................................................................................... 1:00
Course Outline

Prerequisites: Leadership 1

Course Objectives: To provide the student with…

a) Information to recognize the leader’s role and influence in organizations.
b) The signs and symbols of organizational culture and how they influence organization behavior.
c) Information to articulate the leader’s role in shaping and reinforcing organizational values.
d) The process of developing a successful learning organization.
e) The process a leader uses to translate vision into action.
f) The role of a leader in organizational change.
g) The impacts of and obstacles to organizational change.
h) The concepts of defensive and productive reasoning and their effects on organizational systems.
i) Strategies and skills to decrease organizational defenses.
j) The indicators of organizational health.
k) The leader’s role in monitoring and measuring organizational health.
l) Contemporary societal issues and techniques to analyze their impact on public safety organizations.

Course Content .................................................................................................................. 40:00

Unit 1: Course Introduction
1-1 Orientation And Administration .................................................................................. 1:00
1-2 The Role Of A Leaders ............................................................................................... 1:00

Unit 2: The Leader’s Role In An Organization
2-1 Leadership That Gets Results ..................................................................................... 0:30
2-2 Leadership Styles And Influences .............................................................................. 0:30

Unit 3: Organizational Culture And Leadership
3-1 Effect Of Climate On Organizational Culture ............................................................ 0:30
3-2 Leadership And Organizational Culture ..................................................................... 0:30
3-3 Defining Organizational Culture ................................................................................ 1:00

Unit 4: Shaping And Reinforcing Organizational Values
4-1 Overview Of Organizational Values ............................................................................ 0:30
4-2 Identifying Organizational Values .............................................................................. 0:30
4-3 The Influences Of Values On Organizational Culture ............................................... 1:00
4-4 Video Case Study: Gung Ho ..................................................................................... 2:00
Unit 5: The Learning Organization
5-1 Leading Learning Organizations ................................................................. 0:15
5-2 Obstacles To Organizational Learning .......................................................... 0:45
5-3 Senge’s Five Disciplines ............................................................................. 1:00
5-4 Class Activity: Toxic Waste Dump ............................................................... 1:00
5-5 Video Case Study: Citizen X .................................................................... 2:30

Unit 6: Leading Vision Into Action
6-1 Vision To Action ......................................................................................... 1:00
6-2 Individual Activity: Paper Snowflakes ....................................................... 0:30

Unit 7: Leading Organizational Transition
7-1 Leaders As Change Agents .......................................................................... 0:30
7-2 Small Group Activity: The Allegory Of The Cave/Letters From Birmingham 1:00
7-3 Overcoming Resistance To Change ............................................................... 1:00
7-4 Small Group Activity: Puzzle Madness ...................................................... 1:00
7-5 Leading Transitions –William Bridges ......................................................... 1:00
7-6 Small Group Activity: Planning To Lead Transition .................................... 1:00
7-7 Video Case Study: Sister Act ................................................................. 2:00

Unit 8: Overcoming Organizational Defenses
8-1 Introduction To Overcoming Organizational Defenses .................................. 0:30
8-2 Defensive Reasoning Model 1 Behavior ...................................................... 1:00
8-2 Video Case Study: The Truth About Lies .................................................. 1:30
8-3 Productive Reasoning Model 2 Behavior .................................................... 1:00
8-4 Video Case Study: Twelve Angry Men ....................................................... 2:00

Unit 9: Organizational Health
9-1 Indicators Of Organizational Health ........................................................... 1:00
9-2 Video Case Study: Return With Honor ....................................................... 2:00
9-3 Video Case Study: Emotional Survival ...................................................... 2:00

Unit 10: Contemporary Issues In Public Safety Leadership
10-1 Small Group Dialogue: Current Issues (Pre-Class Assignment) ................... 3:00
10-2 Course Review And Wrap Up ............................................................... 0:30

Formative Tests ................................................................................................ 1:00
Summative Test .............................................................................................. 1:00
Course Outline

Prerequisite: Management 1

Course Objectives: To provide the student with...
- An overview of the roles and responsibilities of a Chief Fire Officer.
- Information on the Chief Fire Officer’s role in communication and human resource management.
- Considerations for managing the performance evaluation process.
- Methods for creating a professional development plan.
- The role of the Chief Fire Officer in community events.
- Information on developing and implementing department policies.
- Information on a fire department’s record management system.
- Information on managing an injury and illness prevention program.

Course Content ................................................................. 40:00

Unit 1: Course Introduction
1-1 Orientation And Administration .................................................. 1:00

Unit 2: Chief Fire Officer’s Role And Responsibilities
2-1 Roles And Responsibilities Of A Chief Fire Officer ..................... 0:30
2-2 The Relationship Between A Chief Officer And Other Members Of The Organization .......................... 0:30
2-3 The Establishment Of Organizational Core Values, Mission, Vision, Goals, Strategy And Tactics .......... 0:30

Unit 3: Chief Officer's Role In Communication
3-1 The Communication Model (Cycle) (Take Home Activity) ............. 1:00
3-2 Factors That Affect Communication (Group Activity) ................... 1:30
3-3 Public Speaking (Group Activity) .............................................. 2:00
3-4 Communication Mediums ..................................................... 0:30
3-5 Principles Of Effective Writing .............................................. 1:00

Unit 2: Human Resource Management
4-1 Establishing Personnel Assignments ........................................ 2:00
4-2 The Process Of Delegation In Order To Empower Personnel .......... 0:30
4-3 Developing Organizational Plans ........................................ 1:00
4-4 Factors That Affect Personnel Assignments .......................................................... 1:00

Unit 3: Managing The Performance Evaluation Process
5-1 Goals And Objectives Of Performance Evaluation .............................................. 1:00
5-2 Types Of Performance Evaluation Instruments .................................................. 0:30
5-3 Common Errors Found In Performance Evaluations ......................................... 0:30
5-4 The Elements Of A Performance Evaluation Program ....................................... 1:00
5-5 Performance Improvement Plans And Their Use .............................................. 0:30

Unit 6: Professional Development Plans
6-1 Educational Requirements And Essential Job Functions For A Designated Promotion .................................................. 0:30
6-2 Assessment Tools Utilized For A Promotional Process ................................... 0:30
6-3 Creating A Professional Development Plan (Activity) ..................................... 1:00

Unit 7: Leadership Role In Community Events
7-1 Community Organizations, Civic Events, And Formal And Informal Community Leaders With Which The Fire Department Interacts ............................................... 0:30
7-2 Describe The Actions Needed To Assume A Leadership Role In Given Community Organizations And Events To Enhance The Image Of The Fire Department........ 1:00

#8: Administration
8-1 Effect Policies May Have On Officers, Crews, And The Department .................. 0:30
8-2 Why Accuracy, Clarity, And Impartiality Are Important In Developing, Interpreting And Implementing Department Policies ........................................ 1:00
8-3 Methods For Delegating And Reviewing A Policies Or Procedures ................. 1:00
8-4 Components Of A Change Management Plan ............................................... 0:30

#9: Department Record Management System
9-1 Purpose And Function Of Records And Reports ............................................ 2:00
9-2 Appropriate Context Of Most Records And Reports .................................... 0:30
9-3 Security Issues Related To Record Keeping ............................................... 0:15
9-4 Methods Used To Develop A Record Management System ............................. 0:30
9-5 Benefits Of A Record Management System .............................................. 1:00
9-6 Information System Management Process .................................................. 0:15
9-7 Types Of Records Stored In A Information Management System ................. 0:15
9-8 Components Of An Electronic Data Storage And Retrieval System .............. 0:15

Unit 10: Injury And Illness Prevention Program
10-1 Laws, Regulations And Policies That Affect Fire Fighter Health And Safety ....... 1:00
10-2 Components Of An Injury And Illness Prevention Program ........................................ 1:00
10-3 Laws And Regulations Relating To Worker’s Compensation, Disability
    Procedures And Retirements ..................................................................................... 1:00
10-4 Common Causes Of Unsafe Acts, Health Exposures, And Conditions
    That Result In Fire Fighter Injuries, Occupational Illnesses, And/Or Deaths .......... 1:00
10-5 Procedures On How To Supervise And/Or Conduct An Accident Investigation .... 2:00
10-6 Developing Reports That Include Actions Taken And Recommendations
    As A Result Of An Accident Or Health Exposure ................................................ 2:00

Formative Tests ............................................................................................................ 3:00
Summative Test ........................................................................................................ 1:00
Course Outline

Prerequisite: Management 1

Course Objectives: To provide the student with…

a) Information on managing administrative services programs
b) Information on managing support services programs
c) Information on managing an EMS program
d) Information on managing an emergency services special operations program
e) Information on managing a training program
f) Information on managing a volunteer/reserve program
g) Information on managing a company inspection program

Course Content ........................................................................................................... 40:00

Unit 1: Course Introduction
1-1 Orientation And Administration............................................................................. 1:00

Unit 2: Administrative Services Program Management
2-1 Types And Purposes Of Administrative Services Programs .............................................. 0:45
2-2 Functions Of An Information Technology Program......................................................... 0:30
2-3 Managing A Human Resources Program ........................................................................ 1:30
2-4 Managing Media Relations ......................................................................................... 1:00
2-5 Elements In An Employee Assistance Program ............................................................... 1:00
2-6 Principles Of Financial Management ............................................................................ 0:45
2-7 Considerations Relating To Budgeting .......................................................................... 1:00
2-8 The Capital Budgeting Process ..................................................................................... 1:30
2-9 Developing A Request For Proposal .............................................................................. 0:45
2-10 Department Specific Bidding Process ......................................................................... 0:30
2-11 Bid Specification Guidelines ......................................................................................... 1:00
2-12 Requirements For Bidders ........................................................................................... 0:30

Unit 3: Support Services Program Management
3-1 Components Of A Support Services Program ............................................................... 0:15
3-2 Managing Facilities And Facilities Maintenance ......................................................... 0:30
3-3 Managing An Apparatus Program ................................................................................ 1:00
3-4 Managing An Equipment Program ............................................................................... 1:00
3-5 Managing An Emergency Communication Center ................................................. 1:00
3-6 Interaction/Coordination With Other Entities ..................................................... 1:00

Unit 4: EMS Program Management
4-1 Historical Perspective Of EMS ........................................................................... 0:30
4-2 EMS Systems Within California ......................................................................... 0:30
4-3 EMS Terminology ................................................................................................. 0:15
4-4 EMS Laws And Regulations .................................................................................. 1:00
4-5 Reviewing And Analyzing The Department's EMS Program .............................. 0:30
4-6 EMS Human Resources And Staffing ................................................................... 0:15
4-7 Quality Assurance, Improvement, And Professional Standards ......................... 1:00
4-8 EMS Public Information, Education, And Relations ........................................... 0:15
4-9 Local Medical Oversight, Control, And Direction ............................................. 0:30
4-10 Management Of Patient Care Records ............................................................... 0:30
4-11 EMS Finances And Budget Considerations .................................................... 1:00
4-12 EMS Personnel Recordkeeping And Data Management .................................... 0:15
4-13 EMS Communications ......................................................................................... 0:15
4-14 EMS Operations ................................................................................................. 1:00
4-15 EMS Risk Management ...................................................................................... 0:30
4-16 EMS Training Requirements For Basic Life Support (BLS) And Advanced Life Support (ALS) Responders ................................................................. 0:15
4-17 EMS Reporting Requirements ............................................................................. 0:30

Unit 5: Emergency Services Special Operations Program Management
5-1 Goals And Objectives Of Special Operations Program ........................................ 0:15
5-2 Types Of Special Operations ............................................................................... 0:30
5-3 Methods Used To Develop Special Operations Program Criteria ...................... 1:00
5-4 Components Of A Special Operations Program .................................................. 2:00

Unit 6: Training Program Management
6-1 Developing And Implementing A Training Program ........................................... 2:00
6-2 Components Of The Training Team Required To Implement And Maintain A Training Program .......................................................................................... 0:30
6-3 Methods Used To Develop Training Program Criteria ...................................... 1:00

Unit 7: Volunteer/Reserve Fire Fighter Program Management
7-1 Goals And Objectives Of A Volunteer/Reserve Fire Fighter Program .................. 0:15
7-2 Components Of A Volunteer/Reserve Fire Fighter Program ................................ 1:00
Unit 8: Company Inspection Program Management

8-1 Components Of A Company Inspection Program ...................................................0:30
8-2 Methods Used To Evaluate A Company Inspection Program ..............................0:30
8-3 Process For Determining The Effectiveness Of A Company Inspection Program .....0:30
8-4 Steps Involved In Making Revisions To A Company Inspection Program ..........0:30
8-5 Situations That May Result In A Standby Life Safety Assignment ......................0:15
8-6 Duties And Responsibilities Of A Standby Life Safety Assignment ....................0:30
8-7 California Fire Code And Other Regulatory Sections Relating To Standby Life Safety Requirements ...........................................................................................................0:15

Formative Tests ...........................................................................................................3:00
Summative Test ...........................................................................................................1:00