

# PRACTICE EXAM 5: SIMULATION

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1. Which NFPA standard establishes the professional qualifications for the Fire Officer I?
  - A. NFPA 1500
  - B. NFPA 1021
  - C. NFPA 1620
  - D. NFPA 1851
  
2. The term describing the number of subordinates one supervisor can effectively manage is:
  - A. Unity of command
  - B. Division of labor
  - C. Chain of command
  - D. Span of control
  
3. A continuous and unobstructed path of travel from any point in a building to a public way is defined as:
  - A. The fire department connection
  - B. The exit discharge alone
  - C. The means of egress
  - D. The standpipe riser
  
4. The base of power derived solely from an officer's formal rank or position is termed:
  - A. Expert power
  - B. Referent power

- C. Coercive power
- D. Legitimate power

5. The motivational theory arranging human needs in five ascending levels is known as:

- A. Herzberg's two-factor theory
- B. The fire tetrahedron model
- C. Recognition-primed decision-making
- D. Maslow's hierarchy of needs

6. The documented record tracking everyone who handled a piece of evidence is called the:

- A. Pre-incident plan
- B. Chain of custody
- C. Personnel accountability report
- D. Standard operating guideline

7. A written directive establishing a standardized method for performing operations is most precisely termed a:

- A. Standard operating procedure
- B. Mission statement
- C. Capital budget
- D. Job performance requirement

8. The NFPA standard governing the selection, care, and maintenance of structural firefighting protective ensembles is:

- A. NFPA 1500

- B. NFPA 1851
- C. NFPA 1021
- D. NFPA 1620

9. The near-simultaneous ignition of all combustible contents in a compartment at a critical temperature is defined as:

- A. Backdraft
- B. Rollover
- C. The decay stage
- D. Flashover

10. The confirmation that all assigned personnel at an incident are accounted for is termed a:

- A. Pre-incident survey
- B. Post-incident analysis
- C. Personnel accountability report
- D. Community risk assessment

11. The principle that each member should report to only one supervisor is called:

- A. Span of control
- B. Division of labor
- C. Unity of command
- D. Modular organization

12. A confidential, employer-provided service offering counseling and referral for personal concerns is the:

- A. Incident command system
- B. Employee assistance program
- C. Community risk reduction plan
- D. Standard operating guideline

13. The physical location where a fire began is precisely defined as the fire's:

- A. Origin
- B. Cause
- C. Classification
- D. Fire flow

14. The four elements of the fire tetrahedron are fuel, oxygen, heat, and:

- A. A self-sustaining chemical chain reaction
- B. A secondary ignition source
- C. An accelerant residue
- D. A confined compartment

15. Heat transfer through the movement of heated gases or fluids is defined as:

- A. Conduction
- B. Convection
- C. Radiation
- D. Direct impingement

16. The rate of water flow required to control a fire in a given structure is termed:

- A. Fire flow
- B. Static pressure
- C. Residual head
- D. Hydrant spacing

17. A broad statement of an organization's position or intent that guides decision-making is precisely a:

- A. Policy
- B. Procedure
- C. Mission statement
- D. Job performance requirement

18. The standard establishing a fire department occupational safety, health, and wellness program is:

- A. NFPA 1021
- B. NFPA 1500
- C. NFPA 1851
- D. NFPA 1620

19. The standardized, scalable system for managing personnel and resources at incidents of any size is the:

- A. National Fire Incident Reporting System
- B. Community risk reduction model
- C. Standard operating procedure
- D. Incident command system

20. An explosive event occurring when oxygen is suddenly introduced into an oxygen-depleted, superheated, fuel-rich compartment is defined as:

- A. Flashover
- B. Backdraft
- C. Rollover
- D. The incipient stage

21. The base of power earned through an officer's personal character, integrity, and trustworthiness is termed:

- A. Referent power
- B. Legitimate power
- C. Reward power
- D. Coercive power

22. The duty area of NFPA 1021 Chapter 4 carrying the most Job Performance Requirements is:

- A. Administration
- B. Health and Safety
- C. Human Resource Management
- D. Inspection and Investigation

23. Heat transfer through direct contact within or between materials is defined as:

- A. Convection
- B. Conduction
- C. Radiation
- D. Reflection

24. The systematic review conducted after an incident to identify lessons and improve performance is the:

- A. Pre-incident plan
- B. Size-up assessment
- C. Post-incident analysis
- D. Chain of custody

25. The construction type known as "fire-resistive" with the greatest fire resistance is:

- A. Type V
- B. Type III
- C. Type I
- D. Type IV

26. An approach treating all blood and bodily fluids as potentially infectious is termed:

- A. Modular isolation
- B. Recognition-primed precaution
- C. Span-of-control protection
- D. Standard precautions

27. The continuous mental evaluation of all factors affecting an incident is defined as:

- A. The post-incident analysis
- B. The pre-incident plan
- C. Size-up
- D. The personnel accountability report

28. The rating error in which one outstanding trait inflates the entire evaluation is the:

- A. Halo effect
- B. Recency effect
- C. Central tendency
- D. Leniency error

29. The funds used for major, long-lived assets such as apparatus and facilities constitute the:

- A. Operating budget
- B. Capital budget
- C. Discretionary fund
- D. Grant allocation

30. A specific, step-by-step method for carrying out a particular task is most precisely a:

- A. Policy
- B. Mission statement
- C. Procedure
- D. Job performance requirement

31. The intervention category in the Five E's that involves applying codes and regulations is:

- A. Education
- B. Engineering
- C. Enforcement
- D. Economic Incentives

32. The national system enabling standardized collection and analysis of fire incident data is the:

- A. Incident command system
- B. Community risk reduction plan
- C. Standard operating guideline
- D. National Fire Incident Reporting System

33. The first of the three incident priorities is:

- A. Life safety
- B. Incident stabilization
- C. Property conservation
- D. Documentation

34. Heat transfer through electromagnetic waves across space is defined as:

- A. Conduction
- B. Convection
- C. Reflection
- D. Radiation

35. The construction type characterized by combustible wood framing throughout is:

- A. Type I
- B. Type II
- C. Type III
- D. Type V

36. The longer-term, relationship-based process of guiding a person's overall professional growth is termed:

- A. Mentoring
- B. Coaching
- C. Disciplining
- D. Delegating

37. The element the fire tetrahedron adds to the three elements of the fire triangle is:

- A. Additional fuel
- B. A second oxygen source
- C. A self-sustaining chemical chain reaction
- D. A separate heat source

38. The universal radio declaration that a firefighter is lost, trapped, injured, or in distress is:

- A. Emergency traffic
- B. Mayday
- C. A PAR request
- D. An all-clear

39. The construction type with masonry exterior walls and combustible interior structural elements is:

- A. Type III ordinary
- B. Type I fire-resistive
- C. Type II noncombustible
- D. Type V wood-frame

40. A statement describing a task, the conditions for performing it, and the standard of acceptable performance is a:

- A. Standard operating procedure
- B. Mission statement
- C. Job performance requirement
- D. Pre-incident plan

41. The external connection allowing responders to pump water into a building's sprinkler or standpipe system is the:

- A. Static water source
- B. Fire department connection
- C. Control valve
- D. Residual hydrant

42. The leadership style in which the officer makes decisions alone and directs without consultation is the:

- A. Autocratic style
- B. Democratic style
- C. Laissez-faire style
- D. Delegative style

43. The data-driven process to identify and prioritize local risks and strategically reduce them is:

- A. Incident command
- B. Pre-incident planning
- C. Post-incident analysis
- D. Community risk reduction

44. The obligation to be answerable for the results of the company's work, which cannot be delegated, is:

- A. Accountability
- B. Authority
- C. Responsibility
- D. Delegation

45. The rating error of weighting recent events heavily while ignoring the rest of the period is the:

- A. Halo effect
- B. Recency effect
- C. Central tendency
- D. Horns effect

46. The model describing how experienced decision-makers rapidly match a situation to past experience under time pressure is:

- A. Maslow's hierarchy
- B. Herzberg's two-factor theory
- C. Trait theory
- D. Recognition-primed decision-making

47. A concise, formal expression of an organization's fundamental purpose is a:

- A. Standard operating procedure
- B. Job performance requirement
- C. Mission statement
- D. Capital budget

48. The completeness framework for reports answering Who, What, When, Where, Why, and How is known as the:

- A. Fire tetrahedron
- B. Five E's
- C. Incident priorities
- D. 5 W's and an H

49. The portion of the communication process in which the receiver responds, allowing the sender to verify understanding, is the:

- A. Channel
- B. Feedback loop
- C. Encoding stage
- D. Noise factor

50. The funds for recurring day-to-day costs such as fuel, supplies, and utilities constitute the:

- A. Capital budget
- B. Grant allocation
- C. Operating budget
- D. Reserve fund

51. The construction type characterized by large-dimension exposed structural members is:

- A. Type I fire-resistive
- B. Type II noncombustible
- C. Type V wood-frame
- D. Type IV heavy timber

52. The continuous and unobstructed path of egress consists of the exit access, the exit, and the:

- A. Exit discharge
- B. Fire department connection
- C. Control valve
- D. Standpipe riser

53. The leadership style providing minimal direction and letting the crew self-manage is the:

- A. Autocratic style
- B. Directive style
- C. Participative style
- D. Laissez-faire style

54. The member assigned to monitor and assess safety hazards at an incident is the:

- A. Public information officer
- B. Liaison officer
- C. Operations section chief
- D. Incident safety officer

55. The fire cause classification applying to a deliberately set fire associated with arson is:

- A. Accidental
- B. Natural
- C. Incendiary
- D. Undetermined

56. The intrinsic motivator among the following is:

- A. A monetary performance bonus
- B. Avoidance of a disciplinary penalty
- C. A promotion to higher rank
- D. Pride in performing meaningful work

57. The rating error of rating everyone as "average" to avoid difficult conversations is:

- A. The halo effect
- B. Central tendency
- C. The recency effect
- D. The horns effect

58. The visible physical effects left by a fire that indicate intensity and direction of travel are termed:

- A. Fire flow indicators
- B. Occupancy markers
- C. Fire patterns
- D. Egress signs

59. The individual responsible for all incident activities, including strategy and resource decisions, is the:

- A. Safety officer
- B. Incident commander
- C. Public information officer
- D. Liaison officer

60. The NFPA standard that provides guidance specifically on pre-incident planning is:

- A. NFPA 1500
- B. NFPA 1620
- C. NFPA 1021
- D. NFPA 1851

61. The dangerous practice of crews acting independently outside their assignments and the command structure is termed:

- A. Freelancing
- B. Delegating
- C. Coordinating
- D. Mentoring

62. The hygiene factor in Herzberg's two-factor theory, as opposed to a true motivator, is:

- A. Recognition for achievement
- B. Adequate working conditions
- C. Increased responsibility
- D. A sense of accomplishment

63. The principle of dividing work into specialized functions and assigning responsibility for each is:

- A. Unity of command
- B. Span of control
- C. Chain of command
- D. Division of labor

64. The time, in hours, that a structural element can withstand fire exposure while functioning is its:

- A. Fire flow rating
- B. Fire resistance rating
- C. Occupancy load
- D. Egress capacity

65. The graduated disciplinary approach escalating responses by severity and repetition is termed:

- A. Progressive discipline
- B. Summary termination
- C. Central tendency
- D. Coercive correction

66. The duty area of NFPA 1021 expanded in 2020 to explicitly include community risk reduction is:

- A. Administration
- B. Health and Safety
- C. Community and Government Relations
- D. Emergency Service Delivery

67. The overall plan or broad approach for achieving incident objectives is precisely termed the:

- A. Tactic
- B. Assignment
- C. Resource allocation
- D. Strategy

68. The specific operation or assignment used to carry out the broad approach at an incident is a:

- A. Strategy
- B. Tactic
- C. Mission statement
- D. Priority

69. The stage of fire development at which the fire has just begun and is small and localized is the:

- A. Incipient stage
- B. Growth stage
- C. Fully developed stage
- D. Decay stage

70. The high-risk audiences most consistently identified for fire death and injury are:

- A. Trained responders and code officials
- B. Young children and older adults
- C. Working-age commercial employees
- D. Building inspectors and planners

71. Anything that interferes with a message at any point in the communication process is termed:

- A. Feedback
- B. Encoding
- C. Noise
- D. The channel

72. The organization, office, or individual responsible for enforcing code requirements or approving procedures is the:

- A. Authority Having Jurisdiction
- B. Incident commander
- C. Public information officer
- D. Safety officer

73. The piping system providing water for firefighting at connections within or on a building is the:

- A. Sprinkler control valve
- B. Standpipe system
- C. Fire department radio
- D. Static water source

74. The strategy involving an interior attack to aggressively control the fire and conduct rescue is the:

- A. Defensive strategy
- B. Exterior strategy
- C. Exposure-protection strategy
- D. Offensive strategy

75. The rating error in which personal dislike unfairly lowers a member's evaluation is the:

- A. Halo effect
- B. Horns effect
- C. Recency effect
- D. Central tendency

76. The fully developed stage of fire is characterized by:

- A. The fire just beginning, small and localized
- B. Fuel and oxygen becoming depleted
- C. Maximum intensity with all available fuel burning
- D. The slow smoldering of residual materials

77. The system tracking the identity, assignment, and location of all personnel at an incident is the:

- A. Pre-incident plan
- B. Chain of custody
- C. National reporting system
- D. Personnel accountability system

78. The fire cause classification for a fire resulting from a natural event such as lightning is:

- A. Accidental
- B. Incendiary
- C. Natural
- D. Undetermined

79. The leadership style that involves the crew in decisions and seeks input before deciding is the:

- A. Autocratic style
- B. Laissez-faire style
- C. Democratic style
- D. Delegative style

80. The skill-focused guidance aimed at improving a specific near-term performance is termed:

- A. Mentoring
- B. Disciplining
- C. Delegating
- D. Coaching

81. The "V" pattern observed on a wall during investigation generally helps indicate the:

- A. Direction of travel toward the origin
- B. Occupancy classification
- C. Required fire flow
- D. Retail value of the loss

82. The first line of supervision in the fire department organization corresponds to the:

- A. Company officer (Fire Officer I)
- B. Battalion chief
- C. Fire chief
- D. Deputy chief

83. The three incident priorities in their correct order are:

- A. Property conservation, incident stabilization, life safety
- B. Incident stabilization, life safety, property conservation
- C. Life safety, property conservation, incident stabilization
- D. Life safety, incident stabilization, property conservation

84. The strategy involving exterior operations to protect exposures when interior operations are too dangerous is the:

- A. Defensive strategy
- B. Offensive strategy
- C. Interior-attack strategy
- D. Rescue-priority strategy

85. The consistent adherence to ethical and moral principles, especially when unobserved, defines:

- A. Ethics
- B. Integrity
- C. Professionalism
- D. Authority

86. The principle stating that responses to misconduct increase in severity by steps is:

- A. Progressive discipline
- B. Summary suspension
- C. The halo effect
- D. Modular organization

87. The base of power based on the ability to discipline or impose consequences is:

- A. Expert power
- B. Referent power
- C. Reward power
- D. Coercive power

88. The system of moral principles governing what is right and wrong conduct is termed:

- A. Ethics
- B. Integrity
- C. Professionalism
- D. Discipline

89. The continuous evaluation that begins before arrival and proceeds throughout the incident is:

- A. Size-up
- B. The post-incident analysis
- C. The pre-incident plan
- D. The chain of custody

90. The base of power based on the ability to provide recognition, desirable assignments, or benefits is:

- A. Coercive power
- B. Legitimate power
- C. Expert power
- D. Reward power

91. The intervention in the Five E's involving the design of safer products and environments is:

- A. Education
- B. Enforcement
- C. Engineering
- D. Economic Incentives

92. The team development stage characterized by conflict and members jockeying for position is the:

- A. Forming stage
- B. Norming stage
- C. Storming stage
- D. Performing stage

93. The order-and-acknowledgment radio model exists primarily to:

- A. Reduce the total number of transmissions
- B. Close the feedback loop and confirm receipt
- C. Establish a permanent written record
- D. Demonstrate the sender's seniority

94. The fire cause classification used when the cause cannot be established is:

- A. Accidental
- B. Incendiary
- C. Undetermined
- D. Natural

95. The right, granted by the organization, to make decisions and direct subordinates is termed:

- A. Accountability
- B. Responsibility
- C. Authority
- D. Influence

96. The leadership style most appropriate during a rapidly deteriorating emergency requiring immediate action is the:

- A. Autocratic (directive) style
- B. Democratic (participative) style
- C. Laissez-faire (delegative) style
- D. Consensus-seeking style

97. The mechanism by which a fire can ignite a neighboring building across a space without contact is:

- A. Conduction
- B. Radiation
- C. Convection
- D. Direct impingement

98. The base of power flowing from an officer's knowledge, skill, and demonstrated competence is:

- A. Expert power
- B. Legitimate power
- C. Coercive power
- D. Reward power

99. The stage of fire development at which fuel or oxygen becomes depleted and the fire diminishes is the:

- A. Incipient stage
- B. Growth stage
- C. Decay stage
- D. Fully developed stage

100. The team development stage at which the team operates smoothly and productively is the:

- A. Forming stage
- B. Storming stage
- C. Norming stage
- D. Performing stage

## Answer Key & Full Explanations

1. B — NFPA 1021. NFPA 1021 is the Standard for Fire Officer Professional Qualifications, with Chapter 4 defining the Fire Officer I. It is the foundation of the certification exam's content.
2. D — Span of control. Span of control is the number of subordinates one supervisor can effectively manage, recommended at three to seven with five optimal. Exceeding it degrades supervision and accountability.
3. C — The means of egress. A means of egress is a continuous, unobstructed path from any point in a building to a public way. It is a foundational life safety requirement in every occupancy.
4. D — Legitimate power. Legitimate power derives from the formal rank or position, establishing the right to direct but producing only compliance. Expert and referent power, by contrast, flow from the person.
5. D — Maslow's hierarchy of needs. Maslow's hierarchy arranges needs in five ascending levels from physiological to self-actualization. People generally satisfy lower needs before pursuing higher ones.
6. B — Chain of custody. Chain of custody is the documented, unbroken record of everyone who handled evidence. An unbroken chain is essential for evidence to remain admissible.
7. A — Standard operating procedure. An SOP is a written directive establishing a standardized method for performing operations. It promotes consistency, safety, and coordination, especially on the emergency scene.

8. B — NFPA 1851. NFPA 1851 governs the selection, care, and maintenance of structural and proximity firefighting protective ensembles. Proper care protects firefighters and extends equipment life.

9. D — Flashover. Flashover is the near-simultaneous ignition of a compartment's contents at a critical temperature. It marks the transition to a fully developed fire and is a leading cause of firefighter deaths.

10. C — Personnel accountability report. A PAR confirms that all assigned personnel at an incident are accounted for and safe. It is conducted at benchmarks as a continuous fireground responsibility.

11. C — Unity of command. Unity of command means each member reports to only one supervisor, preventing conflicting orders. It is foundational to both organization and the Incident Command System.

12. B — Employee assistance program. An EAP is a confidential, employer-provided service offering counseling and referral for personal concerns. The officer should know how it works and refer members appropriately.

13. A — Origin. The origin is the physical location where a fire began, distinct from cause, which is the circumstances that started it. Determining origin is generally the first step toward determining cause.

14. A — A self-sustaining chemical chain reaction. The fire tetrahedron adds the chemical chain reaction to the triangle's fuel, oxygen, and heat. Removing any one of the four elements extinguishes the fire.

15. B — Convection. Convection transfers heat through moving heated gases or fluids, driving fire upward and across ceilings. Understanding it helps the officer trace and predict fire spread.

16. A — Fire flow. Fire flow is the rate of water flow required to control a fire in a given structure. Matching available supply to required fire flow is fundamental to firefighting capability.

17. A — Policy. A policy is a broad statement of the organization's position or intent that guides decision-making ("what"). A procedure, by contrast, describes the specific step-by-step method ("how").

18. B — NFPA 1500. NFPA 1500 establishes the framework for a fire department's occupational safety, health, and wellness program. It is foundational to fire service safety.

19. D — Incident command system. ICS is the standardized, scalable system for managing personnel and resources at incidents of any size. It expands and contracts as the incident requires.

20. B — Backdraft. Backdraft is an explosive ignition of accumulated gases when oxygen is suddenly introduced into a superheated, fuel-rich, oxygen-depleted compartment. Recognizing its warning signs is a critical safety responsibility.

21. A — Referent power. Referent power flows from personal character, integrity, and trustworthiness, producing the deepest loyalty. Unlike position-based power, it is earned through who the officer is.

22. C — Human Resource Management. This duty area carries more Job Performance Requirements than any other under NFPA 1021 Chapter 4. It reflects how much of the officer's role is managing people.

23. B — Conduction. Conduction transfers heat through direct contact within or between materials, such as heat traveling along a metal beam. It is one of the three mechanisms of heat transfer.

24. C — Post-incident analysis. The PIA is the systematic review conducted after an incident to identify lessons and improve performance. It is a blame-free learning tool, not a disciplinary proceeding.

25. C — Type I. Type I is fire-resistive, built of noncombustible materials with the greatest fire resistance. It is typical of high-rise and major buildings.

26. D — Standard precautions. Standard precautions treat all blood and bodily fluids as potentially infectious, using protective barriers. This protects responders regardless of a patient's known infection status.

27. C — Size-up. Size-up is the continuous mental evaluation of all factors affecting an incident, beginning before arrival. Treating it as a one-time event leaves the officer unprepared for changing conditions.

28. A — Halo effect. The halo effect occurs when one outstanding trait inflates the entire evaluation. It distorts accuracy and is guarded against through objective, job-related assessment.

29. B — Capital budget. The capital budget funds major, long-lived assets such as apparatus and facilities. Recurring day-to-day costs fall under the operating budget.

30. C — Procedure. A procedure is a specific, step-by-step method for carrying out a task ("how"), while a policy is a broad statement of intent ("what"). The officer implements and enforces both.

31. C — Enforcement. Enforcement applies codes, laws, and regulations within the Five E's of community risk reduction. Education, engineering, economic incentives, and emergency response are the others.

32. D — National Fire Incident Reporting System. NFIRS enables standardized collection and analysis of fire incident data across jurisdictions. Accurate company-level reporting feeds data used for analysis, funding, and policy.

33. A — Life safety. Life safety is the first of the three incident priorities, followed by incident stabilization and property conservation. Protecting human life always takes precedence.

34. D — Radiation. Radiation transfers heat through electromagnetic waves across space, capable of igniting an exposure without contact. It is one of the three heat transfer mechanisms.

35. D — Type V. Type V uses combustible wood framing throughout and is typical of most residential construction. This contrasts with the noncombustible elements of Types I and II.

36. A — Mentoring. Mentoring is the longer-term, relationship-based process of guiding overall professional growth. Coaching, by contrast, focuses on specific near-term skills.

37. C — A self-sustaining chemical chain reaction. The fire tetrahedron adds the chemical chain reaction to the triangle's fuel, oxygen, and heat. Removing any one element extinguishes the fire.

38. B — Mayday. Mayday is the universal declaration that a firefighter is lost, trapped, injured, or in distress. It receives absolute priority and triggers an immediate rescue response.

39. A — Type III ordinary. Type III "ordinary" construction has masonry exterior walls with combustibles interior structural elements ("brick and joist"). This distinguishes it from fully noncombustible and fully combustible types.

40. C — Job performance requirement. A JPR describes a task, the conditions for performing it, and the standard of acceptable performance. Company training is often built around JPRs drawn from applicable standards.

41. B — Fire department connection. The FDC is the external connection allowing responders to pump water into a sprinkler or standpipe system. Locating it is a key pre-planning and fireground consideration.

42. A — Autocratic style. The autocratic style has the officer decide alone and direct without consultation, appropriate for emergencies. It breeds resentment and stifles growth when overused in non-emergencies.

43. D — Community risk reduction. CRR is the data-driven process to identify and prioritize local risks and strategically reduce them. It is proactive, distinguishing it from reactive response.

44. A — Accountability. Accountability is being answerable for results and is the one element that can never be delegated. Authority and responsibility can be delegated, but accountability remains with the officer.

45. B — Recency effect. The recency effect weights recent events heavily while ignoring the rest of the period. Continuous documentation throughout the period is the defense against it.

46. D — Recognition-primed decision-making. RPD describes how experienced decision-makers rapidly match a situation to past experience and act under time pressure. This is why experience and realistic training are valuable.

47. C — Mission statement. A mission statement is a concise, formal expression of an organization's fundamental purpose. It guides priorities and communicates purpose to members and the public.

48. D — 5 W's and an H. The 5 W's and an H (Who, What, When, Where, Why, How) is a completeness framework for reports. Applying it guards against omitting essential information.

49. B — Feedback loop. The feedback loop is the portion of the communication process in which the receiver responds, allowing verification of understanding. Closing it is the most reliable safeguard against miscommunication.

50. C — Operating budget. The operating budget covers recurring day-to-day costs such as fuel, supplies, and utilities. Major, long-lived assets fall under the capital budget.

51. D — Type IV heavy timber. Type IV heavy timber uses large-dimension exposed structural members that resist early failure but provide significant fuel. This distinguishes it from lightweight and noncombustible types.

52. A — Exit discharge. A means of egress consists of the exit access, the exit, and the exit discharge. Together they form the continuous, unobstructed path to a public way.

53. D — Laissez-faire style. The laissez-faire (delegative) style provides minimal direction and lets the crew self-manage. It suits highly skilled, self-motivated crews but causes confusion if used inappropriately.

54. D — Incident safety officer. The incident safety officer monitors and assesses safety hazards at an incident and develops measures to ensure personnel safety. The company officer also performs continuous safety oversight for the crew.

55. C — Incendiary. Incendiary fires are deliberately set under circumstances in which the person knew the fire should not be set, the classification associated with arson. It is distinct from accidental, natural, and undetermined.

56. D — Pride in performing meaningful work. Intrinsic motivators arise from within, such as pride and satisfaction, while bonuses, avoiding discipline, and promotion are extrinsic. Intrinsic motivators produce more durable performance.

57. B — Central tendency. Central tendency is the rating error of rating everyone "average" to avoid difficult conversations. It distorts accuracy and fails to distinguish real differences in performance.

58. C — Fire patterns. Fire patterns are the visible physical effects left by a fire that indicate intensity and direction of travel. They help trace back toward the area of origin.

59. B — Incident commander. The incident commander is responsible for all incident activities, including strategy, tactics, and resource decisions. The IC holds overall authority until command is transferred or the incident concludes.

60. B — NFPA 1620. NFPA 1620 provides guidance specifically on pre-incident planning. It supports developing plans with the building information responders need.

61. A — Freelancing. Freelancing is crews or individuals acting independently outside their assignments and the command structure. It destroys coordination and accountability and endangers everyone.

62. B — Adequate working conditions. In Herzberg's theory, hygiene factors like working conditions cause dissatisfaction when poor but do not motivate when adequate. True motivators are achievement, recognition, and responsibility.

63. D — Division of labor. Division of labor divides work into specialized functions and assigns responsibility for each. It is one of the classic principles of organization.

64. B — Fire resistance rating. A fire resistance rating is the time, in hours, that a structural element can withstand fire exposure while functioning. These ratings underlie the distinctions between construction types.

65. A — Progressive discipline. Progressive discipline escalates responses by the severity and repetition of the behavior. The purpose is correction, with serious misconduct possibly entering at a higher step.

66. C — Community and Government Relations. The 2020 edition expanded this duty area to explicitly include community risk reduction at the unit level. This reflects the modern shift toward proactive risk reduction.

67. D — Strategy. Strategy is the overall plan or broad approach for achieving incident objectives ("what"). Tactics are the specific operations that carry it out ("how").

68. B — Tactic. A tactic is the specific operation or assignment used to carry out the strategy ("how"). For example, advancing an interior attack line executes an offensive strategy.

69. A — Incipient stage. The incipient stage is when the fire has just begun and is small and localized. It precedes the growth, fully developed, and decay stages.

70. B — Young children and older adults. These groups are consistently identified as high-risk for fire death and injury. They receive priority in education and community risk reduction.

71. C — Noise. Noise is anything that interferes with a message at any point in the communication process. Recognizing and reducing it is essential to effective communication.

72. A — Authority Having Jurisdiction. The AHJ is the organization, office, or individual responsible for enforcing code requirements or approving procedures. It defines the rules the officer must apply.

73. B — Standpipe system. A standpipe system provides water for firefighting at connections within or on a building, especially in high-rise and large structures. It lets crews attack fire on upper floors.

74. D — Offensive strategy. An offensive strategy involves an interior attack to aggressively control the fire and conduct rescue. It is appropriate when conditions and savable value support it.

75. B — Horns effect. The horns effect occurs when one negative trait or personal dislike unfairly lowers an evaluation. It is the reverse of the halo effect.

76. C — Maximum intensity with all available fuel burning. The fully developed stage is characterized by maximum intensity with all available fuel burning. It follows the growth stage and precedes decay.

77. D — Personnel accountability system. The personnel accountability system tracks the identity, assignment, and location of all personnel at an incident. It enables accounting for everyone if conditions deteriorate.

78. C — Natural. A fire resulting from a natural event such as lightning, with no human involvement, is classified as natural. This is distinct from accidental, incendiary, and undetermined.

79. C — Democratic style. The democratic (participative) style involves the crew in decisions and seeks input before deciding. It suits non-emergency planning with experienced crews and builds buy-in.

80. D — Coaching. Coaching is skill-focused guidance aimed at improving specific near-term performance. Mentoring, by contrast, is longer-term, relationship-based growth.

81. A — Direction of travel toward the origin. A "V" pattern indicates the fire's direction of travel and helps locate the area of origin. Determining origin is generally the first step toward determining cause.

82. A — Company officer (Fire Officer I). The Fire Officer I is the first line of supervision in the fire department organization. This distinguishes the company officer from chief officers above.

83. D — Life safety, incident stabilization, property conservation. The three incident priorities are addressed in this fixed order, with life safety always first. When decisions compete, the higher priority prevails.

84. A — Defensive strategy. A defensive strategy uses exterior operations to protect exposures when interior operations are too dangerous. Recognizing when to shift to defensive is a critical life-saving decision.

85. B — Integrity. Integrity is the consistent adherence to ethical and moral principles, especially when unobserved. Ethics is knowing right from wrong; integrity is consistently acting on it.

86. A — Progressive discipline. Progressive discipline is the principle that responses to misconduct increase in severity by steps. It gives members opportunities to correct minor issues before consequences intensify.

87. D — Coercive power. Coercive power is based on the ability to discipline or impose consequences. It compels compliance but breeds resentment and fear when overused.

88. A — Ethics. Ethics is the system of moral principles governing right and wrong conduct. Integrity is consistently acting on that knowledge, especially when unobserved.

89. A — Size-up. Size-up is the continuous evaluation that begins before arrival and proceeds throughout the incident. It is the foundation of the action plan.

90. D — Reward power. Reward power is based on the ability to provide recognition, desirable assignments, or benefits. It motivates but can foster transactional relationships.

91. C — Engineering. Engineering involves designing safer products and environments, such as sprinkler systems, within the Five E's. Education, enforcement, and economic incentives are the others.

92. C — Storming stage. The storming stage is characterized by conflict and members jockeying for position. Recognizing it as a normal developmental stage helps the officer guide the team forward.

93. B — Close the feedback loop and confirm receipt. The order-and-acknowledgment model exists to close the feedback loop and confirm accurate receipt under high-risk conditions. An unacknowledged order may never have been received.

94. C — Undetermined. The undetermined classification applies when a fire's cause cannot be established or has not yet been determined. It is distinct from accidental, natural, and incendiary.

95. C — Authority. Authority is the formal right, granted by the organization, to make decisions and direct subordinates. It comes with the position, not the person.

96. A — Autocratic (directive) style. The autocratic/directive style is most appropriate during a rapidly deteriorating emergency requiring immediate action. There is no time for consultation when seconds protect life.

97. B — Radiation. Radiation transfers heat through electromagnetic waves across space, igniting a neighboring building without contact. Understanding heat transfer helps anticipate fire spread to exposures.

98. A — Expert power. Expert power flows from an officer's knowledge, skill, and demonstrated competence. Along with referent power, it earns genuine, durable followership.

99. C — Decay stage. The decay stage is when fuel or oxygen becomes depleted and the fire diminishes. It follows the incipient, growth, and fully developed stages.

100. D — Performing stage. The performing stage is when the team operates smoothly and productively. It follows forming, storming, and norming in team development.