

PRACTICE EXAM 5 SIMULATION

1. Which term precisely describes the specific physical location where the ignition source and first fuel came together to start a fire?

- A. Area of origin
- B. Point of origin
- C. Fire pattern
- D. Char line

2. Which NFPA standard named in JPR 5.6.1 specifically addresses the principles and practices of structural firefighting operations?

- A. NFPA 1600
- B. NFPA 1710
- C. NFPA 1720
- D. NFPA 1700

3. A solicitation used when factors beyond price—such as qualifications, approach, and quality—are evaluated is best described as which instrument?

- A. Invitation for Bid (IFB)
- B. Request for Proposal (RFP)
- C. Purchase order
- D. Bid bond

4. Which term precisely describes the general location where a fire began, identified before the more precise point within it?

- A. Point of origin
- B. Area of origin
- C. Char depth
- D. Flashover zone

5. Which NFPA standard named in JPR 5.6.1 governs deployment, staffing, and response-time objectives for career fire departments?

- A. NFPA 1710
- B. NFPA 1720
- C. NFPA 1600
- D. NFPA 1700

6. The fire-cause classification corresponding to the crime of arson is which of the following?

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

7. Which document precisely defines the minimum job performance requirements for the Fire Officer II level?

- A. NFPA 1021, Chapter 4
- B. NFPA 1021, Chapter 5
- C. NFPA 1001, Chapter 6
- D. NFPA 1041, Chapter 5

8. In the lowest responsive and responsible bidder standard, which term means the bid meets the specifications and requirements?

- A. Responsible
- B. Responsive
- C. Reciprocal
- D. Restrictive

9. Which NFPA standard named in JPR 5.6.1 governs deployment and response-time objectives for volunteer fire departments?

- A. NFPA 1720
- B. NFPA 1710
- C. NFPA 1600
- D. NFPA 1700

10. A solicitation for a well-defined product typically awarded to the lowest responsive and responsible bidder is best described as which instrument?

- A. Request for Proposal (RFP)
- B. Bid bond
- C. Invitation for Bid (IFB)
- D. Sole-source contract

11. Which term in the bidder standard means the vendor is capable of actually delivering what is required?

- A. Responsive
- B. Responsible
- C. Reciprocal

D. Reactive

12. Which NFPA standard named in JPR 5.6.1 addresses continuity, emergency, and crisis management?

A. NFPA 1710

B. NFPA 1720

C. NFPA 1700

D. NFPA 1600

13. Within NFPA 1021 Chapter 5, the duty area covering budget preparation, purchasing, media releases, and managing change is which of the following?

A. Human Resource Management

B. Emergency Service Delivery

C. Administration

D. Health and Safety

14. Which term precisely describes the visible physical effect of a fire on materials—such as charring or discoloration—that records the fire's direction of travel?

A. Fire pattern

B. Point of origin

C. Flashover

D. Incendiary mark

15. Within NFPA 1021 Chapter 5, the duty area covering evaluation of member performance and professional development is which of the following?

A. Administration

- B. Human Resource Management
- C. Community and Government Relations
- D. Inspection and Investigation

16. Which fire-cause classification applies when the available evidence does not support any specific cause?

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

17. Which precisely defines mutual aid as distinct from automatic aid?

- A. Resources dispatched automatically on the initial alarm
- B. A shared-equipment purchasing arrangement
- C. Assistance limited to non-emergency events
- D. Assistance provided on request when local resources are exceeded

18. Within NFPA 1021 Chapter 5, the duty area covering origin and cause determination is which of the following?

- A. Inspection and Investigation
- B. Emergency Service Delivery
- C. Administration
- D. Health and Safety

19. The community risk reduction strategy that applies codes and regulations is which of the "Five E's"?

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

20. Which precisely defines automatic aid as distinct from mutual aid?

- A. Resources dispatched on the initial alarm by standing agreement
- B. Assistance provided only on request after resources are exhausted
- C. A competitive bidding cooperative
- D. Assistance limited to planned events

21. Within NFPA 1021 Chapter 5, the duty area covering multi-unit operational plans and post-incident analysis is which of the following?

- A. Administration
- B. Inspection and Investigation
- C. Emergency Service Delivery
- D. Human Resource Management

22. Which precisely defines a policy as distinct from a procedure?

- A. A broad statement of organizational intent—the "what and why"
- B. A step-by-step method for completing a task
- C. An informal verbal instruction to one crew
- D. A summary of demographic data

23. The rating error in which one negative trait drags down ratings across all dimensions is precisely which of the following?

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

24. Which precisely defines a procedure as distinct from a policy?

- A. A broad statement of why the organization acts
- B. The step-by-step method for carrying out a policy
- C. An elected official's directive
- D. A statistical population profile

25. The leadership style in which the officer makes decisions and issues clear directives with little input is precisely which of the following?

- A. Democratic (participative)
- B. Autocratic (directive)
- C. Laissez-faire (delegative)
- D. Transformational

26. Within NFPA 1021 Chapter 5, the duty area covering analysis of accident, injury, and health-exposure history is which of the following?

- A. Administration
- B. Emergency Service Delivery
- C. Inspection and Investigation
- D. Health and Safety

27. The type of power derived precisely from an officer's knowledge, skill, and demonstrated competence is which of the following?

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

28. The community risk reduction strategy involving built-in safety features and technology is precisely which of the "Five E's"?

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

29. The rating error in which one positive trait inflates ratings across all dimensions is precisely which of the following?

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

30. The type of power rooted precisely in respect, trust, and the officer's personal credibility is which of the following?

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

D. Coercive power

31. Within NFPA 1021 Chapter 5, the duty area covering supervision of multi-unit community risk reduction and cooperation with allied agencies is which of the following?

A. Community and Government Relations

B. Administration

C. Emergency Service Delivery

D. Health and Safety

32. The fire development stage marked precisely by the near-simultaneous ignition of most combustible surfaces in a compartment is which of the following?

A. Incipient

B. Growth

C. Flashover

D. Decay

33. The budgeting method in which every expense must be justified from zero each cycle is precisely which of the following?

A. Line-item budgeting

B. Incremental budgeting

C. Performance budgeting

D. Zero-based budgeting

34. The type of power derived precisely from the authority of an officer's rank or position is which of the following?

A. Legitimate power

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

35. Which precisely defines strategy as distinct from tactics at an incident?

- A. The overall plan and goals for managing the incident
- B. The specific hose stretch a crew performs
- C. The brand of apparatus deployed
- D. The wording of a media release

36. The principle precisely describing the number of subordinates one supervisor can effectively manage is which of the following?

- A. Unity of command
- B. Chain of custody
- C. Span of control
- D. Accountability reporting

37. Which precisely defines tactics as distinct from strategy at an incident?

- A. The overall goals for the incident
- B. The reason the incident is being managed
- C. The specific actions carried out to achieve the strategy
- D. The budget allocated to the incident

38. The cost category covering major, long-lasting assets such as apparatus and facilities is precisely which of the following?

- A. Capital cost
- B. Operating cost
- C. Personnel cost
- D. Restricted cost

39. Which precisely defines enabling legislation as distinct from regulatory legislation?

- A. Law that governs how an authorized body operates
- B. Law that sets safety standards for an existing agency
- C. Law that creates a body or grants it authority to act
- D. Law that limits an agency's spending

40. The cost category covering recurring day-to-day expenses such as fuel and utilities is precisely which of the following?

- A. Capital cost
- B. Personnel cost
- C. Restricted cost
- D. Operating cost

41. Which precisely defines regulatory legislation as distinct from enabling legislation?

- A. Law that creates a governmental body's existence
- B. Law that governs how an authorized body must operate
- C. Law that grants authority to act
- D. Law that establishes a fire district

42. The cost category covering salaries, overtime, and benefits—typically the largest in a fire budget—is precisely which of the following?

- A. Capital cost
- B. Operating cost
- C. Personnel cost
- D. Restricted cost

43. The documented, unbroken record of who handled and controlled evidence is precisely which of the following?

- A. Span of control
- B. Unity of command
- C. Accountability report
- D. Chain of custody

44. The development method in which a member observes someone performing a higher role before holding it is precisely which of the following?

- A. Performance evaluation
- B. Progressive discipline
- C. Job shadowing
- D. Competitive bidding

45. The rating error in which an evaluator overweights events occurring near the evaluation date is precisely which of the following?

- A. Recency error
- B. Halo effect
- C. Horn effect
- D. Contrast error

46. Which precisely describes the JPR 5.5.1 origin-and-cause determination performed by a Fire Officer II?

- A. A binding criminal conviction
- B. A complete forensic laboratory analysis
- C. An insurance settlement decision
- D. A preliminary determination

47. The rating error in which an evaluator rates everyone in the middle of the scale is precisely which of the following?

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

48. The procurement violation of dividing one large purchase into smaller ones to avoid a bidding threshold is precisely which of the following?

- A. Sole-sourcing
- B. Specification steering
- C. Bid splitting
- D. Responsive bidding

49. The procurement practice of writing a specification so narrow that only one vendor qualifies is precisely which of the following?

- A. Bid splitting
- B. Specification steering
- C. Competitive bidding

D. Responsive review

50. The strategic priority that takes precedence first in any operational plan is precisely which of the following?

A. Property conservation

B. Incident stabilization

C. Salvage and overhaul

D. Life safety

51. The budget-cycle stage in which the governing body reviews and approves the budget is precisely which of the following?

A. Preparation

B. Execution

C. Adoption

D. Evaluation

52. The community risk reduction strategy using public teaching to reduce risk is precisely which of the "Five E's"?

A. Enforcement

B. Education

C. Engineering

D. Economic incentive

53. The budget-cycle stage in which the approved budget is spent and managed is precisely which of the following?

A. Execution

- B. Adoption
- C. Preparation
- D. Evaluation

54. The performance problem in which a capable member chooses not to perform is precisely which type?

- A. A "cannot" problem
- B. A resource barrier
- C. A "will not" problem
- D. A clerical error

55. The performance problem in which a member lacks the skill or training to perform is precisely which type?

- A. A "will not" problem
- B. A motivation issue
- C. A "cannot" problem
- D. A disciplinary matter

56. The system providing a standardized, scalable structure for organizing incident resources is precisely which of the following?

- A. Incident management system
- B. Personnel accountability system
- C. Competitive bidding process
- D. Community risk reduction plan

57. The function precisely responsible for tracking and accounting for all members at an incident is which of the following?

- A. Personnel accountability system
- B. Incident budgeting system
- C. Media briefing system
- D. Purchasing system

58. The form of local government in which an elected council sets policy and a professional manager runs operations is precisely which of the following?

- A. Strong mayor–council
- B. Council–manager
- C. Commission
- D. Independent district with no manager

59. The form of local government in which each elected commissioner directly heads a department is precisely which of the following?

- A. Council–manager
- B. Commission
- C. Strong mayor–council
- D. Special district

60. The structured supportive conversation in which an officer helps a member identify and resolve a problem is precisely which of the following?

- A. Counseling
- B. Discipline
- C. Evaluation
- D. Briefing

61. The pattern in which the drive for group harmony suppresses critical thinking and dissent is precisely which of the following?

- A. Span of control
- B. Referent power
- C. Central tendency
- D. Groupthink

62. The statistical characteristics of a population used to understand community risk are precisely which of the following?

- A. Service demands
- B. Demographics
- C. Fire patterns
- D. Strategic priorities

63. The structured post-incident review conducted to identify lessons learned and improve future operations is precisely which of the following?

- A. A media release
- B. A performance evaluation
- C. A post-incident analysis
- D. A budget review

64. The official written statement issued to news outlets to communicate information about an event is precisely which of the following?

- A. A post-incident analysis
- B. An operational plan
- C. A development plan

D. A media release

65. The transmission of meaning through body language, tone, posture, and expression is precisely which of the following?

A. Verbal communication

B. A media release

C. Nonverbal communication

D. A counseling session

66. A sustained, intentional relationship with an external organization built around shared goals over time is precisely which of the following?

A. Mutual aid

B. A competitive bid

C. One-time cooperation

D. A strategic partnership

67. A measure taken to eliminate the root cause of an accident so it does not recur is precisely which of the following?

A. A media release

B. A performance evaluation

C. A counseling session

D. Corrective action

68. A structured, individualized roadmap that prepares a member for a target position is precisely which of the following?

A. A media release

- B. A professional development plan
- C. A post-incident analysis
- D. An operational plan

69. The skill of giving full attention, withholding judgment, and confirming understanding is precisely which of the following?

- A. Active listening
- B. Directive command
- C. Specification writing
- D. Bid evaluation

70. Contact with a condition or substance that can cause occupational illness is precisely which of the following?

- A. A fire pattern
- B. A health exposure
- C. A service demand
- D. A rating error

71. The standard structure in which the most important information is presented first in a media release is precisely which of the following?

- A. The chain of custody
- B. The inverted pyramid
- C. The span of control
- D. The Five E's

72. The crime of willfully and maliciously setting fire to property is precisely which of the following?

- A. Negligence
- B. An accidental fire
- C. A natural fire
- D. Arson

73. A formal, periodic, documented assessment of a member's job performance against established standards is precisely which of the following?

- A. A counseling session
- B. A media release
- C. A development plan
- D. A performance evaluation

74. A financial plan estimating revenues and allocating funds to expenditures over a fiscal year is precisely which of the following?

- A. A media release
- B. A post-incident analysis
- C. A budget
- D. An operational plan

75. A data-driven process of identifying local risks and deploying integrated prevention strategies is precisely which of the following?

- A. A performance evaluation
- B. Community risk reduction
- C. A media release
- D. Competitive bidding

76. The plan that identifies resources, assigns them, and organizes coordinated action to mitigate an incident is precisely which of the following?

- A. A development plan
- B. A media release
- C. A budget
- D. An operational plan

77. The two qualities a report for a supervisor must have above all, per JPR 5.4.5, are precisely which of the following?

- A. Lengthy and detailed
- B. Accurate and concise
- C. Persuasive and opinionated
- D. Informal and conversational

78. The acronym IMS most precisely refers to which of the following?

- A. The injury management standard
- B. The internal media system
- C. The incident management system
- D. The inspection methods schedule

79. The pattern classically described as V- or cone-shaped on a vertical surface above the origin is precisely which of the following?

- A. A flashover ring
- B. A char baseline
- C. A decay mark

D. A fire pattern

80. Which precisely describes "responsive and responsible" as the combined standard for awarding a bid?

A. The bid meets the specs and the vendor can deliver

B. The bid is lowest in price regardless of specs

C. The vendor is the largest available

D. The bid was submitted earliest

81. The recognized set of community risk reduction strategies is precisely known as which of the following?

A. The three priorities

B. The four causes

C. The chain of survival

D. The Five E's

82. The classification for a fire caused without deliberate human intent to ignite is precisely which of the following?

A. Incendiary

B. Natural

C. Accidental

D. Undetermined

83. The classification for a fire caused by nature without human involvement is precisely which of the following?

A. Natural

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

84. The systematic control of an organization's records—their creation, maintenance, retention, and disposition—is precisely which of the following?

- A. A media release
- B. A post-incident analysis
- C. A budget cycle
- D. Records management

85. Within the five types of power, the ability to grant something valued, such as a desirable assignment, is precisely which of the following?

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

86. Within the five types of power, the ability to impose consequences, such as discipline, is precisely which of the following?

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

87. The transition stage to a fully developed fire, marked by critical compartment temperature, is precisely which of the following?

- A. Incipient
- B. Growth
- C. Decay
- D. Flashover

88. A statement describing a task, its conditions, and the standard by which performance is measured is precisely which of the following?

- A. A job performance requirement (JPR)
- B. A media release
- C. A budget line item
- D. A fire pattern

89. The first strategic priority, followed by incident stabilization and property conservation, is precisely which of the following?

- A. Salvage
- B. Overhaul
- C. Customer service
- D. Life safety

90. The accredited Fire Officer II cognitive exam most precisely consists of which of the following?

- A. 50 questions with a 60% passing score
- B. 75 questions with a 65% passing score
- C. 100 questions with a 70% passing score
- D. 150 questions with an 80% passing score

91. A prearranged agreement under which one jurisdiction assists another on request is precisely which of the following?

- A. Automatic aid
- B. A strategic partnership
- C. Mutual aid
- D. A purchasing cooperative

92. A prearranged agreement under which resources from multiple jurisdictions are dispatched simultaneously on the initial alarm is precisely which of the following?

- A. Mutual aid
- B. A competitive bid
- C. A development plan
- D. Automatic aid

93. The classification "incendiary" most precisely corresponds to which of the following?

- A. The crime of arson
- B. A lightning-caused fire
- C. An unattended-cooking fire
- D. A fire of undetermined cause

94. The prerequisite knowledge that budgets, policy, and authority flow from is precisely which of the following?

- A. The Five E's of risk reduction
- B. The organization of local government
- C. The stages of fire development

D. The inverted pyramid

95. The duty area whose central JPR directs the officer to develop and conduct a post-incident analysis is precisely which of the following?

A. Administration

B. Human Resource Management

C. Health and Safety

D. Emergency Service Delivery

96. The first step in the systematic method of origin-and-cause determination is precisely which of the following?

A. Observe the scene and examine damage and patterns

B. Form a hypothesis of the cause

C. Identify a suspect

D. Estimate the property loss

97. The leadership style giving highly skilled members wide latitude to determine methods is precisely which of the following?

A. Autocratic (directive)

B. Democratic (participative)

C. Transformational

D. Laissez-faire (delegative)

98. The duty area whose central JPR directs the officer to develop a project or divisional budget is precisely which of the following?

A. Administration

- B. Emergency Service Delivery
- C. Inspection and Investigation
- D. Community and Government Relations

99. The principle that performance feedback should be continuous so the formal evaluation holds no surprises is precisely which of the following?

- A. Central tendency
- B. Ongoing feedback
- C. Progressive discipline
- D. Chain of custody

100. The prerequisite skill of cooperation across governmental and agency lines is precisely which of the following?

- A. Intergovernmental and interagency cooperation
- B. Competitive bidding
- C. Records management
- D. Span of control

Answer Key & Explanations

1. B — The point of origin is the specific physical location where the ignition source and first fuel came together. It is more precise than the area of origin, which is the general location identified first during an investigation.

2. D — NFPA 1700 addresses the principles and practices of structural firefighting operations. It is distinct from the deployment standards 1710 and 1720 and the emergency-management framework of 1600.

3. B — A Request for Proposal (RFP) is used when factors beyond price—qualifications, approach, quality—are evaluated. It is awarded on a combination of criteria, unlike an IFB awarded to the lowest responsive and responsible bidder.
4. B — The area of origin is the general location where a fire began, identified before the more precise point of origin. Determining the area first narrows the search for the exact point.
5. A — NFPA 1710 governs deployment, staffing, and response-time objectives for career fire departments. The career-versus-volunteer split between 1710 and 1720 is the most testable distinction among the four standards named in JPR 5.6.1.
6. C — The incendiary classification corresponds to the crime of arson—a fire intentionally ignited where it should not be. Recognizing this classification is what triggers law enforcement involvement.
7. B — NFPA 1021, Chapter 5 defines the minimum job performance requirements for Fire Officer II; Chapter 4 covers Fire Officer I. Knowing the correct standard and chapter orients the candidate to the right JPRs.
8. B — "Responsive" means the bid meets the specifications and requirements. A bid that fails the spec is not responsive, which is why award goes to the lowest responsive and responsible bidder, not merely the lowest price.
9. A — NFPA 1720 governs deployment and response-time objectives for volunteer fire departments, the counterpart to NFPA 1710 for career departments. This pairing is frequently tested in the emergency service delivery duty.
10. C — An Invitation for Bid (IFB) is used for a well-defined product and awarded to the lowest responsive and responsible bidder. It differs from an RFP, which evaluates factors beyond price.
11. B — "Responsible" means the vendor is capable of actually delivering what is required. Award goes to the lowest responsive and responsible bidder, so a low bid from an incapable vendor is properly rejected.

12. D — NFPA 1600 addresses continuity, emergency, and crisis management. It provides the preparedness framework named in JPR 5.6.1, distinct from the deployment and firefighting standards.

13. C — Administration is the Chapter 5 duty area covering budget preparation, purchasing, media releases, and managing change. These administrative functions are grouped under Section 5.4.

14. A — A fire pattern is the visible physical effect of a fire on materials—charring, discoloration, melting—that records the fire's direction of travel and helps establish origin. Reading these patterns traces a fire to its source.

15. B — Human Resource Management is the Chapter 5 duty area covering evaluation of member performance and professional development. These duties are grouped under Section 5.2.

16. B — "Undetermined" applies when the available evidence does not support any specific cause. Forcing a conclusion the evidence cannot sustain is an investigative error, so an open finding is sometimes the honest one.

17. D — Mutual aid is assistance provided on request when local resources are exceeded, in contrast to automatic aid dispatched on the initial alarm. Mutual aid is reactive—summoned when an incident outgrows local capacity.

18. A — Inspection and Investigation is the Chapter 5 duty area covering origin and cause determination, grouped under Section 5.5. Its central JPR directs the officer to determine area of origin and preliminary cause.

19. B — Enforcement is the community risk reduction strategy that applies codes and regulations. It is one of the "Five E's" integrated in a mature CRR program alongside education, engineering, economic incentive, and emergency response.

20. A — Automatic aid is dispatched on the initial alarm by standing agreement, unlike mutual aid summoned on request. Automatic activation on dispatch is its defining feature.

21. C — Emergency Service Delivery is the Chapter 5 duty area covering multi-unit operational plans and post-incident analysis, grouped under Section 5.6. It is the operational heart of the level.

22. A — A policy is a broad statement of organizational intent—the "what and why"—as distinct from a procedure, which is the step-by-step "how." This distinction underlies all policy development at the level.

23. D — The horn effect is the rating error in which one negative trait drags down ratings across all dimensions. Rating each dimension independently on its own evidence guards against it.

24. B — A procedure is the step-by-step method for carrying out a policy—the "how." Without a procedure, a policy is direction no one can reliably follow.

25. B — Autocratic (directive) leadership is the style in which the officer makes decisions and issues clear directives with little input. It is best suited to emergencies requiring immediate, unified action.

26. D — Health and Safety is the Chapter 5 duty area covering analysis of accident, injury, and health-exposure history, grouped under Section 5.7. Its central JPR directs corrective action to prevent reoccurrence.

27. C — Expert power is derived from an officer's knowledge, skill, and demonstrated competence. Members follow because the officer clearly knows the job, making it one of the most effective bases for leadership.

28. C — Engineering is the community risk reduction strategy involving built-in safety features and technology, such as sprinkler requirements. It is one of the "Five E's" integrated in a mature CRR program.

29. B — The halo effect is the rating error in which one positive trait inflates ratings across all dimensions. Rating each dimension independently on its own evidence is the defense against it.

30. A — Referent power is rooted in respect, trust, and the officer's personal credibility. With expert power, it is among the most effective bases for leadership.

31. A — Community and Government Relations is the Chapter 5 duty area covering supervision of multi-unit CRR and cooperation with allied agencies, grouped under Section 5.3. It turns the officer's attention outward.

32. C — Flashover is the stage marked by the near-simultaneous ignition of most combustible surfaces as a compartment reaches critical temperature. It signals the transition to a fully developed fire.

33. D — Zero-based budgeting requires every expense to be justified from zero each cycle rather than building on prior years. This forces justification of all spending, distinguishing it from incremental and line-item approaches.

34. A — Legitimate power is derived from the authority of an officer's rank or position. It is positional power, distinct from the expert and referent power that arise from the individual's competence and credibility.

35. A — Strategy is the overall plan and goals for managing an incident—the "what and why." Tactics are the specific actions that achieve it, and the officer connects the two.

36. C — Span of control is the principle describing the number of subordinates one supervisor can effectively manage, generally three to seven and optimally five. It is a core principle of the incident management system.

37. C — Tactics are the specific actions carried out to achieve the strategy—the "how." Strategy sets the goals; tactics accomplish them.

38. A — Capital cost is the category covering major, long-lasting assets such as apparatus and facilities. It is distinguished from recurring operating costs and the personnel cost of the workforce by durability.

39. C — Enabling legislation creates a body or grants it authority to act. Regulatory legislation, by contrast, governs how an already-authorized body must operate.

40. D — Operating cost is the category covering recurring day-to-day expenses such as fuel and utilities. It is distinguished from capital costs by recurrence rather than durability.

41. B — Regulatory legislation governs how an authorized body must operate. It is distinct from enabling legislation, which creates the body's existence or grants its authority.

42. C — Personnel cost covers salaries, overtime, and benefits and is typically the largest category in a fire budget because the work is labor-intensive. It is distinct from capital and operating costs.

43. D — Chain of custody is the documented, unbroken record of who handled and controlled evidence from identification through legal proceedings. A break in that chain can render evidence inadmissible.

44. C — Job shadowing is the development method in which a member observes someone performing a higher role before holding it. It exposes the member to the realities of a target position in a low-risk way.

45. A — The recency error is the rating error in which an evaluator overweights events occurring near the evaluation date. Documenting performance throughout the period guards against it.

46. D — The JPR 5.5.1 origin-and-cause determination is a preliminary determination, not a full criminal investigation. Recognizing this limit directs the officer to protect the scene and refer suspected arson to trained investigators.

47. A — Central tendency is the rating error in which an evaluator rates everyone in the middle of the scale to avoid extremes. Using the full scale and justifying ratings with evidence guards against it.

48. C — Bid splitting is the procurement violation of dividing one large purchase into smaller ones to avoid a bidding threshold. The thresholds apply to the actual need, not to artificially divided pieces of it.

49. B — Specification steering is the practice of writing a specification so narrow that only one vendor qualifies. It undermines fair competition and may violate procurement law.

50. D — Life safety is the strategic priority that takes precedence first in any operational plan, ahead of incident stabilization and property conservation. It protects both the public and responders.

51. C — Adoption is the budget-cycle stage in which the governing body reviews and approves the budget. It follows preparation and precedes execution.

52. B — Education is the community risk reduction strategy using public teaching to reduce risk. It is one of the "Five E's," and a mature program integrates it with the others rather than relying on it alone.

53. A — Execution is the budget-cycle stage in which the approved budget is spent and managed. It follows preparation and adoption and precedes evaluation.

54. C — A capable member choosing not to perform has a "will not" problem rooted in motivation. Identifying the cause as motivational directs the officer to counseling and accountability rather than training.

55. C — A member lacking the skill or training to perform has a "cannot" problem. This calls for training, coaching, or a development plan rather than discipline aimed at the wrong cause.

56. A — The incident management system provides a standardized, scalable structure for organizing incident resources. It scales from a single company to a large multi-agency operation using the same command principles.

57. A — The personnel accountability system is responsible for tracking and accounting for all members at an incident. It is a life-safety function, especially critical as conditions deteriorate.

58. B — The council–manager form features an elected council that sets policy and a professional manager who runs operations. In this structure the fire chief typically reports to the manager rather than directly to elected officials.

59. B — The commission form has each elected commissioner directly heading a department, possibly including public safety. This differs from council–manager, where a professional manager runs daily operations.

60. A — Counseling is the structured, supportive conversation in which an officer helps a member identify a problem, understand its cause, and develop a plan to resolve it. It centers on workplace performance and behavior.

61. D — Groupthink is the pattern in which the drive for group harmony suppresses critical thinking and dissent. Excessive cohesion drives it, so officers build healthy cohesion while keeping the group open to questioning.

62. B — Demographics are the statistical characteristics of a population used to understand community risk. Reading these patterns lets the officer target prevention where it will save the most lives.

63. C — A post-incident analysis is the structured review conducted after an incident to identify lessons learned and improve future operations. Its purpose is organizational learning, not blame.

64. D — A media release is the official written statement issued to news outlets to communicate information about an event. Its governing standard is accuracy.

65. C — Nonverbal communication is the transmission of meaning through body language, tone, posture, and expression. When it conflicts with verbal words, audiences generally believe the nonverbal signal.

66. D — A strategic partnership is a sustained, intentional relationship with an external organization built around shared goals over time. Its value is being established and trusted before a community need arises.

67. D — Corrective action is a measure taken to eliminate the root cause of an accident so it does not recur. Addressing only the immediate effect leaves the underlying hazard intact.

68. B — A professional development plan is a structured, individualized roadmap that prepares a member for a target position. It is anchored to the requirements for promotion.

69. A — Active listening is the skill of giving full attention, withholding judgment, and confirming understanding. It gathers better information and signals respect in a counseling session.

70. B — A health exposure is contact with a condition or substance that can cause occupational illness, such as smoke or carcinogens. Many of the gravest firefighter risks develop over years through repeated exposure.

71. B — The inverted pyramid is the structure in which the most important information is presented first in a media release. It serves both the reader and the editor, who can trim from the bottom.

72. D — Arson is the crime of willfully and maliciously setting fire to property. Its corresponding fire-cause classification is "incendiary."

73. D — A performance evaluation is a formal, periodic, documented assessment of a member's job performance against established standards. It is distinct from event-specific discipline.

74. C — A budget is a financial plan estimating revenues and allocating funds to expenditures over a fiscal year. It is a plan expressed in dollars that reflects organizational priorities.

75. B — Community risk reduction is a data-driven process of identifying local risks and deploying integrated prevention strategies. It is far broader than fire safety education alone.

76. D — An operational plan identifies resources, assigns them, and organizes coordinated action to mitigate an incident. It translates strategic goals into coordinated unit assignments.

77. B — Per JPR 5.4.5, a report for a supervisor must above all be accurate and concise. The standard's own language signals these priorities—relevant, correct information delivered efficiently.

78. C — IMS most precisely refers to the incident management system, the scalable structure for organizing incident resources. It provides unified command and manageable span of control.

79. D — A V- or cone-shaped mark on a vertical surface above the origin is a fire pattern. It records fire behavior and helps establish direction of travel and likely origin.

80. A — "Responsive and responsible" together means the bid meets the specs and the vendor can deliver. Award goes to the lowest bidder satisfying both, not merely the lowest price.

81. D — The Five E's are the recognized set of community risk reduction strategies: education, engineering, enforcement, economic incentive, and emergency response. A mature program integrates them.

82. C — Accidental is the classification for a fire caused without deliberate human intent to ignite, such as unattended cooking. It is distinct from the incendiary classification that triggers law enforcement.

83. A — Natural is the classification for a fire caused by nature without human involvement, such as lightning. It is distinct from accidental, natural, and undetermined causes.

84. D — Records management is the systematic control of an organization's records—their creation, maintenance, retention, and disposition. It is the foundation that makes other administrative duties defensible.

85. C — Reward power is the ability to grant something valued, such as a desirable assignment or recognition. It is one of the three position-based powers, alongside legitimate and coercive.

86. C — Coercive power is the ability to impose consequences, such as discipline. It is a position-based power that effective officers use sparingly.

87. D — Flashover is the transition stage to a fully developed fire, marked by critical compartment temperature. It is preceded by incipient and growth and followed by full development and decay.

88. A — A job performance requirement (JPR) is a statement describing a task, its conditions, and the standard by which performance is measured. Each JPR also specifies requisite knowledge and skills.

89. D — Life safety is the first strategic priority, followed by incident stabilization and property conservation. It protects both the public and responders.

90. C — The accredited Fire Officer II cognitive exam most precisely consists of 100 questions with a 70% passing score. This format is consistent across IFSAC and Pro Board accredited programs.

91. C — Mutual aid is a prearranged agreement under which one jurisdiction assists another on request. It is reactive—summoned when an incident exceeds local resources.

92. D — Automatic aid is a prearranged agreement under which resources from multiple jurisdictions are dispatched simultaneously on the initial alarm. Automatic activation is its defining feature.

93. A — The "incendiary" classification corresponds most precisely to the crime of arson—a fire intentionally ignited where it should not be. This finding triggers law enforcement involvement.

94. B — The organization of local government is the prerequisite knowledge that budgets, policy, and authority flow from. This is why Chapter 5 lists it as foundational for the entire level.

95. D — Emergency Service Delivery is the duty area whose central JPR (5.6.2) directs the officer to develop and conduct a post-incident analysis. It also covers operational plans and service-demand reporting.

96. A — The first step in the systematic method of origin-and-cause determination is to observe the scene and examine damage and patterns. The method moves from observation through hypothesis to a supported conclusion.

97. D — Laissez-faire (delegative) leadership gives highly skilled members wide latitude to determine methods. It suits self-directed members on routine or specialized tasks, unlike the directive style for emergencies.

98. A — Administration is the duty area whose central JPR (5.4.2) directs the officer to develop a project or divisional budget. It also covers policy, purchasing, media releases, and managing change.

99. B — Ongoing feedback is the principle that performance feedback should be continuous so the formal evaluation holds no surprises. The annual evaluation summarizes communication the member has already received.

100. A — Intergovernmental and interagency cooperation is the prerequisite skill of cooperating across governmental and agency lines. It is named in the standard because no department can meet every demand alone.