



# SPECIAL ORDER

## SPECIAL ORDER 2021.22

### Tactical High-Risk Operations Academy Rotations

#### BUREAU OF EDUCATION AND TRAINING

Issue Date: March 08, 2021

Revised Date: September 14, 2021

Expiration Date: January 30, 2022

Applicability: All Uniformed Career and Operational Volunteer Personnel

#### 1 OVERVIEW

2 The purpose of the Tactical High-Risk Operations Academy Rotations (THOAR) training program is to  
3 increase task cohesion, situational awareness, recognition-primed decision-making, communicating  
4 shared mental models under realistic fireground conditions to develop helpful schemata through  
5 training experiences. The training program is designed to develop and reinforce a clear mission-  
6 oriented philosophy, effective fireground communication through closed-loop communications,  
7 comprehensive crew accountability, proficiency in officer ability to establish an incident action plan,  
8 and the global capacity of all Department personnel to carry out effective tactics. THOAR evolutions  
9 are a highly effective delivery method for quarterly officer training and annual firefighter  
10 certification courses.

#### 11 DEFINITIONS

- 12 ➤ **Task cohesion** - The shared commitment among firefighters to achieve a goal that requires  
13 the group's collective effort.
- 14
- 15 ➤ **Situational Awareness** – An individual’s perception of the elements in the environment  
16 within a volume of time and space, the comprehension of their meaning, and the projection  
17 of their status in the near future.
- 18
- 19 ➤ **Mental Model** – An individual's systematic understanding of how something works.
- 20
- 21 ➤ **Schemata** – Mental structures that an individual uses to organize knowledge and categorize  
22 events based on common elements, allowing for rapid interpretation of information.
- 23
- 24 ➤ **Shared Mental Model** – Shared understanding between team members of how something  
25 works that results in effective team performance.
- 26



# SPECIAL ORDER

- **Recognition-Primed Decision-Making** – A decision-making model that combines one’s understanding of typical goals for a presenting situation with a heightened ability to recognize contextual cues to make quick, effective decisions.
- **Mission-Oriented Philosophy** – A philosophy that provides company officers flexibility, based on high-reliability trust, to exercise judgement in *how* to carry out an assigned mission, objective, or task based on the intent of that assignment, so long as clear and complete communication with Incident Command, operating units, and other team members is maintained.

## TOPIC DETAILS

In concert with the Emergency Services Bureau, the Bureau of Education and Training will conduct quarterly Tactical High-Risk Operations Academy Rotations (THOAR). The THOAR curriculum employs the crawl, walk, and run methodology of training that occurs during three different training delivery types. This methodology allows for practice under an expected operational environment for the mission. Units that generally respond together during routine operations will be scheduled to rotate into each training together.

This rotation is paramount in developing the company and battalion cohesion. The topics and job performance requirements will vary depending on identified training gaps, operational needs, annual certifications, new technology or equipment, newfound successful adaptive techniques, and new General Orders. The scope of THOAR training delivery will cover functional knowledge in areas including, but not limited to:

- Officer Competencies (NFPA 1410) (NFPA 1521)
  - Emergency Scene Operations
  - ICS (NFPA 1561)
  - Pre-Incident Planning (NFPA 1620)
  - OCS Officer rotations
  - Quarterly officer training
- EMS Competencies
  - Mass Casualty
  - Infection Control (NFPA 1581)
  - Mass Evacuations (NFPA 1616)
- Fire Competencies
  - Thermal Imaging (NFPA 1408)
  - LFAST (NFPA 1403)
  - SCBA (NFPA 1404)
  - Rapid Intervention Crews (NFPA 1407)



# SPECIAL ORDER

- 68 • Rescue Competencies
  - 69 ○ Special considerations
  - 70 ○ Passenger bus
  - 71 ○ Train
  - 72
- 73 • Special Operations Events
  - 74 ○ Hazardous Materials Competencies
  - 75 ○ Basic company response
  - 76 ○ Event recognition/operational cues
  - 77
- 78 • Confined Space Competencies
  - 79 ○ Company operations
  - 80 ○ Special considerations
  - 81
- 82 • Emergency Vehicle Operations
  - 83 ○ Driver Training (NFPA 1451)
  - 84

## THOAR TRAINING DELIVERY TYPES:

86 Using the crawl, walk, run methodology, implementation is designed to occur using one of these  
87 training types.

- 88 • **Type 1:** Classroom, tabletop scenarios, and computer simulations.
  - 89 ○ For purposes of THOAR, Type 1 training is designed to enhance task cohesion at the
  - 90 company level through developing brilliance in the basics. The company officer
  - 91 assumes the responsibility to ensure their personnel practice the basics and are fluid,
  - 92 smooth, and prepared to operate in all training scenarios. Type 1 training is primarily
  - 93 delivered via simulation and tabletop scenarios and facilitated by Subject Matter
  - 94 Experts (SME). This delivery will occur through Howard County centric single-family
  - 95 homes, streets, municipal, and rural water supply and is designed to facilitate
  - 96 discussion on tactical decision-making through the mission-oriented deployment of
  - 97 resources. Personnel will be evaluated and given feedback on their performance
  - 98 based on training focus and identified training objectives.
  - 99
- 100 • **Type 2:** Realistic Training Scenarios in acquired/available structures.
  - 101 ○ For purposes of THOAR, Type 2 training is designed for Realistic Scenario Training
  - 102 (RST); units respond to realistic incident conditions. Designed to allow units to:
    - 103 ■ Provide a Brief Initial Report (BIR) and assume Tactical Command.
    - 104 ■ Practice different skill sets related to their position on arrival.
    - 105 ■ Reinforce tactical decision-making through the mission-oriented deployment
    - 106 of resources.
    - 107
  - 108 ○ Personnel will be evaluated and given feedback on their performance based on
  - 109 training focus and identified training objectives.



# SPECIAL ORDER

- 110
- 111 • **Type 3:** Live Fire Acquired Structure Training or an environment similar to the emergency
- 112 (e.g., HAZMAT, confined space, mass casualty, and active assailant).
- 113 ○ For purposes of THOAR, Type 3 training involves Live Fire Acquired Structure Training
- 114 following General Order 710.01 and is designed to:
- 115     ▪ Reinforce tactical decision-making through the mission-oriented deployment
- 116     of resources under realistic fireground conditions.
- 117     ▪ For **TYPE 3** training, company officers will ensure all members have the
- 118     appropriate in date PPE and LFAST PPE Checklist completed and signed before
- 119     arrival.
- 120     ▪ All companies should arrive on time, ready with full PPE to perform NFPA
- 121     1403 walkthrough and commence training.
- 122
- 123 ○ Personnel shall be evaluated and given feedback on their performance based on
- 124 training focus and identified training objectives.
- 125

## 2021 THOAR TRAINING:

126 THOAR training in 2021 is planned to have five separate sessions. Each session's current identified

127 training objectives shall be defined by the Emergency Services Bureau, in concert with the Bureau of

128 Education and Training. The session's training objectives, job performance requirements, and

129 schedules will be updated and released before each session via email through the ESB Operations

130 Chief. This update before the session start shall contain:

131

132

- 133 • **Attachment A: Training Objectives & Job Performance Requirements Form**
- 134 • **Attachment B: Job Performance Requirement(s) Checklist.**
- 135 • **Attachment C: Session Overview and Company Procedures**
- 136 • **Attachment D-H: Company and Shift Rotations Calendar**
- 137

138 2021 THOAR training is planned to be mainly single company training and Delivery Type 2, Realistic

139 Scenario Training for most of the sessions. The sessions for 2021 THOAR training are as follows:

140

141 **SESSION 1 – Basement Fires in Single Family Residences.** Session One shall run every Tuesday and

142 Thursday from March 16, 2021 until April 22, 2021. Attachments and schedule for Session 1 are

143 included in this initial order.

144

145 **SESSION 2 – Mass Casualty Incidents and Medical Management of Victims.** Session Two shall run

146 Every Tuesday and Thursday from April 27, 2021 until June 17, 2021. Attachments and schedule for

147 Session 2 are planned to be released by March 29, 2021.

148

149 **SESSION 3 – General Order Proficiency on Structure Fires.** Session Three is anticipated to occur on

150 Tuesdays and Thursdays in July and August, 2021. Attachments and schedule for this session are

151 planned to be released in July, 2021.



# SPECIAL ORDER

152  
153 **SESSION 4 – Commercial and Large Structure Fire Skills Training.** Session Four is anticipated to run  
154 Tuesdays and Thursdays in September and October. Attachments and schedule for this session are  
155 planned to be released in early September, 2021.

156  
157 **SESSION 5 – Hazardous Materials and Confined Space Yearly Recertification.** Session Five is  
158 anticipated to run Tuesdays and Thursdays in November and December, excepting Thanksgiving  
159 Day. Attachments and schedule for this session are planned to be released in October, 2021.

160  
161 All training evolutions shall consist of a varying numbers of units determined by training scenario  
162 need and will last approximately two hours. Training will commence at 0800, with the lead  
163 instructor coordinating the arrival of the companies. Training locations will be determined by the  
164 lead instructor, and companies will be made aware on the day of training where to report.

165  
166 Career staff personnel shall schedule through their Bureau Chief as the point-of-contact and  
167 volunteer personnel shall schedule through their Volunteer Chief as the point-of-contact. The  
168 Bureau Chief or Volunteer Chief will schedule through Captain Thibeault two weeks before their  
169 selected training date at [fd3868@howardcountymd.gov](mailto:fd3868@howardcountymd.gov) for all sessions of THOAR. Volunteers are  
170 strongly encouraged to attend and participate in all training offerings.

## REFERENCES

- 171  
172 • Klein, G. (1993). Decision Making in Action: Models and Methods, Klein,G., Orasnu, J.,  
173 Calderwood, R., Zsombok, C. (Eds.). In Klein, G., *A Recognition-Primed Decision (RPD) Model*  
174 *of Rapid Decision Making* (pp. 138-147). Ablex Publishing Corporation, Norwood, New  
175 Jersey. <https://bit.ly/3qeyjU4>

## FORMS/ATTACHMENTS/

- 176  
177 • Attachments  
178 ○ Attachment A: Training Objectives & Job Performance Requirement(s).  
179 ○ Attachment B: Job Performance Requirement(s) Checklist.  
180 ○ Attachment C: Session Overview and Company Procedures  
181 ○ Attachment G: Session 4 Calendar (added 08/24/2021)

182  
183  
184 Approved:

185  
186   
187  
188 Louis Winston, Fire and EMS Chief  
189 Office of the Fire Chief



# Howard County Department of Fire and Rescue Services

## **SPECIAL ORDER**

Author:

A handwritten signature in black ink, appearing to read "R. Leonard", written over a horizontal line.

Rick Leonard, Assistant Chief  
Bureau of Education and Training

190  
191  
192  
193  
194  
195



**Howard County Department of Fire and Rescue Services**  
**Tactical High-Risk Operational Academy Response (THOAR):**  
**Session 4: Commercial and Large Structure Fire Training**  
**Attachment A: Training Objectives and Job Performance Requirements**



**Terminal Learning Objective (TLO):**

Given information relating to Commercial buildings and large structure fires, utilizing the department's fire-ground organization and operational procedures the students will be able to simulate the elements that relate to Incident Command, Mission Oriented Concepts, Closed Loop Communication, Crew Accountability, Strategy and Tactics, Mayday, and Rapid Intervention Crew.

**Enabling Learning Objectives (ELOs):**

- ELO 1-2-1 Demonstrates the roles and components of Incident Command
- ELO 1-2-2 Demonstrates Mission Oriented Concepts
- ELO 1-2-3 Demonstrates Closed Loop Communication
- ELO 1-2-4 Demonstrates Crew Accountability
- ELO 1-2-5 Demonstrates Strategy and Tactics
- ELO 1-2-6 Demonstrates Mayday Procedures
- ELO 1-2-7 Demonstrates Rapid Intervention Procedures

**NFPA Standard(s):**

**NFPA 1001 Standard for Firefighter Professional Qualifications**

**NFPA 1407 Standard for Training Fire Service Rapid Intervention Crews**

**NFPA 1410 Standard on Emergency Scene Operations**

**NFPA 1500 Fire Department Occupational Safety, Health, and Wellness Program**

**Focused JPRs:**

**Incident Command**

**5.1.2 General Skill Requirements.** The ability to determine the need for command, organize and coordinate an incident management system until command is transferred, and function within an assigned role in an incident management system.

**\*\*\*Mission Oriented Philosophy** – Provides the company officers the flexibility, based on high reliability trust, to execute orders based on the intent of the General Orders without explicit direction from the Incident Commander.

**\*\*\***During this training, the Incident Command will follow Attachment B: Command Competencies for Firefighters, Company Officers, and Command Officers for managing a Mayday.

**Closed Loop Communications**

**4.2.1\*** Initiate the response to a reported emergency, given the report of an emergency, fire department SOPs, and communications equipment, so that all necessary information is obtained, communications equipment is operated correctly, and the information is relayed promptly and accurately to the dispatch center.

**4.2.3** Transmit and receive messages via the fire department radio, given a fire department radio and operating procedures, so that the information is accurate, complete, clear, and relayed within the time established by the AHJ.

**(A) Requisite Knowledge.** Departmental radio procedures and etiquette for routine traffic, emergency traffic, and emergency evacuation signals.

# Howard County Department of Fire and Rescue Services

## Tactical High-Risk Operational Academy Response (THOAR):

### SESSION 4: COMMERCIAL AND LARGE STRUCTURE FIRE TRAINING

#### Attachment A: Training Objectives and Job Performance Requirements



**5.2.2\*** Communicate the need for team assistance, given fire department communications equipment, SOPs, and a team, so that the supervisor is consistently informed of team needs, departmental SOPs are followed, and the assignment is accomplished safely.

#### **Crew Accountability**

**(A) Requisite Knowledge.** Personnel accountability systems, communication procedures, emergency evacuation methods, what constitutes a safe haven, elements that create or indicate a hazard, and emergency procedures for loss of air supply.

#### **Strategy and Tactics**

**(A) Requisite Knowledge.** Use of forcible entry tools during rescue operations, ladder operations for rescue, psychological effects of operating in obscured conditions and ways to manage them, methods to determine if an area is tenable, primary and secondary search techniques, team members' roles and goals, methods to use and indicators of finding victims, victim removal methods (including various carries), and considerations related to respiratory protection.

**(A) Requisite Knowledge.** Principles of fire streams; types, design, operation, nozzle pressure effects, and flow capabilities of nozzles; precautions to be followed when advancing hose lines to a fire; observable results that a fire stream has been properly applied; dangerous building conditions created by fire; principles of exposure protection; potential long-term consequences of exposure to products of combustion; physical states of matter in which fuels are found; common types of accidents or injuries and their causes; and the application of each size and type of attack line, the role of the backup team in fire attack situations, attack and control techniques for grade level and above and below grade levels and exposing hidden fires.

**5.3.2** Coordinate an interior attack line for a team's accomplishment of an assignment in a structure fire, given attack lines, personnel, PPE, and tools, so that crew integrity is established; attack techniques are selected for the given level of the fire (e.g., attic, grade level, upper levels, or basement); attack techniques are communicated to the attack teams; constant team coordination is maintained; fire growth and development is continuously evaluated; search, rescue, and ventilation requirements are communicated or managed; hazards are reported to the attack teams; and incident command is apprised of changing conditions.

**4.3.10** Attack an interior structure fire operating as a member of a team, given an attack line, ladders when needed, PPE, tools, and an assignment, so that team integrity is maintained, the attack line is deployed for advancement, ladders are correctly placed when used, access is gained into the fire area, effective water application practices are used, the fire is approached correctly, attack techniques facilitate suppression given the level of the fire, hidden fires are located and controlled, the correct body posture is maintained, hazards are recognized and managed, and the fire is brought under control.

#### **Mayday**

**4.2.4\*** Activate an emergency call for assistance, given vision obscured conditions, PPE, and department SOPs, so that the fire fighter can be located and rescued.

The Mayday firefighter shall declare a Mayday in accordance to **General Order 300.04, Mayday Situations**

#### **Rapid Intervention Crew**

The Initial Rapid Intervention Crew (IRIC) will operate in accordance with **General Order 300.11, Rapid Intervention and IDLH Initial Entry Teams**, NFPA 1500 and NFPA 1407.



# Howard County Department of Fire and Rescue Services

## Tactical High-Risk Operational Academy Response (THOAR): Session 4: Commercial and Large Structure Fire Training

### Attachment B: Job Performance Requirements Checklist



|  | Yes | No |
|--|-----|----|
| First Arriving Engine  |     |    |
| Water Supply   |     |    |
| 1. Announce water supply plan  |     |    |
| 2. Instructions for the next engine  |     |    |
| Brief Initial Report – size-up   |     |    |
| 1. # of stories  |     |    |
| 2. Occupancy type  |     |    |
| 3. Conditions  |     |    |
| 4. Assumes command   |     |    |
| 5. Occupancy Status; known or unknown, e.g. All occupants are out and accounted for  |     |    |
| Accountability: All units will place tags on the front right seat of first arriving unit until Level II Accountability is announced. |     |    |
| 360° Survey  |     |    |
| 1. View all sides and report conditions  |     |    |
| 2. Announce building dimensions, e.g. 60 x 80  |     |    |
| 3. Basement report and conditions  |     |    |
| 4. Exterior TIC findings   |     |    |
| 5. Report other exterior findings, e.g. utilities  |     |    |
| Announce Incident Strategy   |     |    |
| 1. Announce incident strategy  |     |    |

# Howard County Department of Fire and Rescue Services

## Tactical High-risk Operational Academy Response (THOAR): Session 4: Commercial and Large Structure Fire Training

### Attachment B: Job Performance Requirements Checklist



|   |  |  |
|---|--|--|
| Company Actions   |  |  |
| 1. Deploy the appropriate hose line                     |  |  |
| 2. Announce entry location                              |  |  |
| 3. Announce PAR with number of personnel prior to entry |  |  |

|   | Yes | No |
|---|-----|----|
| Second Arriving Engine                                    |     |    |
| Water Supply  |     |    |
| 1. Announce water supply actions as applicable            |     |    |
| Company Actions   |     |    |
| 1. Deploy a back-up line to support first arriving engine |     |    |
| or  |     |    |
| Deploy RIC line and establish IRIC (two-out)              |     |    |
| 2. Announce entry location, if applicable                 |     |    |
| 3. Announce PAR with number of personnel prior to entry   |     |    |
|   |     |    |
| First Arriving Special Service                            |     |    |
| Arrival   |     |    |
| 1. Announce arrival and apparatus positioning             |     |    |
| 2. Brief Initial Report; if first arriving unit           |     |    |
| 3. 360° survey; if first arriving unit                    |     |    |
| Company Actions   |     |    |
| 1. Announce company deployment                            |     |    |

# Howard County Department of Fire and Rescue Services

## Tactical High-Risk Operational Academy Response (THOAR): Session 4: Commercial and Large Structure Fire Training

### Attachment B: Job Performance Requirements Checklist



|   |  |  |
|---|--|--|
| 2. Announce entry location                              |  |  |
| 3. Announce PAR with number of personnel prior to entry |  |  |

|  | Yes | No |
|--|-----|----|
| Command Officer  |     |    |
| 360° Survey  |     |    |
| Conduct 360° survey and announce updates   |     |    |
| Incident Command   |     |    |
| Assumes Command  |     |    |
| Manages Mayday   |     |    |
| 1. Acknowledges the Mayday   |     |    |
| ○ LUNAR  |     |    |
| ○ Advise the Mayday firefighter to attempt self-rescue and activate PASS         |     |    |
| ○ Advise the Companies in close proximity to assist the Mayday firefighter       |     |    |
| ○ Deploy IRIC  |     |    |
| ○ Advise communications to sound the Emergency Tone                              |     |    |
| ○ Announce Mayday information to units on scene                                  |     |    |
| ○ Maintains continuity of operations, e.g. continues fire suppression operations |     |    |
| ○ Requests 2 <sup>nd</sup> Alarm   |     |    |
| ○ Advise all units when the Mayday is cleared and continue normal operations     |     |    |
| 2. Conduct PAR   |     |    |
| 1 <sup>st</sup> Arriving Ambulance   |     |    |

# Howard County Department of Fire and Rescue Services

## Tactical High-risk Operational Academy Response (THOAR): Session 4: Commercial and Large Structure Fire Training

### Attachment B: Job Performance Requirements Checklist



|                         |  |  |
|-------------------------|--|--|
| Company Action          |  |  |
| 1. Assumes IRIC         |  |  |
| 2. Deploys RIC line     |  |  |
| 2nd Arriving Ambulance  |  |  |
| Company Action          |  |  |
| 1. Assume Medical/Rehab |  |  |

|                            | Yes | No |
|----------------------------|-----|----|
| Operational Benchmarks     |     |    |
|                            |     |    |
| <i>Water on the fire</i>   |     |    |
| <i>Fire Under Control</i>  |     |    |
| <i>Fire out</i>            |     |    |
| <i>Primary all clear</i>   |     |    |
| <i>Secondary all clear</i> |     |    |
|                            |     |    |

Evaluator's Name: \_\_\_\_\_

Evaluator's Signature: \_\_\_\_\_ Date: \_\_\_\_\_



## **Howard County Department of Fire and Rescue Services**

### **Tactical High-risk Operational Academy Response (THOAR):**

### **SESSION 4 – COMMERCIAL AND LARGE STRUCTURE FIRE TRAINING**

#### **Attachment C: Session Overview and Company Procedures**

#### **SESSION 4 – COMMERCIAL AND LARGE STRUCTURE FIRE TRAINING**

Session 4 begins on August 31, 2021 and runs every Tuesday and Thursday through October 21, 2021. Scenarios begin at 0800 and each group has 3 hours for the evolution and evaluation. The morning of your scheduled training day a member of the THOAR training team will reach out to the company officer and discuss any issues prior to the start of your scenario. Companies are to go out of service and report to the grounds of Taylor Manor located at 4100 College Avenue Ellicott City, MD 21043 where a member of the THOAR training team will meet them in a staging area. Once out of service units involved in the training are to switch to Delta 1. Once units are on Delta 1, training staff is ready, and Dispatch is ready the units will be dispatched from staging to the location of the training. Company officers are to communicate to dispatch as they would on an actual incident. The MDT will be used en route to gather information on the incident and to locate and identify a water source for the dispatched address. On arrival, company officers will identify the water source they plan to use and perform actual acquisition of the water source. Officers will give their brief initial report, sizing up the structure. Officers will establish command and choose the strategy they wish to operate in. The HVO will secure a water source to the apparatus if applicable and correctly spot their unit on the scene. Officers will assess the structure, perform a 360 and determine the location of the fire and develop a plan to mitigate the incident. Firefighters will deploy ladders and the appropriate handline for the incident. Medical units will establish IRIC and assist crews on the fire ground. Interior fire attack and search and rescue efforts will be performed by the company. The fire is to be discovered and extinguished. Communication benchmarks are to be used and CAN reports are to be given to company officers during the evolution. First arriving officers are to establish the command and then transfer it to a supervisory officer that arrives later into the incident. After the fire is extinguished crews are to perform a primary search of the area and check for extension of the fire. Some scenarios will have medical components requiring hands on medical skills and other scenarios will have a Mayday component as well. Once units withdraw from the structure PAR is to be conducted and command is to be transferred or terminated.

A review of the incident will occur after the scenario is terminated. Evaluators will discuss what was complete and incomplete from the Job Performance Checklist. Evaluators will go over the scenario and give suggestions. Evaluators will also examine portions that went well and portions that fell short of department expectations. These are open discussions and meant to review strategies and tactics performed on the scenario. This is a training environment and is meant for personal and team growth. The training environment is a place to learn from mistakes and improve going forward.

Some basic ground rules for the scenarios:

- Training must remain non-destructive, all doors and windows that need to be opened will be unlocked.
- The day of training officers will be notified if there are any special considerations regarding the training location, such as flowing water, hydrant use, or any other issues.

## ATTACHMENT G: Company Rotation Schedule

### HOWARD COUNTY DEPARTMENT OF FIRE AND RESCUE SERVICES

Tactical High-risk Operational Academy Response (**THOAR**): Battalion level structure fire training.

Command Competencies for Firefighters, Company Officers, and Command Officers

### SESSION 4 – Commercial and Large Structure Fire Training

| TUESDAY SEPTEMBER 7 <sup>TH</sup> A SHIFT     | THURSDAY SEPTEMBER 9 <sup>ND</sup> C SHIFT    |
|---|---|
| 0800 – 1100 E11, E91, T2, P15, P95, BC1       | 0800 – 1100 E11, E91, T2, P15, P95, BC1       |
| 1100 – 1400 E51, E31, T7, P55, P35, BC3       | 1100 – 1400 E51, E31, T7, P55, P35, BC3       |
| 1400 – 1700 E101, E111, T10, P105, P115, EMS1 | 1400 – 1700 E101, E111, T10, P105, P115, EMS1 |

| TUESDAY SEPTEMBER 14 <sup>TH</sup> B SHIFT    | THURSDAY SEPTEMBER 16 <sup>TH</sup> A SHIFT   |
|---|---|
| 0800 – 1100 E11, E91, T2, P15, P95, BC1       | 0800 – 1100 E91, E61, T10, A96, P65, Safety 1 |
| 1100 – 1400 E51, E31, T7, P55, P35, BC3       | 1100 – 1400 E41, E131, T7, P45, P135, BC3     |
| 1400 – 1700 E101, E111, T10, P105, P115, EMS1 | 1400 – 1700 E22, E82, T2, P25, P85, EMS2      |

| TUESDAY SEPTEMBER 21 <sup>ST</sup> C SHIFT    | THURSDAY SEPTEMBER 23 <sup>RD</sup> B SHIFT   |
|---|---|
| 0800 – 1100 E91, E61, T10, A96, P65, Safety 1 | 0800 – 1100 E91, E61, T10, A96, P65, Safety 1 |
| 1100 – 1400 E41, E131, T7, P45, P135, BC3     | 1100 – 1400 E41, E131, T7, P45, P135, BC3     |
| 1400 – 1700 E22, E82, T2, P25, P85, EMS2      | 1400 – 1700 E22, E82, T2, P25, P85, EMS2      |

| TUESDAY SEPTEMBER 28 <sup>TH</sup> A SHIFT | THURSDAY SEPTEMBER 30 <sup>TH</sup> C SHIFT |
|--|---|
| 0800 – 1100 E71, E141, T7, P75, P145, BC2  | 0800 – 1100 E71, E141, T7, P75, P145, BC2   |
| 1100 – 1400 Make ups                       | 1100 – 1400 Make ups                        |
| 1400 – 1700 Make ups                       | 1400 – 1700 Make ups                        |

| TUESDAY OCTOBER 5 <sup>TH</sup> B SHIFT   | THURSDAY OCTOBER 7 <sup>TH</sup> A SHIFT      |
|---|---|
| 0800 – 1100 E71, E141, T7, P75, P145, BC2 | 0800 – 1100 E11, E91, T2, P15, P95, BC1       |
| 1100 – 1400 Make ups                      | 1100 – 1400 E51, E31, T7, P55, P35, BC3       |
| 1400 – 1700 Make ups                      | 1400 – 1700 E101, E111, T10, P105, P115, EMS1 |

| TUESDAY OCTOBER 12 <sup>TH</sup> C SHIFT      | THURSDAY OCTOBER 14 <sup>TH</sup> B SHIFT     |
|---|---|
| 0800 – 1100 E11, E91, T2, P15, P95, BC1       | 0800 – 1100 E11, E91, T2, P15, P95, BC1       |
| 1100 – 1400 E51, E31, T7, P55, P35, BC3       | 1100 – 1400 E51, E31, T7, P55, P35, BC3       |
| 1400 – 1700 E101, E111, T10, P105, P115, EMS1 | 1400 – 1700 E101, E111, T10, P105, P115, EMS1 |



## HOWARD COUNTY DEPARTMENT OF FIRE AND RESCUE SERVICES

Tactical High-risk Operational Academy Response (**THOAR**): Battalion level structure fire training

Command Competencies for Firefighters, Company Officers, and Command Officers

### **SESSION 4 – Commercial and Large Structure Fire Training**

| TUESDAY OCTOBER 19 <sup>th</sup> A SHIFT      | THURSDAY OCTOBER 21 <sup>ST</sup> C SHIFT     |
|---|---|
| 0800 – 1100 E91, E61, T10, A96, P65, Safety 1 | 0800 – 1100 E91, E61, T10, A96, P65, Safety 1 |
| 1100 – 1400 E41, E131, T7, P45, P135, BC3     | 1100 – 1400 E41, E131, T7, P45, P135, BC3     |
| 1400 – 1700 E22, E82, T2, P25, P85, EMS2      | 1400 – 1700 E22, E82, T2, P25, P85, EMS2      |

| TUESDAY OCTOBER 26 <sup>th</sup> B SHIFT      | THURSDAY OCTOBER 28 <sup>TH</sup> A SHIFT |
|---|---|
| 0800 – 1100 E91, E61, T10, A96, P65, Safety 1 | 0800 – 1100 E71, E141, T7, P75, P145, BC2 |
| 1100 – 1400 E41, E131, T7, P45, P135, BC3     | 1100 – 1400 Make ups                      |
| 1400 – 1700 E22, E82, T2, P25, P85, EMS2      | 1400 – 1700 Make ups                      |

Make up time slots are determined by each respective Battalion Chief and can be used for companies that wish to repeat the exercise.

The focus of the scenarios will be establishing and transferring command of an incident and mitigating a fire in a large commercial structure.

Mutual Aid companies will be occasionally added to the existing schedule and work in with the listed assignment. Mutual Aid companies will be from the following jurisdictions: Anne Arundel County, Prince George's County, Montgomery County, and BWI Fire Rescue.

The Scenarios will take place at the Hospital and Administrative building located on the grounds of Taylor Manor at 4100 College Avenue Ellicott City, MD 21043.