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- Aug 27 - 29, 2024

PENSACOLA BEACH FIRE CONFERENCE
- Dec 10 - 12, 2024

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⚫ This January will be 20 years Since I was promoted to Battalion Chief. This class is not a blue card; it's not EFO. It's an understanding of tactical and strategic command. Understand that you can have great terminology and great SOGs, but if you don't have an effective tactical ability within your organization, then it's just going to sound good to a buff listening to the radio.

⚫ Commercial building fires are very different from Residential fires. We cannot treat them the same. You have to truly understand the complexity and have rules of engagement to form a plan of attack.

⚫ It's more than pulling a 2.50" versus 1.75" or having two additional companies responding that you wouldn't have on residential.

⚫I'm talking about you as the chief having a standard expectation of how the operation differs. For example, at a commercial building fire, if the first due company stretches the line, masks up, and starts breathing before the 3rd & 4th due company arrives on the scene, do you really have a first alarm assignment fighting the fire? No, because you now have the first-due company's bells ringing 5- 10 minutes before the others. Their "expiration date" is sooner than everyone else's.

⚫ A firefighter is four times more likely to be injured or killed crossing the threshold of a commercial building fire vs. a residential fire- Vincent Dunn-

⚫We must have the ability to understand and decipher the level of risk that is involved in fighting a commercial building fire. A Rapid Intervention Team operation doesn't involve Two in for Two out in a commercial fire attack.

⚫In commercial building fires, you, as the Commander, will likely talk to firefighters for MINUTES before they perish if they get into trouble. In a residential fire, they will

probably never know death is coming. Look at Hackensack, New Jersey, Waubams, One Meridian Plaza, Worcester Cold Storage, and Charleston Super Sofa.

⚫You must understand what "It's worth the risk" truly means. It's not about interior or exterior firefighting. It means you have voluntarily signed up for the fire service, just like those who signed up voluntarily for the military. It does not mean you're supposed to go to a Commercial building fire-outgunned and understaffed, engaging in a booster tank attack without a bonafide RIT TEAM.

⚫At a residential building fire, you must anticipate the Mayday warning signs that you will hear on the radio, such as, "It's dark." "We can't find the fire." "We can't see." "It's hot."

Then there's silence, and someone will recognize that the fire conditions have rapidly changed, and you will be unable to contact that company —just like Berkley Way in San Francisco and so many others.

⚫The number one priority of the Chief Officer is to eliminate complacency. If you cut corners and are complacent, your people will also do it.

⚫Experience matters; Nothing on the fire scene matters more! Those who tell you it doesn't matter lack the experience.

⚫Time-compressed decision-making success is based on experience!

⚫At No TIME on the fireground should you be able to look behind you and see an empty bench.

⚫You have to be able to have hard conversations with your people. Who is in charge of your fire? Them or you?

⚫I've commanded fires where if a company had questioned my decision for five seconds, it would have turned out catastrophic.

⚫You can't be a firefighter and grow up. It just can't be done.

⚫The grass may be greener on the other side of the street, but it is just the angle of the Sun. Figure out how to water your grass so that it is greener. Commitment, Loyalty & Dedication.

⚫Investment in your command presence, tactical abilities, and experience will take years to see results. It does not happen overnight.

⚫ You must consciously work to develop others and be excited when they leave you. We should want to support our people, prepare them to spread their wings, and leave you better than they were, just like your kids.

⚫Your goal should be to get your people promoted. The force multiplier is ONE.

⚫**PRESSURE IS A PRIVILEGE!**

⚫You feel pressure because people have expectations of you. And that is a privilege. I have the pressure of my people willing to follow me to the gates of hell, and I would keep them alive.

⚫Radio communication issues will always be an issue for us. ALWAYS!

"You can do everything right on this job and still get killed." -Patty Brown-

⚫**WE ARE THE LUCKY ONES!**

⚫I speak with passion, purpose, and conviction because I have been surrounded by death by fire my entire life. I've experienced over 50 civilian fire fatalities in my career. To drive the point home, I tell people that people still die in house fires. When smoke detectors fail, we cannot fail.

⚫Your daily investment in your own skill, knowledge, and abilities will determine who lives and dies.

⚫Gordon Graham says predictable is preventable. I say predictable is preparable.

⚫**The Messi Effect**. The power of ONE! To be the best at anything requires an Extreme amount of Sacrifice. Ten minutes of investment in your people can Save you a lifetime of pain and regret.

⚫**Everybody** you meet is fighting a battle inside that you know nothing about. Life is full of valleys and Mountain Tops; enjoy the time at the Top because you won't always be there.

⚫**Legend:** Someone who leaves behind an unforgettable impression on others. Something more significant than being a Legend is your Legacy. What is your Legacy going to be? Comparison is the thief of joy. Don't Compare yourself to anyone.

⚫This week will be a deviation from the norm of fire ground command and control classes. It will not be a Blue Card or NFA, when I speak with compassion, purpose, and conviction. It stems from failure. Failure is what will create success and eliminate complacency. Battalion Chief Boot Camp will be a week of extreme Tactical Deviation. Tactical Deviation is a graduation, not freelancing. You have to be able to adapt and change the Normal response to a situation if Necessary.

⚫Some battalion chiefs do not understand what a 1-3/8" tip or 2.0" Tip flows or how to move heavy flows through 2.5" or 3". Understanding tip sizes absolutely matters on the fireground. If I can get two gallons out of a 2" Tip @80, I can obtain over 1,000 gallons through a 2.5" Coupling- IT DOES NOT HAVE TO ALWAYS BE LDH!

⚫ County Fire Tactics is not just a website. It's urban, rural, suburban, and commercial. It's EVERYTHING

⚫ You need seven firefighters in the first 7 minutes, no matter where you are from!

⚫ If I seem angry sometimes, it's because I am. I'm not angry with you; I'm angry that over 2,000 civilians are still to this day dying in fires in the greatest country in the world. I guarantee many are due to complacency, incompetence, and lack of preparation. GUARANTEED.

⚫ Promotional fire tactics are not effective at real-world fires.

⚫ On all promotional simulations, you have the A TEAM at every fire. I'm here to tell you... The A-TEAM Does not make every fire.

⚫ Check your roster EVERYDAY, and then CHECK IT AGAIN. Know who your officers are and who is driving them. ALWAYS

⚫ Theory does not work on the fireground. Keep it simple, folks, water on the fire, Quick searches, and dirty drags.

⚫ At 212°F, water expands 1700 times; everyone knows that. But what about at 500°F or 1,000°F? Nobody talks about that…

⚫ Thirty years ago, a large portion of the fire departments in the country would not pull a civilian out of a structure fire if found. They assumed they were dead, "people couldn't survive that," and "We are too late."

⚫ Research and the ease of access to it has CHANGED that mindset. That's where we are now.

⚫ Are your searches a REAL priority, or are they a box that needs to be checked? How many are you sending to perform it? Does it match the number of people performing CPR at a nursing home at 3 a.m.? If not, then why not?

⚫ "Predictable is Preventable" Gordan Graham- "Predictable is Preparable" Chief Ike-

⚫ Civilian Fire fatalities have never been below 2000 Since America burned in the '70s. The only thing that will reduce that number below 2,000 is operational Excellence by the responding fire Departments.

⚫ VES has always been and always will be the number one search tactic used by rural fire departments

⚫ TACTICS PUT OUT FIRES

⚫ Remember that your people can mitigate incidents without you;

⚫ YOU CANNOT DO IT WITHOUT THEM!

⚫ Don't take me out of context. I understand the importance of IAPs and the command staff, but you must comprehend the significance of Tactical proficiency on the fireground.

⚫ The people you are in charge of, the engines, ladders, rescues, and squads, are 90 % of the solution to the problem on the fireground. You are only 10%. They will crush a fire without us. We need them to succeed. When the 10% becomes absolutely necessary for success, its because you have to decide to deviate from traditional tactics.

⚫ The longer you have been doing this job, the deeper you are trapped by your department's traditional tactics. "It's what you have always done." It's my job to break that this week or give you the tools to break it yourself.

⚫ If you try to operate at your Suburban or rural fire department based SOLELY on the tactics and strategies, you learned from a book you read by an urban fire officer or chief. You ARE GOING To FAIL ON THE FIRE GROUND. You cannot only use that mindset. You do not have what they have.

⚫ You often need more people to address more than one tactical assignment at a time. You must choose and be willing to deviate yourself from your department SOGs. If you have Sops and not SOG, you must change the P to a G. The fireground commander cannot be locked into tactical decisions.

⚫ The company officer also needs to have a G instead of a P. And you have to come to grips with the fact that most likely, at this point in their career, they are better equipped. Better staffed and smarter than we were when we were in their shoes.

⚫ "Murphy" does not need an invitation to your scene. He shows up whenever he damn well pleases. Your 10% is the most crucial percentage on the fireground when he does show up.

⚫ Most people underestimate the time it takes to change a culture.

⚫ Search and rescue should be two different chapters in the book. Period.

⚫ Strategy and Tactics are two different things. Strategy is maximizing your Tactical abilities. "Everybody wants to know how to manage the Mayday. If you can't manage the fire, you can't manage the Mayday." - IKE-

⚫ To truly strategize and be an in-tune incident command, you need to have lived it; you need to have performed on the field of Battle that you are asking them to perform.

⚫ I want you to remember one essential thing. All of the check-in-the-box command strategies you used to get promoted have nothing to do with saving civilian lives. It happens on the battlefield, not the buggy."

⚫ Commercial fires have a much larger chance that a well-trained, equipped, and engaged RIT team will make a difference that will save a firefighter's lives vs a residential fire.

⚫ Your trust in your people and their trust in you is the most critical thing on the fireground and matters more than anything else.

⚫ NFPA 1710, Residential - 14 firefighters in 7min. 300gpm up front, Commercial - 26 firefighters in 10min.

⚫ You can read all the tactics books you want to be written by the greatest fireground commanders that ever lived. But at the end of the day, you're going to your fire, not theirs; you have your staffing, not theirs; you have your equipment, not theirs; and it's your district, not theirs.

⚫ Yesterday's successes, tragedies, failures, experiences, etc. They are relevant to today's fires.

⚫ Fires are different today vs 30 years ago. 3:40 seconds to flashover on average. They are faster than they ever have been before. It doesn't matter how hot they get; 500°f will cause your mask to fail. How fast it gets to soot is the real issue, and teaching your people how to keep it below 500°F as quickly as possible is VERY IMPORTANT

⚫ Your people should be able to hear Your voice on the radio, and it raises their confidence, trust, respect, and comfort. Your command presence must bring your people's excitement down just because you're there. COMMAND PRESENCE

⚫ The incident commander can make command post location selection based on many factors. It needs to be made based on the potential expansion of the incident size. It will be different based on whether it is a one-story residential, multiple dwelling, commercial, etc. You must size up your percentage of impact.

Tactical Command = Commanding from the Sidelines.

Strategic Command = Windshield Command with a "Do Not Disturb" Sticker on the door.

⚫ Size up the impact of the command post location for the success of the incident. The fire service needs to improve on utilizing the dispatch center as your scribe.

"Command to dispatch L12 crew of 2 headed to the roof for ventilation."

"Command to dispatch E2 crew of 2 making a fire attack from the Alpha side."

"Command to dispatch SQ14 crew of 4 Left-hand search through the Alpha side."

"If a chief cannot command a scene of a first alarm house fire in their head, they should not be in command."

If you have six companies on a scene operating at a fire, you are Commanding 6, Not 24.

⚫ On my roster, I highlight the officer, not the whole company. Highlighting the officer on the roster for each company keeps your Span of control simple and easy to manage. You can do everything right on this job and still die. You are more likely to die on the nozzle today than you ever have been before.

⚫ Research and study Michael Davidson's LODD. Death on the Nozzle is a real thing that has happened to firefighters nationwide, from the FDNY to the smallest departments. (Michael Davidson 69 Engine FDNY YouTube video).

⚫ Having the chief enter the building may only allow them to see the overall interior incident and provide direction you cannot offer from the exterior.

⚫ When the occasion occurs, will your percentage of impact be high or low? Are you remaining Combat efficient and able to provide a positive high percentage of impact when necessary? On any day, you can have THE BIG ONE.

⚫ Everything is relative. The big one to you differs from the big one to the backstep or the officer. Understand the Tactical competency of your Battalion.

⚫ We always have to anticipate crazy stuff happening. We have to eliminate complacency. We must mitigate the emergency and bridge the gap between prevention and fire control. We say MAYDAY three times in case somebody misses the first time. Every day, I run through my head how to transmit a mayday and how to appropriately respond to it. As the chief, do not hesitate to call the MAYDAY if necessary. Someone has got to send the message to express the urgency of the situation appropriately. Always front load the incident and predict the unfortunate predictable events. Eliminate the reflex time as much as possible.

⚫ Never underestimate a fire in a Commercial occupancy based on your experience. This is the fire where you will most likely talk to them for minutes until they expire if the worst day happens.

⚫ **WE WILL NOT TANK ATTACK A COMMERCIAL BUILDING FIRE**

⚫ We need sufficient water supply to control interior fire spread. It will always be harder to get out than it is to get in.

⚫ **THEORY WILL KILL YOU ON THE FIRE GROUND**

⚫ IF YOU CAN'T SAVE YOURSELF, WHY DO YOU THINK SOMEONE ELSE CAN? WOULD YOU WANT YOU RESCUING YOU?

⚫ Your job is to eliminate complacency & not worry about what they say the table.

⚫ Rules of engagement of commercial building fires state that the officer is a supervising officer. On a commercial building fire, you, as the officer, must be able to see and talk without being engaged in the work. As the officer at a commercial fire, you cannot miss a radio transmission! 2.50" = 150 lbs per 50' section. One firefighter per coupling. One officer supervises the attack inside, and one supervises from the door.

⚫ TRAINING IS THE KEY TO SUCCESS

⚫ It's not complicated if they have a plan, know it, and can Execute it.

⚫ We, as firefighters, are programmed to question commanding officers and their decisions. Unconditional Trust is absolutely necessary in the fireground. They will always challenge the order until there is Trust. What is the reflex time for your company officers to react to an order you have given them? SHORTEN IT! You will see progress when your command presence increases.

⚫ There has got to be some middle ground with command presence. You do not want robots. But there is a time and place to question orders. Your command presence needs to be balanced between high and low; that takes time & Trust.

⚫ The fire round commander is ultimately responsible for coordination. The companies Should be experts in How you need to be an expert in wheat and Why

⚫ Keep it SIMPLE: "If a fireground commander cannot manage a first alarm fire at a private dwelling in his head... He shouldn't be commanding it."

⚫ The majority of LODD's that occurred in the last 30 years have happened in houses less than 2,000 Square feet. The firefighters were assigned to the first due engine. Over half of them were assigned to the nozzle. DEATH ON THE NOZZLE IS REAL.

⚫ A firefighter with less than seven years on the job, assigned to the first due engine, assigned to the nozzle at a fire in a private dwelling less than 2,000 square feet, is in the MOST DANGER Statistically.

⚫ Our next generation of LODDs By Captain Kevin Story

⚫ Rapid changes in fire conditions should be at the forefront of your mind as the commander. Are your people adequately prepared? How would they react? Do they have a plan? Where does it stem from? If it only arises from their experiences in the burning building... you're setting your people up for failure.

⚫ Yesterday's Experiences on the fireground apply to tomorrow's fine. Never Stop learning and embrace the old with the new.

⚫ You must watch the fire. If you are a command team member of one, you cannot adjust Tactics and adequately address the scene if you cannot see it.

⚫ A fireground commander with an increase in "Pucker factor" and freaks out about hasty smoke coming out of a vent hole turning to fire.... probably should not be commanding a fire.

⚫ As the fairground commander, I'm not tactically completing assignments. Not hooking the ceiling, not cutting the hole. Not flowing water. I am strategically coordinating these operations to achieve the end goal at the time.

⚫ On an aggressive fireground, we must think about being aggressively proactive.

⚫ know when to stay in the car, stand in the yard, or get involved tactically.

⚫ You have to maximize your percentage of IMPACT.

⚫The FDNY has been using radio Straps since the inception of radios to the fire service. A one-handed fire officer is not very useful on the ground. It just makes sense. Many large urban fire departments will not use radio straps because the FDNY does it. How stupid is that?!

⚫You have to make yourself uncomfortable to grow. There is no growth in the comfort zone.

⚫The ultimate goal is that you can smile as you walk out of the firehouse for the last day on the day you retire, knowing you left your mark.

⚫There will be good days and bad days on the job. Death on the nozzle is real. The hope is that the good days will overwhelm the bad ones. As fireground commanders, you must understand that it can happen to you. It can happen to your people, no matter where you work.

⚫As a battalion chief, you must ensure that your people are tactically proficient in the basics.

⚫The fire service has predominantly been commanded by fire ground commanders utilizing tactics one to command. These commanders have yet to graduate and are stuck in the past.

⚫You have to predict issues that can and will occur on the fireground to prepare your people for them and ultimately prevent them from occurring.

⚫The best firefighter you have, the most experienced truckee, the most experienced BC, can cause catastrophic consequences by venting the wrong window, in the wrong location, at the wrong time. That was rare 30 years ago; Now, it should be at the forefront of your mind.

⚫GRADUATE

⚫ You cannot be great at big fires if you're not great at small fires. Period.

⚫ The six words you need for forcible entry when your life depends on it are Gap, set, force, Hit, stop, and wedge.

⚫ Very rarely in my career have I wanted the ladder company in the direct center of the building. Mostly, they are more efficient on a Corner.

⚫ The ladder doesn't have the address. It has the position that will maximize the scrub along with all the other ladder Companies responding. Not all ladders are equal.

Twin Parks Fire Details with Ladder Company Placement

⚫ The driver will park where it's most beneficial to them. As the Battalion Chief, I want them to position where it's most helpful for the entire box alarm. Be willing to have difficult conversations with your company officers and their drivers if needed. "When you learn where to park the rig, I'll stop telling you where to park."

⚫ There are two types of fires in this country. (Booster) Tank fires - 90% + of fires in this country are extinguished with water from booster tanks alone. Armageddon - In 10% of fires, the hydrant alone will not provide enough water to extinguish the fire.

⚫ Buildings that are 12,000 + sqft are required to have fixed fire suppression systems. Fire Flow Example Building is 9,000 sgft/3 = 3,000 gpm. What does it take to actaully

flow 3,000gpm. Aerial master streams around the country rarely flow 1000 gpm from the nozzle. They flow more like 600- 800g pm.

⚫ You MUST know the capabilities of your equipment and where to place the water in order to get a positive return on investment. We have to graduate from FFI and understand that master streams must not only be operated @ 80psi. A smooth bore nozzle is a variable flow nozzle. In some cases, pressure will control reach, penetration, flow, and the ability to put water on the fire.

⚫ 3,000gpm = 6 RAM's | 6 Ram's = 6 firefighters | Six discharges, six hose lines, six outlets.

⚫ 3,000gpm = Twelve 2.50 = 12 firefighters, 12 discharges, 12 Hose lines, 12 outlets.

⚫ It's not your Lieutenant or Captain job to determine strategy and ensure it can be carried out with the resources you have. It's the Battalion Chief's. You have to respect the companies on the scene having to put the plan in motion. There is a negligible difference between moving 1.75 and 2.50" dry.

⚫ The real separation happens when you call for water. As the IC, you must ensure it's in the right spot before it's charged. Most large buildings have a fire load that will exceed the supply that the municipal systems will supply. A 2,500-gallon tanker will provide a Ram @ 500gpm for 5 minutes.

⚫ YOU MUST KNOW HOW MUCH WATER YOUR FIRST ALARM IS BRINGING IN THEIR BOOSTER TANKS!

⚫ Flowing water on a fire that exceeds your flow potential before you can sustain it is for the public and the newspapers. You have to think of a LONG GAME!

⚫ At a single-family dwelling, your services affect one taxpayer. At a church fire, your services affect hundreds. At a recent church fire, I called for 5 PPV fans to pressure the Sanctuary to keep smoke out of it so that the members had a place to worship no matter what.

⚫ A call-in report versus an activated alarm. You must expect extended burn time potential. Backing the ladder is a great way to maximize scrub and use on multistory buildings, but on 1 to 1.5-story buildings, it's usually more helpful to operate nosed in and shoot over the cab.

⚫ Don't give in to peer pressure and give in to the company's complacency. It's Your job, and YOURS ALONE, to eliminate it. Buildings with firewalls usually need one alarm per side of the firewall. One for each side. If you find yourself in a situation where you must move a line, stretch a dry one. It is much faster and requires less staffing and effort to dry it.

⚫ Be willing to call greater alarms to the fire 'even if you are not on location. Reflex time must be considered by the Battalion Chief while en route to an incident. Get the units coming and engage them in the radio transmissions early; they will be much more helpful when they arrive.

⚫ It is your job to help your Crews SHINE. Prepare them and guide them to make confident tactical decisions.

⚫ Strategic Command = Stationary Command. Need someone, if not a few people, to scribe for you or utilize the dispatch center to dictate specific actions and locations in the call notes.

⚫ The command style needs to match the incident.

⚫ Tactical command = Mobile, in gear, in an operational position, and can be used in the ID LH if needed.

⚫ Maximize your percentage of impact. If you are on location with a 3-man engine company, your percentage of impact is 25%. If you're by yourself, it is 100%.

⚫ The tactical commander has the opportunity and ability to closely diagnose whether or not the tactical operations are being executed appropriately. Watch the hose, the smoke & the roof. Tactics put out fires

⚫ "When my percentage of impact reduces to below 10%, I'm moving towards strategic command." Ike-

⚫ 1. The hose coupling needs to be watched closely. It will tell you I know how deep they are 2. Can the backup line reach them? 3. Did they take the correct route?

⚫ Attached Garage Fires. The man door to the garage from the interior, by code, is the highest fire-rated door in the building.

⚫ Large fires in the garage: if the interior door is holding, attack the fire from the overhead door or the exterior entrance door to the garage.

⚫ If the man door is holding.-. Why would you open it?!

⚫ If a building is over 12,000ft. The code requires that the building is Sprinkled.

⚫ Lx w / 3 = gpm

⚫ 12000 ft / 3 = 4,000 gpm

⚫ 4,000 gpm = 16 2.5" Attack lines flowing 250 gpm | 16 FF's, one/Attack line | 4 Engines pumping | 4 FF's pumping. | 20 FF's & 4 Engines

⚫ Ram's flowing 500g pm FF's 4 Engines pumping4 FF's pumping 12 FF's & 4 Engines

⚫ Take into account Stream reach & point of breakover, Footprint of Extinguishment.

⚫ 4 2" tips flowing 1,000gpm | 4 master Streams | 4 Engines pumping | 4 FF's pumping 4 FF's & 4 Engines

⚫ The application and delivery of the water in the correct spots is more important than just flowing big water most of the time. Placement trumps volume almost every time.

⚫ Application> Duration

⚫ Sometimes, you will arrive at a fire outside your extinguishment Capability.

⚫ 97% of all fires in commercial buildings are extinguished with three or fewer sprinkler heads. -Ifsta in the 90's -

⚫ That percentage has decreased because those buildings are 30 years older.

⚫ When you arrive at a burning building or buildings outside your extinguishment capability, recognize it. You can now win strategically because you are no longer in denial of what is possible tactically.

⚫ GPM X 3 = FT2 2/14/1995 Briceland Street Fire

⚫Be cautious about showing your ignorance by commenting on a fire you see on Social media that you know nothing about.

⚫Your Lieutenants and Captains can, most of the time, take care of the Big Five. Attack, Search, Vent, Backup, and water supply.

⚫You, as a fireground commander, need to focus on how to support each one of those if they go wrong and formulate a strategy to adapt to what they don't or can't see.

⚫Don't get locked into where the fire is; focus on where it's not.

⚫Don't get wrapped up in what's legal and not legal. Get wrapped up in what's going to prevent your people from needing the "Two out." Don't let the boxes you think you have

to check in the simulator live rent-free in your brain when you're in front of a burning building.

⚫In most situations during a building fire, the most significant positive return will come from an immediate fire attack. People burn up in fires. They don't drown. Attack lines that are deployed immediately, appropriately, and well-staffed need to usually solve the majority of the issues with the quickest positive return.

⚫Tactics used on the ground are relative to the agency, their staffing, and available resources. It cannot be one size fits all.

⚫The most challenging part of tactical command is determining when to move to strategic command.

⚫You may have to deviate from traditional tactics depending on the time of day and the fire you are currently at, adapt, and overcome.

⚫A lot of initial fire attacks have failed due to the first arriving officer not being able to decide between doing what they want to or should do and doing what they can with what they have.

⚫As the fireground commander, you need to be the one who is anticipating supporting the crews with resources that they don't even know they are going to need. Mobile home fires, for instance, a firefighter falling through the floor, will most likely be the cause of a Mayday in a mobile home fire.

⚫Support the crews with a hose line and a RIT pack above and below the trapped firefighter; they will also need help with the skirting. That is two additional companies above and three companies below for the quickest positive impact on all sides of the problem.

⚫Guaranteed your captains and lieutenants are not thinking of this. That's where you come in.

⚫Your crews should be the ones to initiate radio communication during a tactical objective. If the Chief has to initiate the radio communication, you have not prepared your people for that objective, you don't trust them, or you suck as a chief, and you're disconnected from the fireground and have no idea how long it takes to complete it.

⚫As a chief, If you're not willing to hold your people accountable for the little things, the chances of you holding them accountable for the big ones are slim.

⚫Your job is to ELIMINATE COMPLACENCY

⚫ January 19, 2011, Mark Falkenhan (YouTube Video) (ATF LODD 2013) Baltimore County Maryland

⚫ You need to pay attention to which are dispatched to the fire instead of focusing solely on getting to the incident. A MAYDAY is the most crucial incident you may have to manage as a commander.

⚫ Changing channels on the fire scene during a MAYDAY is a TERRIBLE idea.

⚫ Historically, another interior company manages the majority of MAYDAYS, and they must be knowledgeable of the situation.

⚫ A LARGE Majority of MAYDAYS occur between 12 am and 6 am.

⚫ EVERYBODY has the answers to the test until it's time to take the test.

⚫ We are the one of the only professions that has the lesson come after the test.

⚫ 900 sq ft /3 = 300gpm | 750 gallons = 2.5 times what needed.

⚫ YOU HAVE TO USE WATER TO NEED WATER!

⚫ The promotional process has brainwashed you to think the hydrant is most important. Historically, the second rig catches the hydrant because we used to have steamers and hose wagons.

⚫ Multiple dwelling garden apartment fires should have a reverse lay water Supply Highly Considered. FIRST = REVERSE | SECOND = FORWARD

⚫ If you respond to 3-story apartments in your first due, you need to Consider 28' ladders versus 24' ladders, depending on where your trucks are coming from. The most threatened exposures here are from the top floor down.

⚫ As the IC, I have to be a forward thinker to put my people in the best place to Win.

⚫ When the first due company pulls up, what they see differs from what they will fight. By the time you go to fight it, at least a minute has passed. Before you make an attack, you need to be sure you have the people, equipment, and water to fight the fire where it will be.

⚫ B.A.G.I.T. | Where the fire had been | where the fire has been at | where the fire is going | your initial tactics.

⚫ A hose line backs up a water can. A water can doesn't back up a hose line. A call for a second water extinguisher triggers the need for a hose line.

⚫ It's all about THEM until one of ours is jammed up. The difference between the civilian we haven't found versus the firefighter with the MAYDAY is that I know the firefighter is ALIVE, RIGHT NOW.

⚫ As soon as "All hands" are working, you are BEHIND if you have not already called for more units. There is NO DEPTH ON THE BENCH

⚫ Saying EMERGENCY or URGENT on the radio is not going to get the same response as **"MAYDAY, MAYDAY, MAYDAY.**

⚫ There are not that many LODDs that involve crews that get jammed up. It's in the single digits each year. We have a DUTY and RESPONSIBILITY to prepare ourselves enough to try and prevent it from happening to us. Fuel packages hyperventilate today faster than they ever have before.

⚫ Nothing is guaranteed. And the price you will pay with regret and guilt is not worth it. Speak to your people and have tough, difficult discussions.

⚫ Most chief officers are more ignorant of how explosive fires are and how fast they grow than the 1-year firefighter. You're separated, let's be honest.

⚫ We must learn to truly appreciate and respect how fast these fires are growing. What you see on arrival is most likely not what you are going to fight.

⚫ Reflex time does not only affect commercial and high-rise fires. Reflex time affects one and two-story ranches as well. What you see on arrival is most likely not what you will fight.

⚫ 90 plus percent of the time, apartment complexes usually have a hydrant at the dead end of the complex. This should be the first hydrant caught for a fire in the complex as a reverse lay to it will not block out incoming apparatus. The hydrant you passed on the way in up front is the second alarm hydrant, as the entire first alarm will already be placed.

⚫ Firefighters are consumed with completing tasks the same way they always have. Because they have been successful the majority of the time. The fireground commander has to have an open mind and be thinking about how to deviate if necessary.

⚫ An exterior line may need to be used to buy the interior crew time to make the push. Use a straight or solid stream; avoid using it horizontally if crews are inside. Hoarding conditions, wind-driven conditions, forcible entry issues, rapid-fire development, flashover prevention, etc. These situations require you to consider how, when, and where you can deviate from traditional tactics.

⚫ If your department traditionally catches a hydrant with either your first or second due engine, you, as the fireground commander, need to evaluate whether or not you require the people or the water at the Current incident. When and how to deviate.

⚫ As a battalion chief, there are some things you just CANNOT miss on the radio. Vibe alerts, bells, and pass devices must mean something to you and cause you to react to them.

⚫ Searching and rescuing people are very different. The American Fire Service has a lot of experience searching but little experience rescuing, removing, and resuscitating trapped civilians.

⚫Leadership and tactics give direction before, during, and after an incident. Leadership is... Influence People want to follow those who have it. |21 irrefutable laws of leadership in 1998 | One of the top 5 leadership books |Be honest with yourself; what influence do you have on the officers under your command? |The man in the mirror

⚫ Building your battalion and enhancing your influence will never happen subconsciously. It has to be a conscious decision. The concept of influence only held a little weight in my decision-making and mindset until November 25, 2000, when Firefighter Maurice Bartholemew was killed in a house fire in the City of Pensacola.

What could have been if I had consciously attempted to increase and develop my influence and Impact before then? What influence have you had in your organization?

⚫ You have to pay the price every day. If you don't, the price you pay in regret will be tremendous. I've lived it. If you have been in the same organization for your entire career, there is a high probability that you have polarized yourself to diminish your influence. You may reach a point in your organization where your level of impact may be fulfilled.

⚫ One person using the right words backed by conviction, focus, pride, etc, can change attitudes and alter the course of action. Individuals with the same goals often need the influence of one individual to give them the strength to collectively achieve a goal that may seem unreasonable or impossible. If you want to be successful in achieving a goal, you have to go into it with objectives, standards, and expectations and strive to meet them.

⚫ You have to be your own cheerleader, your own keynote speaker. Set your own ceiling and expectations. You want to influence and impact everyone and everything around you. You must be patient with yourself and avoid burnout. "Why not me?"

⚫ You absolutely can raise the ceiling and increase your influence at your organization no matter what has happened. You must be patient with yourself and don't give up on your organization. Sustainability seems to be more challenging year by year." We need to focus on sustainability. The number one limitation is self-doubt.

⚫ You must have the vision and belief in yourself that you can lead someone to push past their own ceiling and limitations. The FDNY has Individuals who have made impacts on a large majority of people in the organization. Sometimes, it only takes one.

I want you to achieve everything you need to test for the next rank because it gives you the option. Don't let people hold real estate in your mind to force you to cast doubt on yourself and limit your progression."

⚫ Hose lines should be stretched in series and not parallel. -Chief Vincent Dunn-

Do not be afraid to deviate from textbook tactics when it's necessary to do so.

I want you to consciously grow, change for the better, increase your effectiveness, and achieve things that you didn't think that you could in the past. Sometimes it takes deviating from the norm.

⚫ Just 10 lbs of pressure... 100% of the time. -Chief Rob Fisher-

Comparison is the thief of joy. I want you to be able to open up, deviate, and be a student of the game.

⚫ Bill Gustin is the most influential person I know, the best student of the game. He works for the country's fifth-largest fire department and is unafraid to deviate.

Always be a fire Service student, and don't be afraid to learn Something from someone with less experience than you.

⚫ Anyone can and will make mistakes and have poor judgment in everyday incidents. Even me. - IKE-

⚫Don't get me wrong. It's worth the risk. I believe in aggressive firefighting and Tactics. But I don't believe in being stupid!

⚫At commercial building fires, my rules of engagement state that we do not begin interior operations until the box alarm assignment arrives on location. We don't start the "ballgame" until the entire team arrives.

⚫The whole team is there when the first company goes on air from an SCBA.

⚫It's almost like each fire department must experience a fatality in every type of occupancy to take them all seriously. Guess what... The Fire service HAS ALREADY! Do your research, folks! Watch the "game film."

⚫When you see a loading dock with a roll-up door that an 18-wheeler backs up to, that is a clue that you are no longer in familiar territory.

⚫No matter what your SOG says, they're only as good as the BC that reinforces it. Period.

⚫The difference between RIT & two in two out is that a RIT Team is a fully equipped four-person team. two in two out is I RIT, a check in the box.

⚫In a commercial building fire, you're more likely to get lost, disoriented, begin to run out of air and talk on the radio until the end.

⚫In a residential fire, you're more likely to get Jammed up before you even realize you're in trouble.

⚫You, as the fireground Commander, DO NOT have the ability to get complacent. There is plenty of that arriving on the box alarm assignment. YOU MUST BE THE "ADULT IN THE ROOM."

⚫You cannot be in denial that it MOST DEFINITELY CAN HAPPEN TO YOU. The #1 priority of a fireground commander is to ELIMINATE COMPLACENCY

⚫We want aggressive company officers. But we have to try to foresee the future by studying the past. We must be realistic about what can be accomplished.

⚫Pressure is a Privilege

⚫You're in the wrong position if you're worried about what folks say at the breakfast table. There is a difference between being liked and respected.

⚫Tomorrow is not guaranteed for anyone.

⚫10 months 300 + Days 100 Shifts 1hr/shift = 100 Hours

⚫What mindset change could you have with your people in 100 Hours?

⚫When you study Residential line-of-duty deaths, the radio traffic usually sounds excellent, and so does the fireground commander; you can only control so much.

⚫Staffing the line correctly for the size, length, and location is one of the most common mistakes a fireground commander makes. It takes experience to know adequate staffing is necessary when moving a charged line in the building.

⚫The first 5-10 minutes of a residential fire are critical based on rapidly changing fire conditions and the flashover time of only 3:40.

⚫Death on the Nozzle

⚫Homewood, Illinois; Cincinnati Ohio; Keokuk, Iowa; Berkley Way, San Francisco; Toledo, Ohio; Atlanta, Georgia; Pensacola, Florida

⚫"It's hot, I can't see, I can't find the fire."

⚫The smaller the victim, the more mindful you need to be about removing them from the IDLH atmosphere. We are more likely to pick them up and walk out, exposing them to higher temperatures and more toxic environments.

⚫Take note of the ULFsri study on search. We could be killing the people we are attempting to save just by the way we remove them.

⚫Some fire departments cannot give company assignments. They must assign staffing assignments based on how many arrive on a rig. Two companies may have to marry up to complete one stretch.

⚫You have to graduate and get out of the mindset of promotional tactics. None of the companies have staffing associated with them during the promotional simulator. Those are company assignments; they rarely match reality.

⚫At 150gpm, you are flowing 2.5 gallons per second. If we flowed water for 30 seconds per room, that's 75 gallons per room. If you have a 750-gallon booster tank, that is ten rooms. 10. You have to use water before you need water.

⚫Not saying that hydrants are unnecessary; that's not what I'm saying. What I am saying is that if the first two engines go straight to the scene, and they both have 750 gallons, and you tie them together with booster backup, you have the potential to extinguish 20 rooms of fire. 20. Let that sink in.

⚫Rapidly changing fire conditions are your largest concern at a residential fire. Your priorities up front must begin with putting water on the fire and supporting the crews with every resource they need to make that happen. Heat and rapidly changing fire conditions are your main concern for firefighter safety within the first five minutes statistically.

⚫If you pull four unconscious victims out of a house fire, that's at least two firefighters per victim in total. That's four AEDs and four BVMs; you arrived with 12-14 people if you're NFPA compliant. Where are the eight coming from? That leaves you six. Let that Sink in.

⚫ I want to give you something to leverage your impact and influence. The fire service is on the best track that it's ever been on. Things are happening now that have never happened before. It's a powerful time to be in the American fire service.

⚫ **There is No Growth in the Comfort Zone.**

⚫ Have you ever asked and acknowledged people's expectations of you? You need written expectations and rules of engagement for your people. This will set the standard and breed consistency on and off shift. When you set your expectations and rules of engagement, you need to consciously think about the impact it will have on the other shifts and battalions. The firefighters, especially new firefighters, want to know your expectations of them both administratively and operationally. Bad habits start early at the organizational level. Either you have expectations, or you don't.

⚫ Example: Complete gear and tools for the smell of smoke | Hood up and flaps down for gas leaks | Breathe air on car fires.

⚫ Are you scared of the fire or Scared of the Fire Department? -Mike Lombardo-

⚫ What affects your ability to make time-compressed decisions? Don't let your leadership handcuff your people into being forced not to act in situations where a reasonable person would act and take the risk. Some will act, some will not. Will you act?

⚫ Make no mistake. The building is considered occupied by people until we say it's not occupied. It's ALL ABOUT THEM until it's about us.

⚫ Perspective is all about Position, And we will absolutely make decisions based on our position. The "magnifying glass" is pointed in different directions and at different parts of the operation, depending on your position. Safety Officer vs. BC vs. Captain vs. Firefighter. Priorities and concerns will be different.

⚫As we graduate in the organization, so does our level of responsibility and accountability must graduate as well. They grow with your sphere of influence.

⚫"There is no growth in the Comfort Zone."

⚫Deviation is to Graduate.

⚫Deviation is not freelancing or going rogue. It means you respect the need to sometimes deviate from the norm based on past experiences and current conditions. You MUST know when to deviate from traditional fireground tactics. Evaluate progress, success, and failure possibilities. We are the brain that needs to be thinking about the anomalies and chances to call an audible.

⚫Company Identifiers and nameplates on both the front and back of every firefighter on the ground are very important. That is accountability. You know who they are, no matter which way they're standing or lying.

⚫"Are you scared of the fire, or are you scared of the fire department?" Mike Lombardo-

⚫ Private Dwelling Fires Largest number of civilian fire fatalities (3,000 +) Highest Percentage of fines Largest Number of firefighter fatalities Should be our BREAD & BUTTER.

⚫NEVER QUESTION A GUT FEELING

⚫ In today's fire environment, quick WATER ON THE FIRE IS CRITICAL.

⚫ Your mask fails at 500°F

⚫Who cares how hot modern fires are today? What you should care about is the speed at which they reach 500°F.

⚫ Brannigan was right; the building was the enemy with improved pre-fire plans, inspections, and MDTs that have changed. The fire is the enemy; it explosively changes.

⚫ The size up and what you see when you pull up... is not what the firefighters who arrived will fight.

⚫ The best access to the master bedrooms in a single-wide trailer is NOT the front door. It's the BACK DOOR. If you want to make a grab in a single-wide mobile home, go to the BACK! The bedroom is within 5 feet. At a mobile home fire, their survivability does not allow us to search from the front door. The back door on a Single wide trailer is the key to the grab.

⚫ Just tactically changing how you arrive and operate at fires can dictate the difference between life and death for trapped civilians. The majority of people writing your textbooks and articles on search have NEVER made a grab, and we let them tell us how to operate.

⚫ LOOK INTO THE FIREFIGHTER & RESCUE SURVEY FOR THE FACTS

⚫ "To deviate is not to freelance. To deviate is to appropriately adjust to the circumstances presented."

⚫ There will be times when you get a bad hand. You can only control So many variables. But you Can control your level of dedication towards being ready for game day. My number one objective of the week is to give you the ability to have more confidence and command presence at your next fire, and the one's after. Smoke that has not flashed should be more concerning to you than a fully developed fire. There are unknowns.

⚫ There have been ZERO firefighters that have died performing vertical ventilation wearing all of their gear and breathing air.

⚫ MODESTO REPORT → January 2010

The Modesto report caused me to change my thoughts on breathing air on the roof and performing vertical ventilation. Captain Pete Dern Fresno March, 2015.

⚫ Whether you are coaching a sport or commanding a fire, your confidence can bring everyone on the scene to a level of confidence they may NEED to have to perform challenging tasks. We are all guilty of trying to ease into Change and make it an easy transition. But some things need to go into effect IMMEDIATELY! YOU CANNOT ease into changes that affect tactical efficiency and safety on the fireground. They are EFFECTIVE IMMEDIATELY!

⚫ DEATH ON THE NOZZLE IS REAL

⚫ In the last 20 years, the highest percentage of firefighters dying inside of a building on fire were assigned to the nozzle position on the first due engine. Many of those who died on the nozzle in the past 20 years either didn't open it, opened it halfway, or penciled it because THAT'S WHAT THE FIREFIGHTERS WERE TAUGHT TO DO IN THEIR INITIAL TRAINING.

⚫ As a fireground commander, you are doing a disservice to your people if you do not walk through the building after the fire is out. You MUST know what you sent them into, their challenges, and what they went through. Most fireground commanders have undervalued who is assigned to the nozzle. Not everyone is the same, and only some nozzle firefighters can perform the same.

⚫ On your journey to getting the white shirt and brass, you may have forgotten that all firefighters are not equal. There is a difference between better and worse. Stop FOOLING yourself. All rosters aren't the same.

⚫ YOU CAN NOT, as a fire ground commander, allow tradition, History, or textbooks to keep you from adapting your tactics to the fire conditions and buildings in front of you at the time. It seemed like OVERNIGHT that we stopped going to the house fires with flashover events that took 30 minutes and started going to the house fires that flashed over in only 3:40. The nozzle firefighter abilities matter more today than they ever have… EVER

⚫ **Death on the Nozzle is REAL**

⚫ There have been ZERO Firefighter fatalities that have occurred while performing vertical ventilation with full PPE and structural fire gloves while wearing SCBA breathing air. ZERO

⚫ The Modesto report *

⚫ We have to spread the news to the American Fire Service that it is more dangerous for your people to cross the threshold of the front door with a nozzle at a private dwelling fire than sending them to the roof for vertical ventilation.

⚫ The ear flaps on your helmet being down provide 30% of the heat protection. -Modesto Report-

⚫ The fire behavior in the movie Backdraft is more relevant today than in 1991 when the movie came out. The contents in the buildings changed, which caused fire behavior to speed up and become more aggressive.

⚫ Dangerous operations on the fireground in the late 70's were truck company operations. Now, it's the nozzle because the nozzle work did not change with the contents, and fire behavior changes. We can't get away with what they used to.

⚫ San Francisco Berkley Way LODD

⚫ If it takes you more than 4 minutes to arrive on location to a fire today, you will more times than not have more than one room of fire. We are at 3:40 to flashover today.

⚫ Between 5:00 and 8:30 pm is the * highest chance of a kitchen fire.

⚫ During a mayday, the fireground Commander must be concerned with keeping the firefighters calm and their heart rate down as far as possible. You have to get them to help you, help them.

⚫ Most of the time, you will hear similar radio traffic before rapid-fire changes in a private dwelling fire.

⚫ "It's hot, we can't see, and we can't find the fire."

⚫ Changes happen so fast that they most likely do not recognize that they're in trouble and may not even call a mayday. You, as the fireground commander, need to identify the trigger words.

⚫ The dumbest action that a fireground commander can do during a mayday operation is change channels. PERIOD

⚫ During the mayday, DO NOT CHANGE CHANNELS. We need to have radio discipline but talk to them. We don't want so much radio traffic that they get freaked out, but we also don't want it so quiet that they feel alone.

⚫ During interior firefighting operations, the limiting factor is the air pack. It's always the air pack. It doesn't matter how good your TP rating is on your bunker gear or how great your hood is; the air pack is the weak link.

⚫ Don't forget about the RIT pack. It's for you as well as the down firefighter. It's a portable cascade.

⚫There are reasons to absolutely take risks at residential house fires. 3,000 + reasons.

⚫Aggressive fire tactics mean we are moving with purpose and tactically deploying resources in a time-compressed manner because seconds matter. Seconds determine whether people live or die, PERIOD.

⚫I have no doubt that if people took this job as seriously as people take a professional sport, we would save more lives. NO DOUBT IN MY MIND

⚫Being aggressive has nothing to do with firefighters dying in house fires. They occur due to the lack of aggressive tactics being performed a majority of the time. Aggressive, time-compressed decisions are not being made.

⚫Small Room fires = Fast Flashover

⚫I cannot stress to you enough that what you know does not matter. It matters what your people know. You need to ensure that your people fully understand that the first 5 minutes of a fire in a private dwelling less than 2,000 ft? is the most dangerous fireground on the job. And also the most common.

⚫ I think the Battalion Chief has the best job in the fire service. The captain or company officer is the close second, and it can be said that it may be the best because he doesn't have to ride around by himself.

⚫ The most important thing is your reputation. It takes a while to gain it and a short time to lose it. The best compliment one can get is to be told you're a good fireman.

-Captain Bob Morris, FDNY Rescue 1 -

⚫ I don't care if I piss you off as long as it keeps you alive. I believe in the studies, but we can't take what we have been given from our mentors with 30+ years of experience that we know works and throw it out the window.

⚫ When Smoke detectors fail, we cannot fail. It's up to us to bring down the number of fire fatalities. If not us, then who? Smoke alarms are more affordable now than they've ever been. My goal is to get America below 2,000 civilian fire fatalities. We are neighborhood ambassadors. Take educating the public about fire prevention seriously.

⚫ I don't want anyone's house to catch on fire, but I love going to them. But I am tired of bagging people up. We have to get the fireman who will spend $1,000 on a leather helmet,$400.00 on a pro bar, etc.. to also care about Smoke detectors.

⚫ We will always have fines as long as men, women & children exist. -Roy Isakson-

Dad, if you want to be a banker, you work on Wall Street. If you want to be a fireman, you work in the ghetto. -Trevor Isakson-

⚫If you do this job long enough, you will have an enormous amount of information in your brain, and you won't even know it's there.

⚫If you ever get a bad feeling in your gut, don't ignore it or question it; most of the time, it's right. Don't stray away from it because of what you think others will say.

⚫Pro tip: Fires that start outside and communicate to the interior, historically speaking, ARE A SHIT SHOW. They have an unlimited air supply and usually burn outside, inside, and below.

⚫Fire behavior and how to recognize rapid fire growth is more critical for fireground commanders to know today than it ever has been before. You do not have the time that they had 30 years ago. Twenty minutes is now three minutes and forty seconds.

⚫ ChiefIke.com Articles To Read | It's worth the Risk | Tactics put out fires | Depth on the Bench | People before water

⚫ If I can see everything, based on how companies are arriving and what needs to be done I will stay in the Chief's Car.

⚫ I had two engine companies stretch separately on the fire you just watched. | For access, an open carport guarantees entry to the house | Both lines were able to operate on independent booster tanks. | The drivers can multitask because there is only one line off each of their rigs, and they both have 5 minutes to do that worst case.

⚫ If you don't train your people to perform vertical ventilation, I recommend you use caution. It can be dangerous for those who do not have experience and perform actual hands-on training on it.

⚫ Fire ground commanders must be conscious of where their units are and their arrival sequence. This is especially important when they are different from the norm due to a training drill, for example.

⚫ When I give a square footage size up, I always exaggerate and include (Garage, Front & the outside areas. back porches) ROUND UP. Use the entire perimeter of the roofline.

⚫ When you arrive on location, you need to be moving with a purpose. If your family were trapped, you would run.

⚫ Educate your public not to assume someone else has called in the fire. If they see it, they need to call it in.

⚫ As the chief, you being in gear, being competent operationally, and confident will breed confidence in your people. It will elevate their motivation.

⚫ The small amount of motivation that you can provide them may be the difference between life and death on the fireground.

⚫ If you're going to stay in the Car and run command, crack the window a bit. You can hear neighbors, smell the smoke, hear the sirens, etc. Have your companies use the air horn when nearing the Scene to differentiate their siren from law enforcement and EMS.

⚫ Upon notification of a victim found, as the incident commander, you acknowledge it and support their efforts with additional companies. Call additional alarms as needed to increase depth on the bench.

⚫ One of the most important lessons that were learned from the most recent search study from UL is that a lot of times the victims we find are survivable when they are found and the fire department lowers their chances by how they remove them from the building.

⚫ If every fire department in the country drove to fires as fast as they drove to CPR calls I believe a lot more people would be alive.

⚫ Removing actual fire victims cannot be trained on adequately with a rescue randy.

⚫ **FATHER'S DAY FIRE NYC**

⚫ I always assume that fire victims are naked, Large, and in hoarding conditions. And when the rescuers grab them, they will most likely have rescuer attachment and lose the ability to see the big picture around them. They will have tunnel vision; **YOU CANNOT!**

⚫ The fire service is EFFECTIVE IMMEDIATELY. All companies should start pulling a line to the entry point where the VES is occurring.

⚫ On Ladder 12's grab, there were seven firefighters tied up in the search, removal, and patient care of 1 victim. That's two to three companies in suburban America.

⚫ LET THAT SINK IN! TWO TO THREE companies are now out of the fight when ONE victim is found without EMS on location.

⚫ The numbers from the firefighter rescue survey will FORCE fire departments around the country to utilize VES as a tactic or face legal ramifications. MARK MY WORDS.

⚫ **DON’T BE AFRAID TO GIVE DETAILED DIRECTION AS NEEDED**

⚫ The fire round commander must be the stopgap. If the officers and firefighters forget a procedure or task, the commander cannot hesitate to remind crews or ensure that operations occur. You cannot hesitate to say it for fear of offending them or hurting feelings. SAY IT so you don't regret not saying it.

⚫ Ground ladders must be at the forefront of your mind when anticipating issues in multistory buildings. Paint the building with ladders. Throw them until all beds are empty.

⚫ You sometimes have to be very direct and specific with orders to ensure no Shortcuts are taken and expectations are met,

⚫ In multistory building fires, remember that we fully understand that "closed doors save lives." They can Save civilian lives AND firefighters' lives. Areas of refuge must be considered by companies operating in the building and also considered by the incident commander. Especially if things go bad.

⚫ As fireground commanders, regardless of benchmarks, we have to be able to evaluate whether we are winning or losing consistently. We also need to be realistic and determine if the companies on location can actually accomplish the necessary objectives. The first alarm may be too exhausted to continue or finish the job.

⚫ Sometimes, you have to break the rules of traditional fire operations. Be honest with yourself and ensure you gain a tactical advantage by breaking the rule vs. being lazy.

⚫ Quick tip

⚫ If you open the nozzle with a pressure issue causing the line to go limp, do not shut it; leave it open. If you close the nozzle, the pressure gauge on the panel will read high; If you leave it open, it will read low. Help the Driver help you.

⚫ The American fire service has dramatically increased the push to promote aggressive searching over the last five years. We now need to encourage aggressive resuscitation after the search locates the victim. The best case is three people, one AED and one BVM per patient. Are you prepared to find and treat 1? How about 2? How about 3? At the Twin Parks Fire, Bronx, NY, located 30 plus... let that sink in.

⚫Whenever I estimate stretches on two-story residential structures, I want enough hose to reach the farthest bedroom away from the entry and extend out the window to extinguish exterior siding from vent point ignition or move into the attic in that room. Your people have to think about nozzle reach, not just stream reach.

⚫The fireground is not a football game. The coach is not always on the field when the game starts. If your crews are already tactically engaged upon arrival, you may need to think and act quickly to pick up the pieces.

⚫When you're discussing LODDs with people, make sure that it's known that it's about learning from the incident and not pointing fingers. Ensure you go into enough detail to ensure it doesn't happen to your people.

⚫There is no expiration date on the value of the information inside LORD reports. If the firefighters who perished could return, they would tell you to discuss it in detail to prevent it from happening to you, guaranteed.

⚫I cannot overstate the importance of ensuring your people and rigs have identifiers.

So many LODDs involve situations that result from not knowing who was who.

⚫ **STRONG COMMAND MAXIMIZES STRONG TACTICS**

⚫ The Nozzle WATER is the ONLY THING at a house fire that will begin to make things better, representing fire attack & water application. It creates and maintains survivable space. It's the EQUALIZER.

⚫ The Box Light has changed very little over 50 years, and represents SEARCH! The number one priority is to have a vision to Save lives.

⚫ The Halligan tool represents access to life & represents forcible entry and exit.

⚫ The NY Roof Hook represents opening up and checking for hidden fire. The hook represents ventilation: Coordinated & controlled ventilation. More than ever in the fire service, ventilation needs to be coordinated & controlled. Dotting the "I" and crossing the "T." Trimming doors and windows is a lost art. It is up to you to pass on the necessity to perform a proper overhaul to protect property from rekindling. PROPERTY MATTERS!

⚫ The Radio and how it's used to communicate to your people will determine the tempo and direction of the fire scene. The radio represents communication and coordination. Clear communication accompanied by command and control is what the radio represents.

⚫ You cannot command a fire with just what you have learned in the promotional preparation. YOU NEED REAL WORLD EXPERIENCE. Communication and coordination are key when the companies increase to more than one.

⚫ How will you maximize your staffing available to create, maintain & retain survivable space? Flowing water does MORE than reduce heat. It causes gas contraction, which reduces pressure which allows cool, clean air to re-enter the structure at the floor level.

⚫ **WHEN SECONDS COUNT; WE COUNT SECONDS**

⚫ **WATER CREATES AND MAINTAINS SURVIVABLE SPACE**

⚫ Booster Backup supports fire attack and Search as quickly as possible | SIX IN SIX (6 & 6) - Six firefighters are on the fireground in six minutes | EIGHT IN EIGHT (8 & 8) - Eight firefighters are on the fireground in eight minutes.

⚫ You have to size up your percentage of impact based on your arrival sequence of a box alarm. If you're first on location, you're 100% of the solution.

⚫ UL FSRI USED LESS THAN 250 GALLONS FOR KNOCKDOWN AND SUPPRESSION IN 25 EXPERIMENTS

⚫ 250 Gallons = 100 water cans | 500 gallons = 200 water cans | 750 gallons = 300 water cans | 1000 gallons = 400 water cans

⚫ Transitional attack is just a way to describe a blitz attack. IT'S NOT NEW, It's not transitional; it's POSITIONAL. You need to position yourself and the stream in the best position to utilize the velocity and breakover to maximize the water's ability to map the area.

⚫ Your crews need you to express your expectations consistently to them for them to meet them consistently. They will eventually begin to operate independently of direction and make informed and experienced-based decisions, but it takes time.

⚫ 9.8 Civilians Rescued per day per Brush's Master's project. WATCH BRIAN BRUSH'S FDIC KEYNOTE Now that we have REAL numbers, we can change the national response model to improve our effectiveness. We cannot improve what we do not measure. Any press conference that you are a part of or even a news interview, you need to be ready to make professional & well thought out informed suggestions to increase the effectiveness of your organization. It is up to us to sell ourselves and to the public and primary decision-makers. MISSION

⚫ Timing the tanks of your first due engines is critical. Fireground Commanders must be aware of what their attack packages are capable of without a sustained water supply. NFIRS States that 90 + % of fires are extinguished off of the booster tank.

⚫ I wish that there was a hydrant in the front yard of every building on fire, don't get me wrong, but that's not the case.

⚫ There are two types of fires you will go to: 1. Fires that can be extinguished with a booster tank. 2. Fires that cannot be extinguished with the booster Tank.

⚫ You must know what your people can do when the water is placed correctly. Placement trumps volume more times than not.

⚫ Fast water is water from the booster tank. There is NO DELAY. If there was ever a time when the water in the booster tank was more valuable than hydrant water, it is now. Seconds Count

⚫ Water can = 2.5 gallons, 60 water cans = 150 gallons, 150gpm =2.5 gallons per Second

⚫ Residential Fire Flow - 150gpm | Commercial Fire flow - 250gpm

⚫ 500 = 200 water cans | 750 = 300 water cans | 1000 = 400 water cans If you apply enough water with the correct placement, you should see positive changes in less than a minute.

⚫ You must allow the water to work.

⚫ Our experiences drive us, whether they are positive or negative.

⚫ One firefighter can flow 250-324 gallons per minute from a 2.5" line by themselves if they're not attempting to move it very far after its charge. Front-load the area with as

much hose as necessary while it's dry to maximize the breakover and "Footprint of extinguishment."

⚫ There needs to be an intentional Separation of flow rate between Large and small Landline flows on your engines. This will allow your firefighters to separate large fires from small fires intentionally. Select the correct weapon for the job.

⚫ It's critical, regardless of rank, to ALWAYS have an open mind. Do not discount past experiences, but have an open mind. Your organization must find what will work for you.

⚫ When you decide to make organizational changes, it's imperative that you take the time to implement it properly with the right amount of research and training.

⚫ 6 Firefighters within 6 minutes, 8 Firefighters within 8 minutes

⚫ 6 Firefighters 1. Nozzle | 2. Pump Operator | 3. Officer / Backup / Door | 4. Water Supply (Booster Backup) | 5. Search | 6. Search

⚫ Simultaneously making search = Attack

⚫ Search is not pushed down the list of priorities nor attack.

⚫1500 gallons = 600 water cans. Booster Backup allows you to have six interior firefighters with 600 WATER CANS IMMEDIATELY

⚫ 2,173 Documented Civilian rescues in 2021. Your organization needs to adopt the firefighter rescue survey as it is only a voluntary Survey. We must know who made the rescue, how long it took, and how they did it. We CAN not improve what we do not measure. Survey data can drive training, policy, and procedures for locating and removing civilian fire victims. 75% of the civilian fire fatalities occur in 25% of the day. Midnight to 6 Am.

⚫ Rio Grande circle videos

⚫ WE MUST ELIMINATE COMPLACENCY!

⚫ Upon arriving on location, give directions and confirm the location of the fire. The ability to recognize, and locate the rescue, Steven Solomon was the fastest I have seen in my corner. One mattress can kill a firefighter. A mattress on the floor of a studded vacant residential structure killed Steven. The probability of survival when firefighters are Caught in a flashover is minimal.,

⚫ As the chief, you are the number one person to judge the smoke's density, color, and velocity to recognize the potential for rapid fire development. Whether it is a cold storage building or a residential structure, when you're understaffed and a MAYDAY occurs, you can face the most challenging decision you will ever make if multiple firefighters are trapped. You will likely have to triage the situation and determine who lives and dies. And at what cost are you willing to accept to make it happen?

⚫ Nozzle reach and stream reach are not the same. Nozzle reach is the distance needed to get the nozzle in position to reach all fire. For extinguishment and extension. The NOZZLE, not the STREAM. You must consciously acknowledge the hose's movement in relation to the fire and the changing conditions. It's your JOB to judge whether or not the fire attack team has enough hose in the building to make the fire room, OR there is too much hose in the structure to make the room that may indicate that the attack team made a wrong turn.

⚫ The ability to estimate hose length and the needed amount inside of a structure is a LOST ART. The pre-connected cross-lay has made the American Fire Service COMPLACENT. In a residential structure, if the fire is in the BC or CD corner, the 50' coupling will most likely HAVE TO BREAK THE THRESHOLD.

⚫ A residential fire attack, most of the time, requires an aggressive fire attack involving Hitting it hard, hitting it FAST, and backing it up! That means you cannot allow ANY DELAY in front, loading the incident and applying water on the fire. The need for BOOSTER BACKUP & DELAYING positive water supply is necessary more today than ever.

⚫ THE TRUTH WILL PISS YOU OFF BEFORE IT SETS YOU FREE.

⚫ When the second arriving company arrives on location dressed, masked up, locked, and loaded they have BOUGHT BACK TIME for the trapped occupant.

⚫ They're increasing the FORCE MULTIPLIER. Your fire flow calculation must be defined by whether you're dealing with a contents fire or a structural fire. Contents = Tank | Structural = Positive Supply

⚫ AT ANDY FREDERICKS FDIC KEYNOTER "Don't worry bout that nozzle kid" CHECK THE NOZZLE BEFORE YOU CHECK THE AED, There will be other people to assist you in deploying the AED in most Cases. YOU WILL BE ALONE ON THE NOZZLE!

⚫ "I sleep in my Clothes... ALL OF THEM! I DON'T STOP BEFORE LEAVING TO A FIRE EITHER! IF IT WAS YOUR KIDS TRAPPED, WOULD THAT MATTER TO YOU

⚫ "Skinning it back" - A fire burning the exterior siding when it exits the opening. You will need two lines, one in and one out.

⚫ Consider adding furniture obstructions to the window during VES drills. That's what the company drill will most likely not prepare you for, REAL LIFE. Consider making the window 6 feet off the ground. That's REAL LIFE!

⚫ The visual of a casket smaller than an adult size makes the brain think differently.

⚫ I have to get out of bed in the morning and put one foot in front of the other. I have to make myself better so I can make you better, and together, we can make the American fire service better. FORCE MULTIPLIER!

⚫ For the 8 FF's, the 7th and 8th FF's are used to buy back time.

⚫ You need to look hard at your district and determine where your staffing needs to be increased due to response times. You need enough people up front to accomplish search and fire attack as fast as possible.

⚫ Every day, 9.8 civilians are rescued from residential fires by the direct actions of American firefighters.

⚫ If the USFA dictated tomorrow that all fire attacks would be defensive no matter what, we would potentially save less than ten firefighters per year and lose over 3,000+ civilians. We are talking about trading less than ten firefighters for 3,000+ civilians.

⚫ The fireground commander must be aware that search and rescue are two different tactical operations. That is, resource allocation is above the company officer level. Additional companies must support companies assigned to search to remove and resuscitate.

⚫ Victims located & removed within eight minutes of fire department arrival have the greatest chance of survival, 58%.

⚫ "Pre-Suppression window initiated search into isolated space" UL Definition -

⚫ "Vent - Enter- Search" FFRS Definition

⚫ They are different because of the target audience. No matter what you call it, it is absolutely safer than a traditional left or right-handed search, PERIOD. Anyone who thinks differently is in denial. PERIOD

⚫ Civilians behind closed doors have an 86% chance of survival.

⚫ Victims removed from upper floors by ladders had an 84% survival rate vs. 71% by interior stairs.

⚫ Fire Departments must test their own "Time to Task" operations for their department using their own people and equipment.

⚫ Time and exposure are the ENEMY

⚫ Coordinated ventilation and fire attack is more critical now than it ever has been. The proper timing of ventilation in coordination with fire attack. That is the simplest definition of a Coordinated fire attack. 100% of the time we have to have a Coordinated fire attack. In Homewood Illinois when the Bravo window was taken turbulent high-pressure Black fire exited the window horizontally ten fit. Someone has to make an informed decision on how, when & where to ventilate. It is not up for debate! When you leave here Saturday, I want you to feel confident that you are responsible for using the radio to coordinate and deploy your units intelligently, aggressively, and confidently through the lens of putting the civilian FIRST.

⚫ You cannot leave things to chance and assume that your crews will just make the right decisions without preparation. You have to have ZERO EXPECTATIONS of their knowledge. Where and when to ventilate is the most complicated decision for a new firefighter to make. 30 seconds and one firefighter can change the conditions past the point where you can recover quickly and counteract the situation. The wrong firefighter with the right intentions can make the wrong decision at the wrong time and cause a life-threatening event.

⚫ You have the opportunity, pressure is a privilege to command and control elite firefighting units. To elevate their abilities. I want you to realize that coordinating, Commanding, directing, and training your firefighters is a privilege. And it creates pressure. Berkely Way LODD Report & Audit 06/02/2011 Softening the building makes it tactically safe for us as we can. Just because you have declared an incident as a defensive operation does not mean your people cannot go rogue and put themselves in a bad spot, causing you to react. SOFTEN THE BUILDING to Stay Proactive. COMPLACENCY ELIMINATE Tactical safety is maintaining the same level of aggressiveness but doing it Safely.

⚫ The fact that fires are "Hyperventilating" or becoming oxygen-limited faster today more than ever cannot be overlooked. Oxygen-limited fires must be considered when implementing "traditional fireground tactics."

⚫ If the entire fire service moved away from the "traditional tactic" of first or second due to establishing water supply and moved it to a third due responsibility, Fire attacks & searches will be initiated faster than ever across the country. Let's be honest with each other: you do not NEED water until you USE water.

⚫ It's not just about the units arriving quicker. They MUST be operationally engaged quicker as well.

⚫ If you show up with six firefighters on the scene with the first two companies, you only have enough people to perform an attack and search. If you have eight on the scene with the first two companies, you can attack, search & VES, or have a backup line.

⚫ At 150 gpm, using the booster backup will allow firefighters to continuously flow water for 8:20 - 10:00+ 750 + 500 = 1250 gallons 750 + 750 = 1500 gallons

⚫ A fireground Commander hearing the second and third due sirens can instantly change your tactical decisions. The sirens are not just for the traffic in the street.

⚫ Ladder 12 Grab

⚫ 4 + firefighters being used for removal and resuscitation. The fire attack still has to continue. As fireground commanders, you can't just check boxes, folks. Assigning two firefighters to search without depth on the bench on the front end will not allow you to assist in removal and resuscitation.

⚫ You have to think ahead and anticipate the search crews actually locating a victim or victims. If you assign a task, you better be ready to support it.

Review the SAN FRANCISCO version of the Berkeley Way Report

Y-You	C-Can't	M-Make	T-This	S-Shit	U-Up

⚫ If you go to one fire per month you will get the most out of it. If you make five fires in a day you're more likely to cut corners. NOT THE FDNY Check out the photos on "start water photos" on IG from the "War years". Tarps on the roof are a sign of rot. Damage to anything that is Structural and is also wood. Proceed with caution...

⚫ Incident commanders should always have Two radios | 1. on the tactical channel 2. Fire alarm dispatch main channel

⚫ Talking to dispatch on another channel keeps crews on the scene from having to listen. In time compressed Tactical situations radio traffic should be kept short and simple. Keep your radio traffic like a Tik-Tok video, to the point, short and direct.

⚫ I highly encourage you to carry two radios while operating away from the command vehicle. There is a high probability that you can miss something or clutter up the tactical channel with your response and reaction to a MAYDAY.

⚫ LUNAR Cancel or Delete it | Replace, with W-who W- what W-when W-where

⚫ In the car, the mobile immediately comes off scan and moves to the tactical channel. In the cup holder, the portable is on the dispatch channel off of scan. Any radio transmission deemed not important by the fireground commander for on-scene units to hear is transmitted on the dispatch channel. operating at the back of the Command vehicle I have the same radio setup. Mobile on dispatch off scan and the portable on the Tactical channel off scan. If I assign another channel for a group like water supply for example I will have a 3rd to monitor that channel off scan.

⚫ **November 25th 2000 - RIP Maurice Bartholomew**

⚫ It took 57 minutes to find him in a 1,200-square-foot house. Everyone outside was in denial that Maurice was missing. The engine stretched off the back and then to the door. The crews made entry, and a PPV fan was turned in at full throttle behind them. In the hallway, there was a full-size couch. The original kitchen was converted into a dining room. An add on in the CD corner was constructed as the new kitchen.

⚫ Maurice moved the nozzle to the bedroom in the B/C corner, drops the line in the room and begins a primary search. A crew that enters the house assigned to search as a crew that is reassigned to search after the entry is more observant and oriented to the structure.

⚫ The fan sealed the hallway and pushed the fire toward the living room and the fan created a wind-driven fire when the Living room windows failed creating a blowtorch. The second firefighter noticed a rollover and called out to Maurice to exit but he didn't hear him.

⚫ Maurice went in with a hose line that would have suppressed the fire in 30 seconds. Your job as the attack line is to seek and control the fire. The five pieces of equipment in the middle of your coin would have saved Maurice's life. 10 minutes with Maurice explaining water application and the importance of suppressing the fire would have saved Maurice's life.

⚫ It does matter to ensure that our firefighters are competent. Tactics before strategy.

⚫ TACTICS PUT OUT FIRES | EMBRACE THE GUILT

⚫ We all have things that we wish we could change. But life keeps moving forward. The windshield is bigger than the rearview because you should focus more on going forward than looking back.

⚫ Maurice's fire was one of the fires that were used to force the use of an integrated pass device. Think of him and his fire when yours goes off in the future.

⚫ Fire control means that we are Controlling it but not extinguishing it. Stopping "Fire spread."

⚫ Sometimes, the staffing on location calls for a line to be stretched dry as far as possible due to the energy that would be expended. You must know when to deviate from the norm, even when you have been told it's unsafe. You have to graduate from Tactics One.

⚫ ALL FIREWALLS ARE NOT CREATED EQUAL

⚫ Sometimes, the largest motivational factor in extinguishing the fire is because of the high probability of making another good fire in the building.

⚫ Apparatus placement is cultural; if you want it to change or improve, you must keep it consistent. I recommend that Alt engines pull past the structure and park with enough room for another rig to pass them while parked. Two wheels on the Street & Two wheels on the grass."

⚫ I believe having different color hose lines simplifies the ability to adjust pressures and increases the likelihood of quickly addressing an engine emergency. Suppose all your hose lines are one color; it's a crapshoot.

⚫ Take the opportunity to build training evolutions into box alarms if possible. That will be a better drill than anything you can do on a drill ground.

⚫ Anytime you can hold the box to provide the opportunity to achieve an "All hands Pickup," Many hands make light work.

⚫ S. R. O.'s - Single Room Occupancy These can be tricky due to the amount of add-ons made with cheap construction, usually OSB. They also have multiple locked doors on interior and exterior doors, forcing your people to force their way in and out. I would also urge you to anticipate an average of 1-2 people in each occupancy, which will most likely be more.

⚫ If you are looking at several windows while choosing one to search and you see a window Air Conditioning unit, nine times out of 10, it's where someone sleeps. Pull the Air Conditioning unit out; do not push it in when making an entry for the search. You don't know what's under it; it could be a bed or couch. A bonus for pulling it out is that you can stand on it to assist you in entering the window.

⚫ You may find yourself in a position where you have so many victims and so little staffing that you must triage who gets worked and when. If you discover yourself in this position, the victim's location and fire or smoke conditions in that area must weigh in on your decision.

⚫ FDNY has had gate valves on their deck guns for 50 years. It would help if you had them in suburban America, so much more than a department with six firefighters on an engine.

⚫ Arriving on the scene with a guaranteed entrapment requires some water to be applied by someone, no matter what else you choose to do with the rest of your available firefighters on the scene.

⚫ The fire service has an infiltration of apathy and complacency that" it won't happen to me." I'm here to tell you that it might and might be sooner than you think.

⚫ I don't want anyone's house to burn, but if it does, I want to be there to minimize the effects of it. I want my people to be faster. I want to be able to make quick and experience-based decisions. I want to make the right calls as fast as possible. I want to be better for them.

⚫C-O-A-L-W-A-S-W-E-A-L-T-H, C-Construction, O-Occupancy, A-Area, L-Location, W-Water Supply, A-Apparatus, S-Street Conditions, W-Weather, E-Exposures, A-Auxiliary/Appliances, L-Life, T-Time, H-Height

⚫Guaranteed water = The water that is responding in the booster tanks. That's the only guaranteed water you have.

⚫The largest concern with exposures on the exterior is distance (How far is it Away from the fire building) and the combustibility of the siding.

⚫Life safety can be broken down into two categories. THEM & US. Is it occupied by THEM? If not, how many of us are we willing to engage inside the building to control the fire?

⚫B - Building / Occupancy, E- Extent / Exposure, L - Life / Location / Layout, O - Occupancy / Overhaul, W - Water Supply / Weather

⚫Firewalls

⚫How old are they? Will it help me if the fire moves to the attic and Exits the roof? Will it help me if the fire exits a window horizontally on the Alpha side? Will a wind-driven fire negate the firewall?

⚫LONG END <----------> SHORT END

		FIRE	

⚫Getting ladders to the back of a row home or a contiguous structure is challenging. Are there alleys? Can we take them through the exposure? How many floors? The 24' ladder might be able to be taken through the exposure, but will the 35' ladder fit?

⚫As the fireground commander, you must remember that SOGs are written for company officers. Your job upon arrival is to determine whether or not you need to deviate from the SOG. You have to graduate because they are most likely not thinking about that.

⚫PRO TIP... Don't send someone to find a potential problem if you are not prepared to support them with what they need to solve it if they find it.

⚫ Went controlled Open Nozzle + Roof pistol grips -e in your tank 300gpm for 39 seconds - WATER on Fuel you must position the line 20' 30' back to apply to the contents creating the fire, not only the fire gases.

⚫ Moving through boxes Efficient vs Proficient Are you on B-Shift or the wanna "B"-Shift

•Will have great visibility + No pinch points to the fire room •Crew integrity will be maintained • No consequences for a closed/partially open nozzle •Can't flow water on smoke -Can't flow water on the advance -Can't flow water inside for more than a second •Can't extinguish the fire and don't wet the solid fuels

⚫ Risks can be managed by creating a culture and setting expectations. This is done BEFORE the emergency, not at the scene. Since the engine company Is a TOOL OF ACTION, answers MUST focus on what you CAN DO, as opposed to what you not do." Scott Corrigan- Beyond The Door, The Risk Analysis.

⚫ Per NFPA 1710, you should get 14 FF’s on a residential fire & 28 on an apartment

⚫ There isn’t a fire dept in the country that meets every NFPA Standard. It's impossible.

⚫ When heading to a contiguous building on fire vs. a residential fire, pay attention to the smoke to determine if it's one column of smoke or several that are divided. If the smoke is divided, that most likely means that several parts of the building are on fire. (Front & Back possibly).

⚫ Masonry brick on a wood frame building is exterior siding. It is not load-bearing and could be a collapse hazard and an avenue of fire spread due to its void space.

⚫ In a contiguous building, if the fire is not on an "end unit," you need to identify the "long end" and the "short end." The" long end" is going to be the most of the building that can be saved; without a fine wall separating the fire from the" long end," you may want to assign the first truck to this end for plan B exposure protection.

⚫ In multifamily dwellings, be mindful of the "wet wall" or "Pipe chase" as an avenue of fire spread. If you have smoke in the cabinets, a hose line needs to be in place before opening the walls.

⚫ The first alarm is for the fire apartment. If it has already been extended to another apartment, that is the second alarm fire.

⚫ At large fires, it takes a bit for units to realize that there has been an operations division established, and they need to talk to them. They are used to calling "command! I personally do not support calling units by anything other than their actual unit designation. They have been "Ladder 12" their entire career, and do you want them to answer to something totally different?

⚫ The scrub areas and flanking abilities need to be considered when placing aerial apparatus. Sayings like "The truck gets the address" are very elementary; you need to graduate. The front is rarely the best place to get the most scrub and the best position to flank.

⚫ Firefighters and officers make decisions based on their level of experience. It's your job as the commander to have graduated. You need to fill in the gaps between what they have experienced and what you have experienced.

⚫ They’re assigned to fire attack, but you need to aid in their decision-making when necessary.

⚫ The football team runs the play, but you call them, and the coach is the one at the press conference after the win or loss.

⚫ DO NOT WAIT to give directions if you see an operation being executed incorrectly. There will be minimal buy-in if you wait until after the scene to give advice.

⚫ If you give direction on location and they see the results of the change of operations in real-time, there will be immediate buy-in.

⚫ Don't hesitate to perform an operation early if the scene will devolve before the tactic is necessary, like ventilation.

⚫ By the time you need it, the building might be too dangerous to perform it. "Pre-ventilation cuts"

⚫ Large fires require an application rate that “exceeds the price” Small quantities of water being flowed on large fires for fear of running out of water will most likely result in "premature Vaporization." Don't be afraid to put the big guns in use upfront in order to buy back time. EVEN IF You MIGHT RUN OUT OF WATER!

⚫Don't overcomplicate the command structure of a building fire. It's not a wildland fire that could last two weeks or a month.

⚫Every fire you go to is one fire closer to a bad day. It can happen to you; don't let yourself be in denial about that. Don't allow success to breed bad habits.

⚫A good rule of thumb is not to have more than three attack lines from one engine. Any more than three makes it difficult for the pump operator to manage appropriately, and tactical redundancy is limited.

⚫Pressure Reducing Valve: is it field adjustable or not? Do you have the tools to adjust it? (Big Bonnett = Big problems)

⚫Pressure Reducing Device Reducing: is it removable or not? Do you have the tools to remove it?

⚫MGM Grand & One Meridian Plaza - High-Rise Fires of Significance

⚫Head Pressure = 0.434 pounds/foot

⚫At a high-rise fire, remember that you're taking a 2.5" hose and hoping to get 1.75" flows.

⚫Sediment, gravity, friction loss, mechanical failure, debris, etc. All of these are variables you're not used to dealing with daily.

⚫ It's ALWAYS more than just a house fire. Berkley Way was more than just a house fire. BIG hazards come in small packages. We should be almost perfect at commanding a house fire.

⚫ GAP SET FORCE HIT DRIVE STOP - Universal Language

⚫ It's about simplicity when you are making time-compressed decisions. Whether people are trapped or not trapped, you have to put water on the fire. Backup is one of the most common things missed in the first 5 minutes. The suburban firefighter has the most incredible job in the fire service. They get to do it all. You have to evaluate your battalion and its capabilities to adequately judge how long it will take them to accomplish tasks and how much help they need to complete them.

⚫ STAMP TIME TIME DELAYED TACTICS

⚫ Getting a 360 is imperative in large building fires. This may require you to adjust your route and actually drive around the building, walk around, use a drone, or ask the firefighters on the roof to look at the back and report findings.

⚫ Make sure you evaluate the firewalls to see if they're present. Don't just assume they are intact and will stop the fire spread. How high do they protrude above the roof line? How far do they extend horizontally away from the building?

⚫ Single pane windows will fail early in the incident and possibly delay the horizontal spread of the fire interior by venting without us having to vent it. But it will also allow a sustained oxygen supply, allowing the fire to grow.

⚫ Also could allow a vertical extension on the exterior and possibly into the void spaces above. Horizontal fires can quickly become vertical and also flank companies quickly. All of this can be anticipated by noticing and acknowledging a single-pane window.

⚫ Thermal pane energy efficient windows will most likely cause the fine to hyperventilate and cause the fire spread to stall but also cause the smoke to fill all spaces and make the entire building an IDLH quickly if the fire compartment door is open. If the door is closed, it can burn itself out, never leaving the compartment.

⚫ Exposure spread is not all about conductive and convective heat transfer. Also, consider window coverings like curtains and blinds that can be ignited due to radiant heat. You may need to consider assigning a firefighter to pull the window coverings down in an adjacent exposure.

⚫ PRV/PRD - Pressure Reducing Value Or Pressure Reducing Device. Valves can be adjusted, but devices have to be defeated or removed. These devices are installed in

High-Rise buildings due to the pressure required on the higher floors needing to be reduced on the lower floors. If the lower floor PRV or PRD is installed on higher floors, you will have problems when you hook up.

⚫ Standpipe Kit Gate Valve Nozzle (2. 5) Gauge Spare wheel Pipe wrench Double male & Double female Elbow Spanner wrench

⚫ Beware being focused on white smoke from one area. You need to evaluate all smoke for a positive return on investment. White smoke in the front and black smoke in the back is what I like to call "The white ghost "or "The curtain of camouflage."

⚫ The 2.5" Smoothbore is an excellent tool for Hydraulic removal of roof decking and siding. This nozzle can be very useful for stopping fire spread without a ladder company or vent crew available or on scene.

⚫Strategic Command. When it's more than just a house fire, Multiple chiefs on Scone, the percentage of impact is low, moved past the first couple of alarms.

⚫Time matters. Time of day. Air supply, Weather, Occupants. ⚫Benchmarks for time. Consider the weather when Choosing to discontinue them.

⚫Basic Command Board, BELOW, Attack- Backup- Search- Vent RIT- Water- Rear- Safety

⚫ If you are defensive, you Should anticipate at least one or two FFs to act Stupid. Make sure the building is softened.

⚫ The more I command fires, the more I believe that You must simplify the fireground as much as possible at all costs.

⚫ Don't forget about later arriving drivers; they are staffing kept in reserve. They have gear and can be assembled into a crew and deployed. ⚫ Tactical Command. Your

participation in forward tactical positions will increase the Safety of the firefighters Operating on the fireground. Your % of impact is 25% or above initially.

⚫ Just because you have assigned a Supervisor in Charge of several companies does not absolve you of being responsible for their Companies if the Supervisor becomes incapacitated.

⚫ Be aware of the distance from the front door (or chosen entry point) to the fire room. Knowing this distance and how much hose is in the building will tell if they missed a turn to access the area of origin or fire room.

⚫ Auto Auto-exposed five from a window is what Chief Vincent Dunn calls the 7th Side of the fire—also called "Skinning It Back in Pensacola." Whatever you call it, ensure you assign a second line to it or ensure you have enough nozzle reach to make the room and stick the nozzle out of the window for the exterior fire. ONE FIRE, TWO LINES

⚫ Flanking Lines vs Opposing Lines: Flanking lines do not need as much communication and coordination as opposing lines. Flanking lines are used in two separate areas, and opposing lines are in the same area.

⚫Where are your medical bags located on your engine? What about the BVM & AED? Are they easy to access quickly by your Drivers?

⚫ Fire victims need immediate care for good outcomes. Multiple Victims need multiple bags, Multiple AEDs, and multiple medics.

⚫ Visible headers, most of the time, mean that the main volume of smoke is not being forced into adjacent areas inside close to the fire room.

⚫ The Window of opportunity."

⚫ No headers and smoke pushing from the soffits a majority of the time means that smoke is being forced into adjacent areas due to it not having another avenue of escape.

⚫ I'm positive your fire department will NOT pay for you to have what is in mine in your buggy. I respond as one of two on-duty Battalion Chief's covering Escambia County's 664 square miles and 350,000 people. This is why I carry so much stuff; my response area is diverse, from Tanker Ops, High Rises, Barn Fires, Commercial and Residential Fires.

⚫ A two-story house on pylons is a three-story house. You need drivers that are always interested in getting into the game. They wait to "send the mail" to find the best place to get into the game. A chief has to be engaged tactically, not just checking boxes. A chief has to be a forward thinker to position people in the places to reduce reflex time.

⚫ FDNY uses an old car rim, cuts a chunk out of it, and places it against car tires they are stretching around to eliminate a pinch point. FDNY marries companies when they show up with let le. We would be idiots not to marry companies in Suburban America.

⚫ S- Size of the line to produce needed Gpm for fire control, L- Location of entry point & fire,

L- Length of the line, S- Staffing needed to meet all of the above.

⚫ The line size will directly affect the location, length & staffing. 200' pre-connects will lock you into making hose estimates incorrectly. It hampers you into "Not needing" to estimate the stretch. The interior layouts of structures are becoming more custom as the years go by. They are becoming harder to predict in some areas.

⚫ "If you see something, say something regardless of the time on the job." you, too, are always going to miss something, and so are your Companies.

⚫ DO NOT assume that they have calculated all aspects. There are officers on your job that you can assume that they are going to be as aggressive as possible and get into the game immediately. There are also officers that you can assume will do anything and everything to stay out of the game. KNOW WHO IS WHO.

⚫ The officer is the leader, Director, boss, and motivator. Part of command presence is the visual stimulation of your presence and the sound of your voice. This will reassure and motivate your people. When you let your people consistently get into the game, it drives home the importance when you pull them out.

⚫ When a company is pulled out just before something terrible happens, the credit goes to the officer who followed the order. 95% credit goes to the officer who responded. The company officers determine the level of command presence & the power of effectiveness on success. I really don't know what the interior crews are doing. I can only hope they are completing the tasks I have assigned and observe the results.

⚫ As soon as you deviate from what you do 90% of the Time, It's more than just a house fire. When the fire load is not just Contents, It's more than just a house fire. 2nd Due Driver. Water supply. 2nd Line • Rear . Vent Search _

⚫ The big picture... Do you want to be at the Saenger Theatre or Broadway? Stamping Time means keeping your company on the scene long enough to take advantage of the location's not just a multi-company drill; make it a Box Alarm assignment.

⚫ You can NEVER let the camera determine anything you do on the fireground. They will take you to the cleaners in court.

⚫ Stamping Time means don't be in a rush to cancel the last arriving company. That includes the entire box alarm, position every unit as they would if the building is on fire even when it isn't.

⚫ Nobody is born programmed to perform at a significant level. They need experience, and you can force them to get it.

⚫ If I give someone an assignment, at times I tell them to get ready to complete the assignment and ask them to call me on the radio once they are prepared to execute it. at times, conditions change in the Time it takes to give a tactical order and when they execute it.

⚫ It should be standard on all box assignments that when a Company is responding to an incident and they are called on the radio by the Battalion Chief, that company includes their location in their response.

⚫ The incident you see when you hit the parking brake is not what you are going to attack.

⚫ A 142 partner with a 32-tooth blade will almost always be more effective than a chainsaw in the hands of someone who knows how to use it.

⚫ It's my job to acknowledge when to deviate. The company officer's job is to manage an assignment.

⚫ One of my first objectives, when I got into the county, was to maximize apparatus placement in residential neighborhoods, specifically cul de sacs. Make sure you position, Don't just PARK.

⚫ The only guaranteed water is the water you bring with you. The hydrant is just a bonus. Never, EVER position your apparatus in the wrong place because something is in the way that you can move. GET OUT OF THE RIG AND MOVE IT

⚫ You have got to make sure your people don't think you are so GOOD that you can see everything. Empower them to say something when they see something. "Don't ever assume that I see something or know something." You need those people standing Beside you, not behind you. What do you have in your car that you can access without getting out of the driver's seat?

⚫ Whether you're in the car or out of the vehicle, the thermal imager could be more utilized. A Thermal imager in 2023 is more likely to Save a firefighter's life than a Civilian's—outside size up, Demarcations, Voids, visibility, etc. The thermal imager needs to be utilized for more than the traditional uses.

⚫ Rules of engagement are based on past experiences, facts, and data. You are less likely to break them and are much more common sense and specific when compared to an SOG.

⚫ Examples Sustained water supply on Commercial Hood up flaps down on all fires Number of people assigned to 2.5 hose full four man equipped RIT Team on commercial

⚫ 150 lbs for each section of Charged 2.5" hose. Remember that when you assign a company to move it by themselves.

⚫ We need more fire chiefs to be honest with the city and admit that we are adequately staffed to succeed at a residential fire. But when it comes to a commercial fire, we will try hard to keep it isolated to the building of origin.

⚫ Initial Staffing for large Commercial 4 - RIT | 4 - FE | 4 - VENT | 8 - 12 Fire Attack | 3 Chiefs

⚫ You must get into commercial buildings while they're under construction, especially Type 2.

⚫ Nine times out of Ten, the interior walls only go to the drop ceiling. It is very easy to get flanked on the inside.

⚫ With aerial placement, there are times when you will nose into the building, when you want to be close to the building due to the building being tall, and when you want to swing off the back to get negative or below the turntable. You must know your equipment and how to place it to be in the most useful position for the current building fire.

⚫ At commercial building fires, the greatest danger to the firefighters on the interior is getting lost, disoriented, trapped, and running out of air.

⚫ Residential maydays are most likely within the first ten minutes of the first arriving engine.

⚫ If there is any operation on the fireground that I am willing to micromanage, it is a Mayday. I will do whatever I must do to influence the operation enough to produce a positive outcome.

⚫ Commanding RIT is not just checking boxes; it will involve providing the RIT crews with detailed direction to utilize the personnel on location and also responding in order to have the most successful positive outcome.

⚫ The fireground commander needs to take note that when the first arriving company needs to be replaced due to air consumption, you should expect the domino effect of bells to begin ringing from all other companies.

⚫ When responding to fires in multiple dwellings, you need to be already thinking about equipment needs at this building versus residential buildings. 28' & 35' Ladders vs 24' Ladders due to the 3rd & 4th floors.

⚫ Hydra-Rams and extra sets of irons due to the number of doors that need to be forced open versus the two that we usually force at residential fires.

⚫ If I told you tomorrow you would have a mayday 24 minutes into the incident, would you call for more people before or after the 24-minute mark? Why not call for more early at every fire?

⚫ On a residential fire, I'm calling for additional resources if we are actively engaged in an offensive interior attack for 10 minutes and do not have a good hold on the fire.

⚫ Your people need to know they can say something to you if they see something you do not. That is a culture that you have to promote or create. I want my first water supply to be a reverse lay, when possible, on an apartment complex fire.

⚫ 1. They don't delay my Companies by blocking them out.

⚫ 2. They can drop their companies at the fire instead of the hydrant.

⚫ 3. They have all the fittings and adapters needed to tap the hydrant fully.

⚫ 4. They can boost the pressure on the attack engine.

⚫ 300' Drill

⚫ 1. Lay out 300' of 5" hose in a forward lay from a hydrant. Charge the line and flow all available water until your intake gauge hits Zero. Screw off all tips and flow everything you can. Pitot the tip and calculate the gallons per minute.

⚫ THEN

⚫ 2. Bring in a second engine, shut down the hydrant, fully tap the hydrant, and attach the original forward lay supply to the officer's side LDH Discharge. Open the hydrant and have the attack pumper flow until their intake gauge hits zero. Pitot the tip and calculate the GPM THEN

⚫ 3. Engage the pump at the hydrant and pump the supply line until the intake gauge hits Zero or the discharge pressure reaches 250 psi. Have the attack pumper flow until their intake gauge hits zero. Pitot the tip and calculate the gpm.

⚫ On my board in my car, I have the following

⚫ Attack, Backup, Search, Vent, RIT, Water, Rear, Safety, Staging

⚫ BELOW | Building, Extension / Exposure, Location of Life & Fire, Occupancy, Weather & Water.

⚫ Fire attack from the exterior of a commercial building fire without a hydrant is a different ballgame than committing to the interior of that building without a hydrant. Commercial fires are not booster backup fires.

⚫ When I take a strategic command position, I want things to slow down, be well thought out, and get staffed before we execute. When I take a tactical command position, seconds usually count, and I want operations to move quickly. If you do this enough as a commander, your people will recognize it and react accordingly based on the posture you choose to take.

⚫ Regardless of residential or commercial, you should 100% of the time be building in a tactical redundancy of 2- or more pumping apparatus as "Overdraft protection." Refrain from Putting "All eggs in one basket," no matter how big the fire is. Whether it's a small shed or a warehouse, the water supply should always go into the second engine. Tactical redundancy? If the attack pump goes down, pump through it. The water supply still reaches the first if the second pump goes down.

⚫ Church fires are one of the most challenging commercial fires. High ceilings, heavy timber, time of day usually late, arson possibilities, and mostly because of its importance.

⚫ We have also historically lost many firefighters at church fires in America.

⚫ In my experience, backdrafts & smoke explosions are more violent at church fires due to the layout of the interior. Also, collapses MUST be at the forefront of your mind late into the incident.

⚫At fires with a LARGE body of fire upon arrival you need to think about what is possible on tank water.

⚫Can you put a dent in the fire with what you have, run out of water, and keep that dent until reinforcements arrive?

⚫Or will it rebound before you can get more water on scene?

⚫Sometimes the best plan is to get lines set up, wait, get enough water on scene and open everything at once.

⚫Attempt to overwhelm the fire with heavy streams us trickling small streams. Wildland firefighters have a much better respect for radiant heat transfer and how fire

can move quickly through preheated fuels. If structural firefighters had that knowledge as well they would be much better at predicting fire spread.

⚫On large fires you need to take the escape routes of the rigs into account when placing them. If you have to throw the white flag and cut loose, how are you ing to get them out. Also consider how much of the rigs are exposed to the radiant heat coming off of the building.

⚫You cannot let yourself get locked into thinking tactically at large fires.

⚫Your company officers are going to be thinking tactically. You need to be in the strategic mindset, NOBODY ELSE IS GOING TO DO IT.

⚫ Strategic and Tactical Considerations on the Fireground By James P. Smith

⚫Read the last column in FH may A Strategy of Firefighting By Vincent Dunn, The most experienced and vetted fire officer in the modern fire service

⚫ 5 Rosters Each AM 1) Folded In My Pocket 2) On Desk in Office 3) On Kitchen Table 4) On Dashboard 5) On Clipboard in Car

⚫My vehicle window is ALWAYS down in the firehouse. I want to hear a radio going dead & I don't want to be locked out of it.

⚫I have my Mayday check sheet laminated on my clipboard and in the back of my car.

⚫ When filling in your command board, if you use one, all that matters is that you can understand it if something terrible occurs.

⚫ Type Two prefab buildings have the highest possibility of having a "make shit up interior layout" that is unpredictable in most cases.

⚫My first impression when looking at buildings is to determine how many lengths to get from the front to the back, how long it is, round up the approximate square footage, and Divide by 3 to keep the max fire flow in my mind.

⚫ Attack S- Size L - Location L - Length S - Staffing

⚫ One of the biggest problems with Chiefs is that when they get promoted, they forget where their gear is. Wearing your gear is a large part of having a command presence.

⚫ Be very careful assigning operations to a company officer on a one battalion chief incident to "check a box."

⚫ As the second chief running operations, I can get just inside past the threshold and see most everything with my camera. I need to ensure that they're making progress, have the required staffing, and, most importantly, they're not being flanked.

⚫ Stepping out of my car, I always have two box lights. One Stays strapped onto me, and the other is placed at the entry point for the men. A Hook and a halligan that I rarely use, and just litter the yard with the tools, but it's there for the men.

⚫ The benefit of announcing orders on the radio, even if they have been given face to face, is that dispatch notes it in CAD, everyone hears it, the company assigned the task Can correct any location mistakes stated & ALL incoming units know who is where.

⚫ IT's VERY important for crews responding to the incident. PAY ATTENTION TO THE RADIO! If they arrive and a catastrophic event occurs, they already know who is where and what they are/were doing.

⚫ * June 2007 Charleston, SC * A firefighter with good intentions and a tool can take glass in SECONDS. You must be able to see what's happening and STOP this from happening if necessary.

⚫When you give the callsign "operations" to an individual, you give units to another chief an opportunity to be called on the radio. You also have to consider where they should operate. Inside? Outside? Roof? Alpha? Charlie? Stairs? Division 2 or 3?

⚫Make sure what you put in writing and distribute to your people what it is you actually what you do. Don't copy and paste protocols that do not fit your operational structure. Someone needs to size up the effectiveness of the initial attack line and provide them the support that they may not even know what they need.

⚫You don't want fire officers that you have to kick in the but to get into the building; you also don't want the one that takes off with the leash.

⚫ After committing to the interior, it's always a good idea to empower an incoming officer to Size up the interior with a thermal imager instead of assuming that they will do it. Doing it on an incident they will remember, is better than training or talking about it.

⚫I can't take the glass at a commercial building or order someone else to do it without seeing the Super Sofa store in my head.

⚫ Forcing doors and maintaining them in the closed but not latched position on the charlie side can be drastically different than forcing them and chocking them open. A 5 mph wind in the front with an open door on the back can change EVERYTHING.

⚫We want to Tactically perform to prevent the need to activate the RIT TEAM

⚫ A mayday at a commercial fire, it is highly probable that the issue is someone lost, caught, trapped, or running out of air. And we can fix that.

⚫Firefighters can ultimately survive in a Smokey environment for an eternity.-. AS LONG AS THEY DON'T RUN OUT OF AIR.

⚫ When you are operating at a Commercial fire, Roam (Rules of Air Management) is way more important. Benchmarks are 10 minutes for ROAM.

⚫ On a commercial fire, the company or Companies you choose to perform RIT need to be CAPABLE and COMPETENT. It can't just be anyone.

⚫ 97% of all fires in sprinkle red buildings are extinguished with 3 or less Leads. When this was written in the textbooks, sprinklers were under 30 years old.

⚫ You cannot assume that a system that was built 20, 30, 40, or 50 years ago will still operate as it is intended to. Your level of trust in that system should be minimal, and not be surprised if it fails. DO NOT BECOME COMPLACENT.

⚫ COLD SMOKE CAN KILL | Cold smoke issues are most likely going to be present at the commercial fire.

⚫ At commercial fires, you are going to have to most likely give them advice on the radio to motivate them to help themselves stay alive. They will need the best "Air traffic controller" to help them stay alive until you can send someone to get them.

⚫ PREDICTABLE IS PREPARABLE! You need to prepare yourself for needing to communicate with the firefighter for an unknown amount of time during the rescue effort. Possibly until they Die, and if you have not prepared yourself for this, you will live with that guilt for the rest of your life.

⚫ Between midnight and 6 am is the most hostile time to operate on the fireground. When I go to work, it's usually one of two types of days. It's an absolute lazy day for fires or absolute craziness.

⚫ 911 call versus an alarm activation almost guarantees on extended burn time.

⚫ If someone calls it in on a road thats is not busy, it should worry you even more about possible extended burn time.

⚫ I roll out the door almost 100% of the time that we are offensive.

⚫ During the day, with all units responding as they should, I'm 50% likely thinking we are going offensive.

⚫ In the middle of the night, with a 911 call or Alarm activation for a fire in a commercial building, I'm thinking of SLOWING EVERYONE DOWN.

⚫ EVERYONE HAS THE ANSWERS TO THE TEST UNTIL IT IS TIME TO TAKE THE TEST.

⚫ If you need an exposure line at a commercial building fire, you most likely do not want people inside the building.

⚫ It's the fireground commander's job to know what you can and cannot do in a reasonable time frame with what you have on location.

⚫ On some fires, it's up to you to determine whether or not the reflex time vs when you need the aerial up calls for the entire company involved in putting the stick in the air versus the driver setting up by themselves.

⚫ If your drivers wait to make the hydrant connection and shut down the street, it does not allow for positioning the additional responding units for the long game. THAT TAKES DISCIPLINE

⚫Minor sets and reps on the small ones translate to success on the big ones.

⚫An interior attack boss sees the room of fire with blinders on. The fireground commander sees the building on fire. NEVER let the interior company officers' reports

sway what you are seeing on the exterior if it conflicts with what you see. He can put out what he sees... he cannot put out what he can't see.

⚫Station assignments, relocations, and company assignments must be about equalizing the battalion by joining up the weak with the strong.

⚫It took time and experience for me to realize that equalizing the department had to be more important than equalizing my battalion. Whenever possible on larger incidents empower chiefs to take charge of "Their own incidents" within the large incident. Allow them to establish their own water supply and manage their own companies.

⚫BUILD THE MONSTER AND FEED IT

⚫Commercial building fires from 12 am to 6 am Should raise your awareness of ROAM at the benchmarks. The benchmark at this building should push PARS and confirmation of operational modes to the front of your mind.

⚫ FOLLOW UP AND FOLLOW THROUGH

10-minute benchmark at a commercial fine = ROAM PEOPLE LIVE AND DIE BASED ON YOUR CAPABILITIES - Chief Ike -

⚫The fireground commander needs to have as much information and training as possible to make competent decisions about how much risk they allow their personnel to take.

If I have equipment that has worked for me in the past to aid me in mitigating an incident, I keep it. If I didn't have it and didn't have it, I went and got it after.

⚫ One of my primary objectives of this conference is to change the way you traditionally and historically have thought about what is required of the fireground Commander.

⚫ 4,000 gpm = 16 2.5's | 8 Ram's | 4 Deck guns

⚫ Is the water available? And if so, do I have the staffing and resources to deliver it to and on the fire?

⚫You will likely have to use rural water supply operations to back up the hydrants. 2500 gallon tender = 5 minutes @so og pm

⚫One tanker can augment an engine @ zero on the intake gauge and the other on a hydrant filling up to return.

⚫Zeroing out the hydrants can, in some cities, "Activate the pumps" to supply more water. Just to be sure, ask the dispatch units to do it.

⚫The most expensive exposure at a large fire is your fire apparatus.

⚫ A 1" booster line with a 30gpm fog nozzle can save 1.3 million dollars by cooling radiant heat from damaging apparatus | 3000 / 30 = 100 minutes | For an hour & 40 minutes with 3,000 gallons, you can cool the apparatus.

⚫ On large fires, at any point in time, the wind can change direction or even stop altogether and put your apparatus in extreme danger.

⚫ On large fires, keep in the back of your mind that you may not have enough water or people to deliver it to extinguish the fire quickly. You have to be realistic about what your capabilities are and what you are truly capable of.

⚫ You now have to decide on what you will write off because you may lose everything if you don't.

⚫ You have to have foreword thinking and vision to see convection, conduction, and radiation and how it will affect the size of the fire you will fight.

⚫ You may need more than one or two Safety officers on large fires because you have buildings coming down and new buildings lighting off.

⚫ When you have a combustible exposure with windows, always size up the contents near the windows on the exposed side.

⚫People can be consciously insubordinate and unconsciously insubordinate.

⚫ "Laying the pipeline" - stops at a hydrant, drives past the scene, and stops at a hydrant past the scene. You now have a forward lay into the scene, and a reverse lay to the next plug—two supply lines into one apparatus.

⚫The LDH hose clamp is the most underutilized water supply tool in the American fire service. It's worked for 70 YEARS.

⚫If you have the ladder lay in, they are more likely to be incorrectly placed because they don't have the freedom to spot, back up, and position exactly where they want because they are laying hose.

⚫If Quint at a fire is going to pump lines that firefighters are going to man and also pumping the aerial, the auxiliary needs water supply into the panel for the hand lines, and the aerial device needs to be supplied by another engine through the rear.

⚫Vertical ventilation is an assignment that you need to be experienced and trained on, and yes, it can be dangerous, but not as dangerous as stepping through the front door of a private dwelling on fire with a nozzle.

⚫ It does two main things to increase effective fire attack | Reduces heat, which reduces needed gpm | Increases visibility inside

⚫We never want to risk a firefighter's life to save property. But if it's within reason and you can get the job done safely, then get it done.

⚫Vertical ventilation supports fire attack to protect property by allowing access to the fire, increasing visibility to create access, and increasing the effectiveness of the searches.

⚫ Crews performing vertical ventilation need to have their gear on CORRECTLY, 1- Mask on, 2- hood up, 3- flaps down, 4- fire gloves on

⚫ "Don't worry about that nozzle kid, we don't do fires anymore." -AndyFredericks-

⚫Make sure to size up the challenges that they had. The fireground Commander needs to, at some point, enter the building to observe the challenges that the on-scene companies had to overcome to get an idea of why the reflex time was what it was.

⚫Commercial Fire attack | Full arrival of the box alarm | Sustained water supply | 4 person RIT | Strong Command | Supervising Engine boss | Total Risk assessment | 911 or Alarm activation

⚫Commercial Tactics usually are more complicated, and are you must factor in the increased reflex time.

⚫ Tactics Put Out Fires

⚫ The competency of the company determines reflex time assigned the task.

⚫ 2. 5" in a stationary position can most likely hit the back wall of a commercial building.

⚫House Fires, First Line, Second Line, Ventilation, Rear, Search

⚫ Even if you don't have time to thoroughly answer someone's question when they ask you about something, give them an answer, even if it's not in great detail. If you don't, they will likely never ask you anything again.

⚫Having your radio on "Scan" while responding or operating on location is a horrible plan for a fireground commander. I would advise having your mobile radio on the responding channel, a portable radio on the main dispatch channel, and one portable radio on the tactical channel.

⚫All Administrative and Staff Chiefs need to remember one crucial thing: your on-duty battalion chiefs need to be better at commanding fires than delivering the mail.

⚫The majority of the maydays that occur in residential structures are due to rapid changes in fire conditions.

⚫Sometimes, the trigger for calling a 2nd alarm is the reflex time it will take to get the units on location.

⚫Don't be afraid to talk to yourself on the way in to form a game plan. If you wait until you are on location, you might make emotional decisions instead of well-thought-out ones. Especially if you have a long response time, start assigning units in your head based on what you know you have coming. Start psychologically fighting the fire in your head.

⚫Most of the time, when an exposure lights off unexpectedly, it is because on-scene crews failed to recognize the radiant heat transfer. BCs can utilize tics to get ahead of this on the exterior.

⚫I'm not against 360's, but I'm not concerned with completing them immediately at all fires. But some fires that 360 needs to be completed IMMEDIATELY before committing to a tactic.

⚫When you arrive on location and complete your first size up, it is not completed until your next size up. You need two to judge the rate of change. Either positive or negative.

⚫Fire apparatus are moveable exposures. As the fire service, we determine when fire apparatus becomes an exposure problem. We need to anticipate their positions on the fireground and consider that we cannot quickly move them if necessary. A 30gpm fog nozzle can save your apparatus rather than it becoming a 2 million dollar exposure.

⚫The master intake gauge on the attack engine is very important to the fireground commander on large fires. Don't get lost adding line after line without being aware of the residual water supply showing on the intake gauge of the attack engine being supplied by the hydrant.