



In-Station Training

TM 22-01 Multiple Occupants



Author: Chief Ed Hartin

Purpose

The first arriving company at a working fire in an apartment building with multiple trapped occupants is presented with multiple challenges and with limited resources, must prioritize task and tactical assignments based on the incident's critical factors.

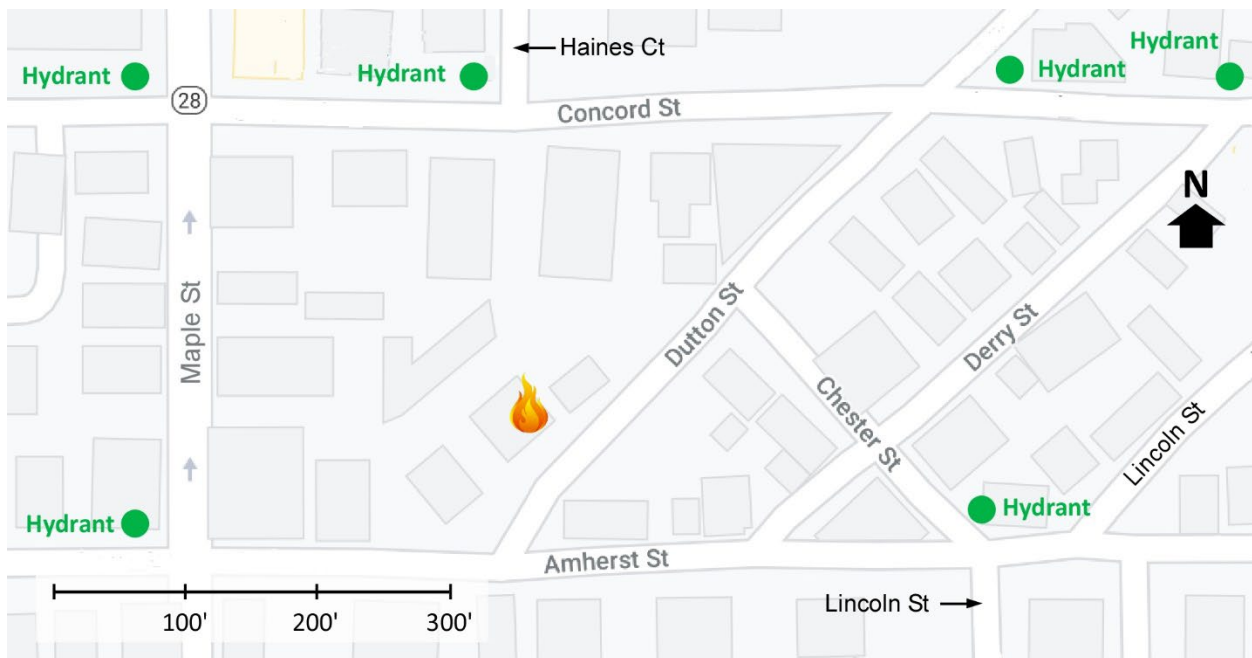
Learning Outcomes

Firefighters and officers make sound strategic and tactical decisions, and prioritize tactics and tasks based on the critical factors presented by the incident.

Conducting the Drill

This incident involved an apartment fire at 10 Dutton Street in Manchester, New Hampshire on November 6, 2021, at 18:08 (The 4K Guy, 2021; Johnson, Klein, & McKinley Becker, 2021). 10-Minute Training 22-01 is based on this incident and the conditions encountered by responding companies. However, the timing of events has been modified to reflect a slower increase in the number of resources on-scene. Review the map and photos (Figures 1-6) to gain an understanding of area and building involved.

Figure 1. Map of the Incident Area

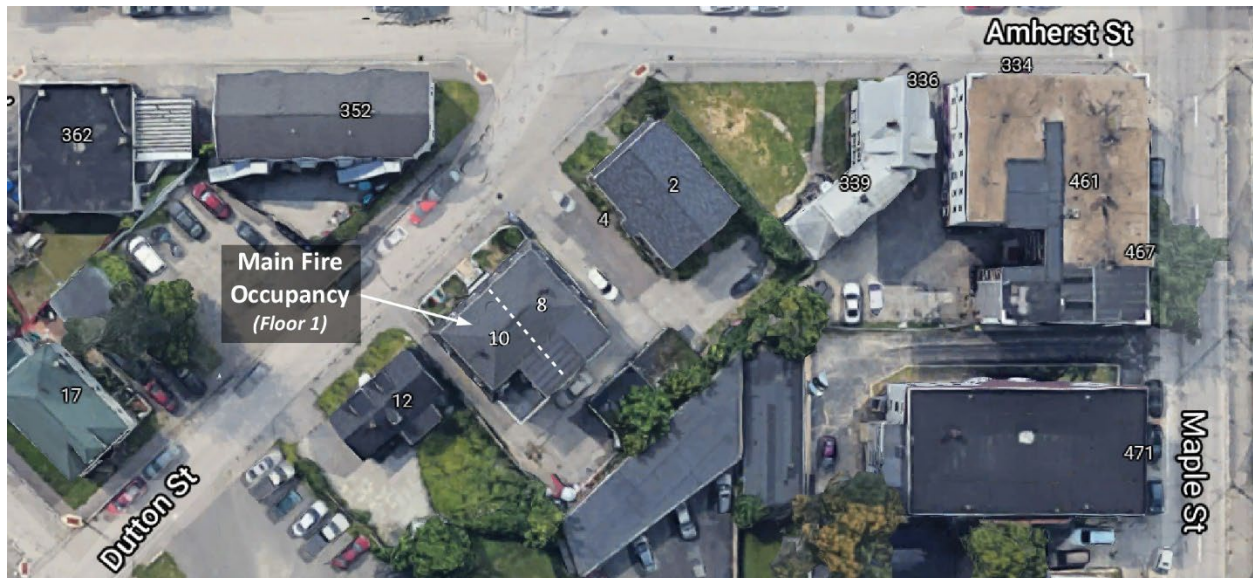


Note: Adapted from Google. (2021a). [Google map 10 Dutton Street, Manchester, NH].

<https://bit.ly/3wshXMH>.

The closest hydrant is located at Chester Street and Amherst Street, other hydrants are located on Amherst Street and Concord Street as illustrated in Figure 1.

Figure 2. Aerial View



Note: Adapted from Google. (2021b). [Aerial view 10 Dutton Street, Manchester, NH].
<https://bit.ly/3qmoDLk>.

Figure 3. Alpha/Bravo Corner



Note: Adapted from Google. (2019). [Google street view, 10 Dutton Street, Manchester, NH].
<https://bit.ly/31AFWh6>.

Figure 4. Side Alpha



Note: Adapted from Google. (2007a). [Google street view, 10 Dutton Street, Manchester, NH].
<https://bit.ly/3mXNenp>.

Figure 5. Alpha/Delta Corner



Note: Adapted from Google. (2007b). [Google street view, 10 Dutton Street, Manchester, NH].
<https://bit.ly/3wuaDzW>.

Figure 6. Charlie/Delta Corner



Note: Adapted from Google. (2021c). [Google 3d aerial view, 10 Dutton Street, Manchester, NH]. <https://bit.ly/3ofr0N0>.

While returning to quarters from a medical call, you have been dispatched to a residential fire at 10 Dutton Street. You are the company officer or AIC and have your company's typical staffing. Temperature is 44° F with wind from the south southeast at 6 mph (Weather Underground, 2021).

1. What critical factors would you consider when dispatched and during response and what conversations would you have with your crew while responding?

While enroute you hear a command officer go enroute and another engine with typical staffing for your agency. You estimate that the second arriving engine will arrive approximately five minutes after you followed shortly thereafter by the command officer. All other units dispatched on the first alarm will arrive after the command officer.

You are responding from the east on Amherst Street (one way street). Watch the [incident video](#) (The 4K Guy, 2021) **from 00:05 to 00:20** and examine Figure 7 illustrating conditions on arrival.

Figure 7. Conditions on Arrival Alpha/Delta Corner



The 4K Guy. (2021). *New Hampshire: Incredible baby rescue video during Manchester fatal fire 11-6-2021*. <https://bit.ly/3qZRGV5>.

2. State your initial radio report (IRR) exactly as you would transmit it to ICOM.

3. What specific actions would you take (as the company officer) immediately upon arrival and exiting the apparatus?

A small amount of smoke is visible on Side Bravo with a larger amount of smoke pushing from units on Floors 1-3 on Sides Charlie and Delta.

4. Would you change the action you are taking or modify the assignments given to your crew? If so, what task orders would you provide?

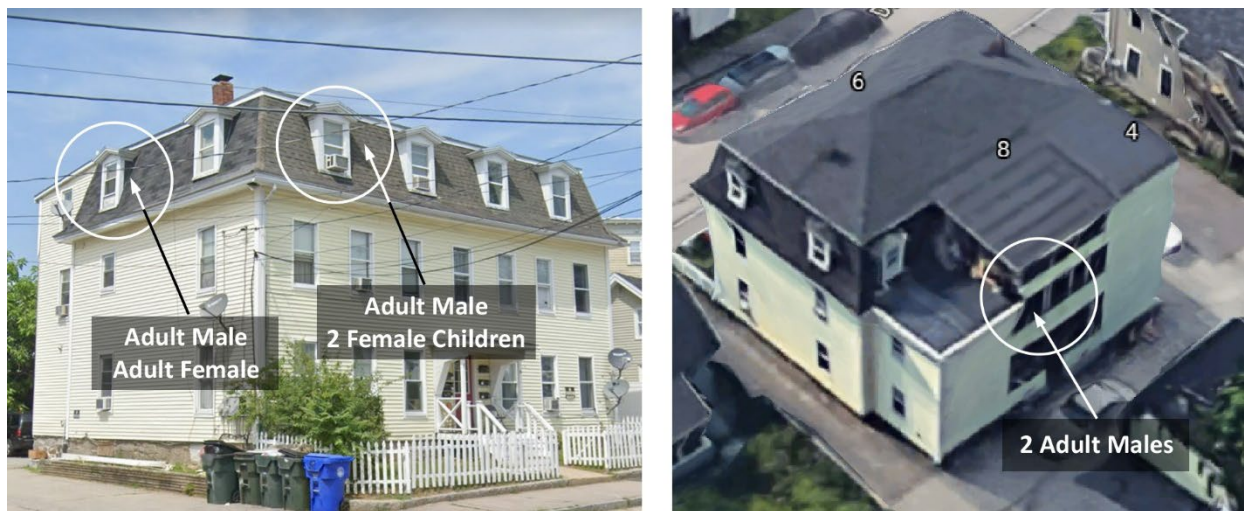
5. State your update report exactly as you would transmit it to ICOM.

Watch the [incident video](#) (The 4K Guy, 2021) **from 00:20 to 02:45** in addition to calls for help from a window on Floor 3, Side Alpha you also observe multiple occupants in a window on Side Bravo.

6. Would you change the action that your crew is taking based on this new information? If so, identify what action you would take, and the task orders you would give your firefighter and/or apparatus operator.
7. State the tactical assignment you would give the next arriving engine exactly as you would transmit it.

As the command officer is arriving, you receive a report that occupants are trapped on the second-floor porch at the rear of the building (see Figure 8).

Figure 8. Victim Locations



Note: Adapted from Google. (2019). [Google street view, 10 Dutton Street, Manchester, NH]. <https://bit.ly/31AFWh6> and Google. (2021c). [Google 3d aerial view, 10 Dutton Street, Manchester, NH]. <https://bit.ly/3ofr0N0>.

8. What needs would you be likely to identify in your transfer of command CAN report to IC #2?

Watch the remainder of the [incident video](#) (The 4K Guy, 2021) before answering the next several questions.

9. What was the likely impact of the position of the initial attack line on the Alpha/Delta corner and method of application on its effectiveness and speed of regrowth of the fire after water application was stopped? Why? What direction (if any) would you have provided to your nozzle firefighter if you had this point and method of application?

10. Recognizing the limitations of video from a single perspective, examine the building, smoke, air track, heat, and flame (B-SAHF) indicators and identify the immediate risk to occupants of the unit on Floor 3, Side Bravo? What critical fireground factors support your assessment?

11. What are the capabilities (and limitations) of the first two companies in addressing the multiple challenges presented to this point in the incident? What critical fireground factors influenced your prioritization of task and tactical assignments?

Additional Learning: In the leadership text *Extreme Ownership* (2017) Jock MacSwain and Leif Babin identify the importance of teamwork; clear and concise communication, prioritizing and executing critical, allowing subordinate leaders to operate flexibly within defined parameters. These concepts are described as the four laws of combat are 1) Cover and Move (teamwork); 2) Simple (clear and concise communication); 3) Prioritize and Execute; and 4) Decentralized Command. These leadership principles are important in day-to-day leadership, and critical on the fireground.

When confronted with multiple challenges such as significant fire involvement, likely extension to uninvolved areas of the building, an external exposure, and multiple trapped occupants, it is easy for the incident commander to be overwhelmed. This is particularly true for IC #1 who is a working boss who may not be able to step back and fully detach in order to develop and maintain accurate situational awareness. Watch [How to Counter Mental Shutdown When You're Overwhelmed](#) (MacSwain, 2020) and consider how this concept applies in an incident like the one presented in this 10-Minute Training.

Effective use of portable ladders requires a solid understanding of their capabilities and limitations. Read [Choosing the Right Ground Ladder](#) (Jakubowski, 2018) and get out and throw the ladders carried on your company. Have a look at apartment buildings and complexes in your response area and determine your capabilities to effect rescue from windows or balconies.

References

- Google. (2007a). [Google street view, 10 Dutton Street, Manchester, NH]. Retrieved November 21, 2021, from <https://bit.ly/3mXNenp>.
- Google. (2007b). [Google street view, 10 Dutton Street, Manchester, NH]. Retrieved November 21, 2021, from <https://bit.ly/3wuaDzW>.
- Google. (2019). [Google street view, 10 Dutton Street, Manchester, NH]. Retrieved November 21, 2021, from <https://bit.ly/31AFWh6>.
- Google. (2021a). [Google map 10 Dutton Street, Manchester, NH]. Retrieved November 21, 2021, from <https://bit.ly/3wshXMH>.
- Google. (2021b). [Aerial view 10 Dutton Street, Manchester, NH]. Retrieved November 21, 2021, from <https://bit.ly/3qmoDLk>.
- Google. (2021c). [Google 3d aerial view, 10 Dutton Street, Manchester, NH]. Retrieved November 21, 2021, from <https://bit.ly/3ofrON0>.
- Jakubowski, G. (2018). *Choosing the right ground ladder*. Retrieved December 1, 2021 from <https://bit.ly/3G3zqhR>.
- Johnson, M., Klein, A., & McKinley Becker, K. (2021). Person dead in NH fire; firefighter among 2 taken to Boston hospitals. Retrieved November 21, 2021, from <https://bit.ly/3CEdo35>.
- The 4K Guy. (2021). New Hampshire: Incredible baby rescue video during Manchester fatal fire 11-6-2021. Retrieved November 21, 2021, from <https://bit.ly/3qZRGV5>.
- Weather Underground (2021). *Manchester, NH Weather History* [historical weather November 6, 2021]. Retrieved November 21, 2021, from <https://bit.ly/32nuhmk>.
- Willink, J. & Babin, L. (2019). *Extreme ownership*. New York: St. Martin's Press.
- Willink, J. (2020). *How to counter mental shutdown when you're overwhelmed* [video] Retrieved November 25, 2021, from <https://bit.ly/2Zoh3oh>.