



In-Station Training

TM 25-12 Residential Fire



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Purpose

Incidents in which the critical fireground factors are straightforward and can quickly be addressed using standard tactical plays also present an opportunity for learning and continuous improvement. After action reviews are an extension of Command Function 7 Review, Evaluate and Revise.

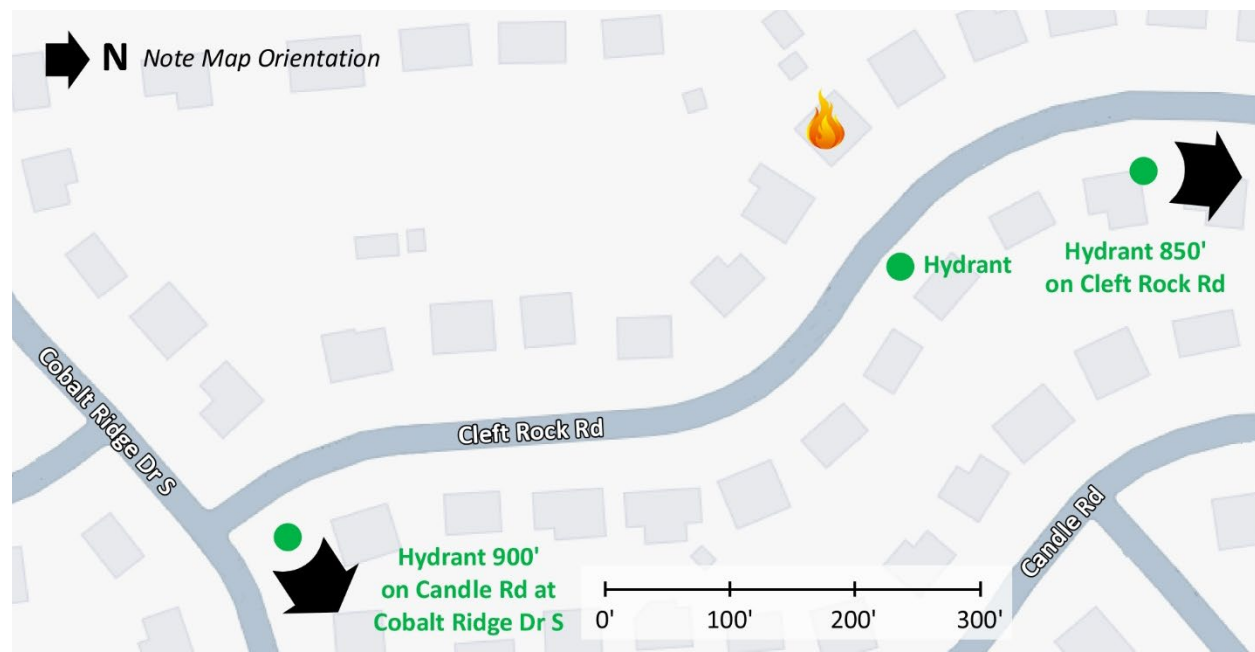
Learning Outcomes

Firefighters and officers perform an effective size-up, select an appropriate strategy, and implement tactics based on the strategic decision-making model.

Conducting the Drill

This incident involved a residential fire at 29 Cleft Rock Road, Levittown, Pennsylvania on Friday, January 3, 2025, at 17:57 (Roberts, 2025). Review the map and photos (Figures 1-6) to gain an understanding of the area and building involved.

Figure 1. Map of the Incident Area



Note: Adapted from Google. (2025a). [Map, 29 Cleft Rock Road, Levittown, PA]. <https://bit.ly/4jrQW8X>.

Figure 2. Aerial View



Note: Adapted from Google. (2025b). [Aerial view 29 Cleft Rock Road, Levittown, PA].
<https://bit.ly/4jrQW8X>.

The closest hydrant is directly across the street from the Alpha/Bravo Corner of the Main Fire Occupancy. There are additional hydrants in the area as illustrated in Figure 1.

Figure 3. Alpha/Bravo Corner



Note: Adapted from Google. (2022a). [Street view 29 Cleft Rock Road, Levittown, PA].
<https://bit.ly/3PI1Ncs>.

Figure 4. Alpha/Delta Corner



Note: Adapted from Google. (2022b). [Street view 29 Cleft Rock Road, Levittown, PA].
<https://bit.ly/3E0UWYW>.

Figure 5. Bravo/Charlie Corner



Note: Adapted from Google. (2025c). [3d aerial view 29 Cleft Rock Road, Levittown, PA].
<https://bit.ly/3CidenV>.

Figure 6. Charlie/Delta Corner



Note: Adapted from Google. (2025d). [3d aerial view 29 Cleft Rock Road, Levittown, PA].
<https://bit.ly/4aqJ6TY>.

The temperature is currently 30° F with wind from the west northwest at 6 mph (Weather Underground, 2025). **You are the company officer of an engine company.** It is Friday, January 3rd, and you have been dispatched along with two other engines, a ladder company, medic unit, and command officer at 17:57 to 29 Cleft Rock Road for a residential fire. The engines and ladder have four-person staffing¹.



Time starts now! Answer the first eight questions within the next 10 minutes. Decide and put your answers in the form of communication you would have with your crew, other companies, and the first arriving command officer. Save discussion for after answering the first eight questions.

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

You hear a command officer, two other engines, a ladder company, and an advanced life support ambulance go en route. Your fire station is located less than a mile from the reported address, and you will arrive first, approaching from the north on Cleft Rock Road. The ladder company will arrive from the north two minutes after you. The second engine will arrive from the north five minutes after you arrive.

¹ If your first alarm deployment is different, use your own resource assignment and staffing with the first and second arriving resources typical for your agency (e.g., two engines vs. engine and ladder).

The command officer will arrive shortly after the second engine. All other units dispatched on the first alarm will arrive after the command officer.

While responding, dispatch advises that the caller reports smoke and flames from the side of the house. Watch the [incident video](#) (Roberts, 2025) from 00:35 to 01:10 and examine Figure 7, illustrating conditions on arrival

Figure 7. Conditions on Arrival



Note: Adapted from Roberts, R. (2025). *Cleft Rock Rd dwelling fire 1/3/25 Levittown, PA* [video]. <https://bit.ly/4hnf2ef>.

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

3. What specific actions would you take (as the company officer) immediately upon arrival and exiting the apparatus and what task orders would you give your crew?

Conditions on Side Charlie are consistent with those observed on Sides Delta, Alpha, and Bravo.

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 dispatch.

6. Ladder 1 advises that they are Level 1 on Cleft Rock Road, state the tactical assignment you would give them exactly as you would transmit it.

7. Engine 2 arrives and reports that they are Level 1 on a hydrant to the north on Cleft Rock Road. State the tactical assignment you would give them exactly as you would transmit it.

8. Based on the anticipated effectiveness of your tactical operations, state your conditions, actions, and needs (CAN) report that you would provide to the first arriving command officer as part of command transfer to IC #2.



Reflect on your strategic decision-making and responses to questions one through eight before answering the next six questions. Give some thought to what cues, patterns, or anomalies (differences from conditions that you would anticipate) inform your answers.

9. What was the problem?

10. What was getting in the way of achieving your tactical priorities?

11. Was there anything in this incident that could have hurt or killed you (right now)?

12. Was it reasonable to believe that the Main Fire Occupancy was occupied?

13. Was there searchable space?

14. If you believed it was reasonable that the building was occupied and there was searchable space, what could you do about it?

Important! In some cases, videos used in 10-Minute Trainings show less than ideal emergency operations. Remember that no firefighter or fire officer goes to an incident wanting to do a poor job. There are many factors that may influence incident operations and video or a still photograph seldom, if ever provide the entire story. Keep in mind that videos or photos of real incidents are used to provide a learning context.

Watch the [incident video](#) (Roberts, 2025) from 01:10 to 06:45 before answering the next several questions.

15. The initial attack line was stretched to control the exterior fire on Side Bravo and the second line was stretched through Side Alpha for fire control on the interior. While not visible in the video, another company was assigned to primary search on Floors 1 and 2 (Broadcastify, 2025). Was this consistent with the sequence of operations in your incident action plan? What factors influenced your selection and sequence of tactical operations?

16. The firefighters and officers of the first several companies arriving at this incident moved quickly and showed a great deal of “hustle”. How could the companies stretching lines and the apparatus operator have increased their efficiency and reduce time to effective water on the fire? How can these recommendations be generalized and incorporated into training for your engine company?

17. Between 05:19 and 05:48 in the [incident video](#), the glass in a large window on Side Alpha is taken as the company stretching a line to the interior makes entry. Additional windows on Sides Alpha and Delta are taken between 05:48 and 06:40. In this incident, increased ventilation prior to checking for extension to the interior did have an adverse impact on fire behavior. However, what are the potential impacts of uncoordinated ventilation, ventilation behind the company stretching a line (e.g., taking windows and an uncontrolled door) before effective water on the fire?

Additional Learning: It is easy to watch a video and be critical of others and to attribute their actions as being typical of their type of organization (e.g., rural, urban, volunteer, career, large, small) or geographic location. However, firefighters, companies, and fire and rescue organizational performance are not caused by any of these factors. Excellence can be found in all types of fire and rescue agencies and in all geographic areas.

While limited by the single view provided by the video of this incident, there are multiple areas of potential improvement that can be identified, including but not limited to use of personal protective equipment, tactical ventilation, and tactical efficiency. Reflect on the following question and pose it to the members of your crew:

If at your current rank and position in your own organization you identified an issue of similar importance, how would you work to effect improvement?

Leadership is not dependent on rank, title, or position. Leadership is based on influence and is rooted in the relationship between individuals. Leading down seems obvious, but to be effective is dependent on trust and respect. Leading sideways (peer to peer) or leading up can present a greater challenge as you are not starting from a position of rank or position, in these cases, it is all about trust, relationships, and the ability to influence others.

Watch [How Do You Lead UP the Chain of Command?](#) (Willink, 2021) for a discussion of trust, relationships, and influence when leading up.

References

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