



In-Station Training

TM 25-44a Commercial Fire



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Purpose

Fires involving a substantial amount of tires, present multiple challenges and require an expanded incident organization and interagency coordination.

Learning Outcomes

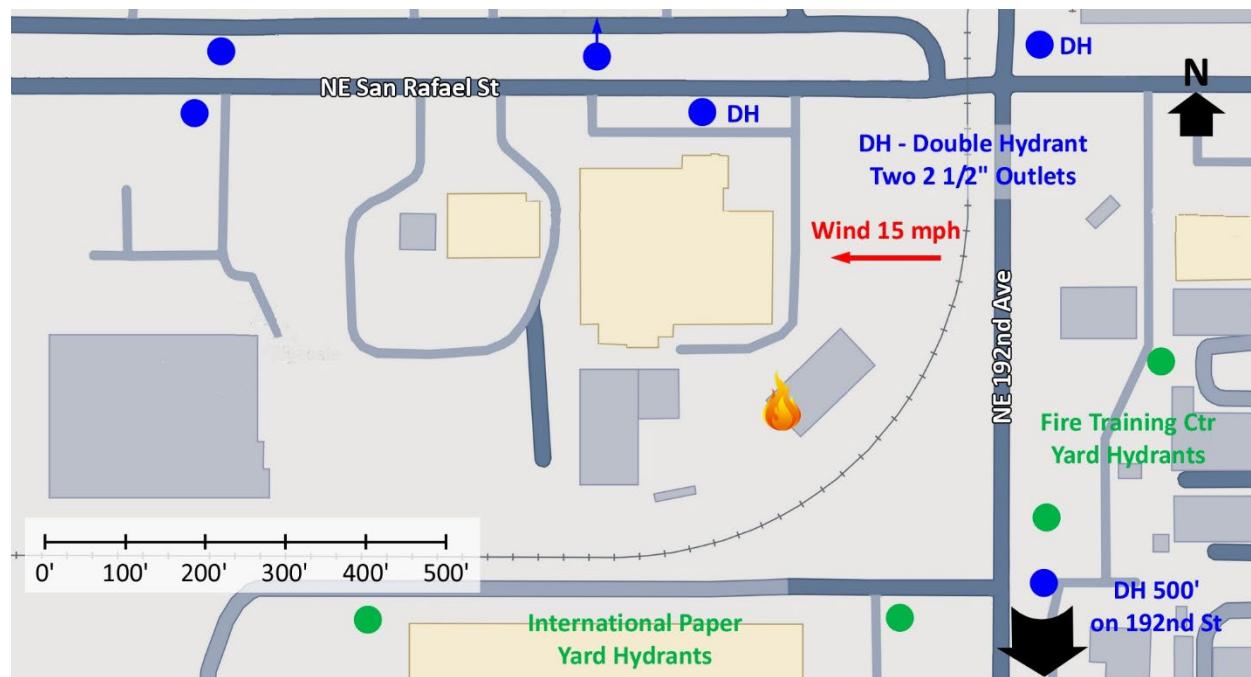
Command officers perform effective ongoing size-up; select an appropriate strategy, and implement tactics based on the strategic decision-making model.

Conducting the Drill

This incident involved a commercial fire at Purcell Tire Retreading 19004 NE San Rafael Street, Gresham, OR on Friday, August 22, 2025, at 15:19 (Walker, 2025; KPTV Fox 12, 2025; Benham, 2025; Broadcastify, 2025a, 2025b, 2025c, 2025d; Ross, 2025; & I. Wynn personal communication September 5, 2025).

Review the map and photos (Figures 1-6) to gain an understanding of the building and area involved.

Figure 1. Map of the Incident Area



Note: Adapted from Google. (2025a). [Map, 19004 NE San Rafael Street, Gresham, OR]. Map data ©2025 Google. <https://bit.ly/4fRPaaP>.

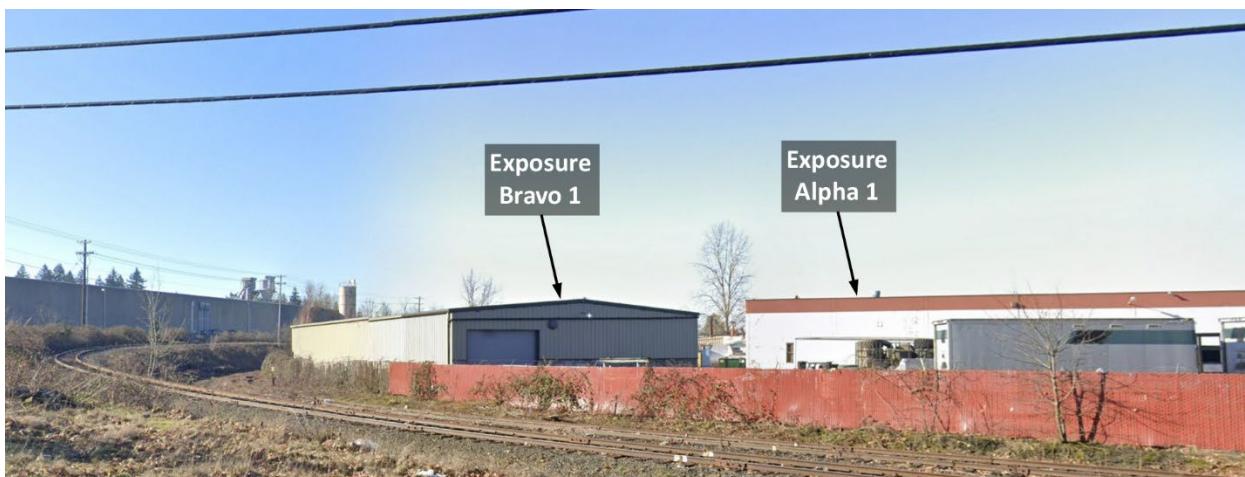
The closest hydrant is directly in front of the facility and additional hydrants are in the area as illustrated in Figures 1 and 2.

Figure 2. Aerial View



Note: Adapted from Google. (2025b). [Aerial view 19004 NE San Rafael Street, Gresham, OR]. Imagery © Google, Imagery © Airbus Maxar Technologies, Map Data © 2025. <https://bit.ly/4766Ddm>.

Figure 3. Approach from Northeast 192nd Avenue (Side Bravo)



Note: Adapted from Google. (2022a). [Street view 19004 NE San Rafael Street, Gresham, OR]. ©2025 Google. <https://bit.ly/4mutoMR>.

Figure 4. Facility Entrance from Northeast San Rafael Street (Side Alpha)



Note: Adapted from Google. (2022b). [Street view 19004 NE San Rafael Street, Gresham, OR]. ©2025 Google <https://bit.ly/4oUpNcl>.

Figure 5. Bravo/Charlie Corner 3D Aerial View



Note: Adapted from Google. (2025c). [3d aerial view 19004 NE San Rafael Street, Gresham, OR]. ©2025 Google <https://bit.ly/4fPy1i5>,

Figure 6. Charlie/Delta Corner 3D Aerial View



Note: Adapted from Google. (2025d). [3d aerial view19004 NE San Rafael Street, Gresham, OR]. Map data ©2025 Google <https://bit.ly/4n0HntU>.

[TM 25-44 Commercial Fire](#) (Hartin, 2025a) addressed this incident from IC #1's perspective. If you have not completed that training, it would be useful to do so, before working on this 10-Minute Training for IC #2.

The **temperature is currently 99° F with wind from the east at 15 mph** (Weather Underground, 2025). It is Friday, August 22nd, and you hear Engine 1 dispatched as a single company for smoke in the area one block west of NE 190th place at 15:19. Shortly after Engine 1 was tapped out; Engine 1 reports a large column of smoke from the area of NE 192nd Avenue and San Rafael Street and requests upgrade of the response to a full first alarm. Upgrading to a commercial first alarm, **the dispatcher adds four additional engines, two ladder companies, medic unit, and two command officers** to the assignment. The engines and ladders have four-person staffing¹ **You are the first due command officer** and hear all first alarm companies go enroute.



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

¹ If your first alarm deployment is different, use your own resource assignment and staffing.

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

Engine 1 arrives and provides the following initial radio report.

On-scene Purcell Retreading, actual address 19004 NE San Rafael Street. Working fire in an industrial complex, forward lay from San Rafael, stretching a 2 ½" attack line for fire control, offensive strategy, Engine 1 is Purcell Command.

Purcell Command provides the following follow-up report:

No 360 obstructions and fire conditions, the fire involves outside tire storage with extension to Exposure Bravo 1, a small, one-story building with no basement, Exposures Delta 1 and Alpha 1 are similar, Engine 1 is accountability on Side Charlie.

Engine 2 arrives and reports that they are Level 1 on a hydrant at 192nd Avenue and San Rafel Street. Purcell Command provides the following tactical assignment.

Park out of the way and assist on Engine 1's attack line.

Ladder 1 arrives and reports that they are Level 1 on 192nd Avenue. Purcell Command provides the following tactical assignment:

Position just inside the complex on Side Alpha for ladder pipe operations for fire control and to protect Exposures Alpha 1 and Delta 1. Engine 1 will supply your ladder pipe.

You approach this incident from the south on Northeast 192nd Avenue and then turn left onto Northeast San Rafel Street to access the facility. Watch the first 01:30 of the [incident simulation video](#) (Hartin, 2025) and examine Figure 7 illustrating conditions on arrival

Figure 7. Conditions on Arrival



Note: Adapted from Hartin, E. (2025b) 10-minute training 25-44a incident simulation [Fire Studio 7 video]. <https://bit.ly/4oa4VgP>.

2. What actions will you take prior to contacting IC #1 (Engine 1) to begin command transfer?

3. State your command transfer communication after IC #1 acknowledges your radio contact (exactly as you would transmit it).

Following your confirmation of the location and assignment of Engine 1, Engine 2, and Ladder 1 and request for a conditions, actions, and needs (CAN) report, IC #1 provides the following CAN:

The fire involves piles of large tires and has extended into the Bravo 1 Exposure, the attack line is having limited effect, need to shift to a defensive strategy and protect the Delta 1 and Alpha 1 Exposures.

4. State the communication you would have with IC #1 and dispatch to complete the command transfer exactly as you would transmit it.

5. What action would you take based on the CAN from Engine 1 (IC #1)? State the communications you would have with the operating companies exactly as you would transmit them.

6. Engine 3 arrives and reports that they are Level 1 on a hydrant on San Rafael Street west of the incident. State the tactical assignment you would give them exactly as you would transmit it.

7. Chief 2 arrives and advises that she is Level 1. State the tactical assignment you would give them exactly as you would transmit it.

8. Engine 4 arrives and reports that they are Level 1 on a hydrant at 192nd Avenue south of the incident. State the tactical assignment you would give them exactly as you would transmit it.

9. Ladder 4 arrives and reports that they are Level 1 on 192nd Avenue south of the incident. State the tactical assignment you would give them exactly as you would transmit it.

10. Engine 5 arrives and reports that they are Level 1 on a hydrant at 192nd Avenue and San Rafael Street. State the tactical assignment you would give them exactly as you would transmit it.



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

11. What was the problem?

12. What was getting in the way of achieving your tactical priorities?
13. Was there anything in this incident that could have hurt or killed you (right now)?
14. Was it reasonable to believe that the exposures were occupied?
15. Was there searchable space?
16. If you believed it was reasonable that the exposures were occupied and there was searchable space, what could you do about it?

The next several questions extend this 10-Minute Training beyond the first alarm assignment

17. What assignment did you give Chief 2 and what critical factors influenced your decision?
18. Given the layout and configuration of this complex and the location of the fire, what attack positions did you establish and what additional attack positions would you have added as additional resources became available? What critical factors influenced your selection of attack positions and the sequence in which you implemented (or would implement) them?
19. Expanding incident operations could quickly overwhelm your span of control, how did, and would you subdivide the incident to provide an effective span of control and tactical supervision?
20. What actions would you anticipate taking to control runoff from firefighting operations?
21. What additional agency coordination (outside of fire agencies) would you anticipate in this type of incident and how could this be managed while continuing to provide effective strategic direction for incident operations.

The remaining questions are based on actual incident operations. The first arriving engine pulled into the facility and stretched a 2-1/2" attack line to a position just to the right of Exposure Bravo 1 for application of water to piles of large tires that were involved in fire. The first arriving engine did not establish a water supply (believing that there was a hydrant inside the facility). After determining that this was not the case, IC #1 tasked the second arriving engine with doing so. The first arriving command officer arrived prior to any of the additional companies and assumed command.

22. The second arriving chief officer was assigned as the safety officer (typical practice in this area).

Later in incident operations, the safety officer was reassigned as a division supervisor. What would be the challenges faced by a single incident safety officer at an incident of this type? How could these challenges be addressed?

IC #2 assigned multiple divisions and an aerial group (supervising three ladder companies tasked with operation of ladder pipes deployed for defensive fire control) to maintain span of control and provide tactical supervision. Initially, company officers were assigned as division supervisors.

23. What are the challenges encountered by company officers when tasked with functioning as a division supervisor and supervising the members of their company.

Once sufficient logistical support was in place water application was transitioned to application of foam to complete extinguishment. As fire control progressed, IC #2 shifted strategy in Exposure Bravo 1 from defense to offense and companies began working inside the exposure to complete extinguishment. In the process, several members' protective clothing became contaminated with hazardous materials used in the retreading process.

Additional Learning: Two areas of additional learning with this 10-Minute Training. Review *Command Function 6: Divisions and Groups* (Hartin, 2025c) and think about the incident organization that you implemented (and/or planned on implementing in this 10-Minute Training).

Discuss how you would address contamination of members and the hazardous materials released during firefighting operations at the incident examined in this 10-Minute Training (in addition to those that you would typically encounter during a tire fire). With the companies you supervise.

Have them use the Safety Data Sheets (SDS) [Tyrloner B Side](#) and [Tyrloner A Side](#) along with the [Emergency Response Guidebook](#) (US DOT, 2024), [Pocket Guide to Hazardous Chemical Hazards](#) and [CAMEO Chemicals](#) (NOAA, 2024) to inform their decontamination discussion.

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