



In-Station Training

TM 26-17 Commercial Fire



Author

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Purpose

Commercial fires present different challenges than those encountered in residential occupancies.

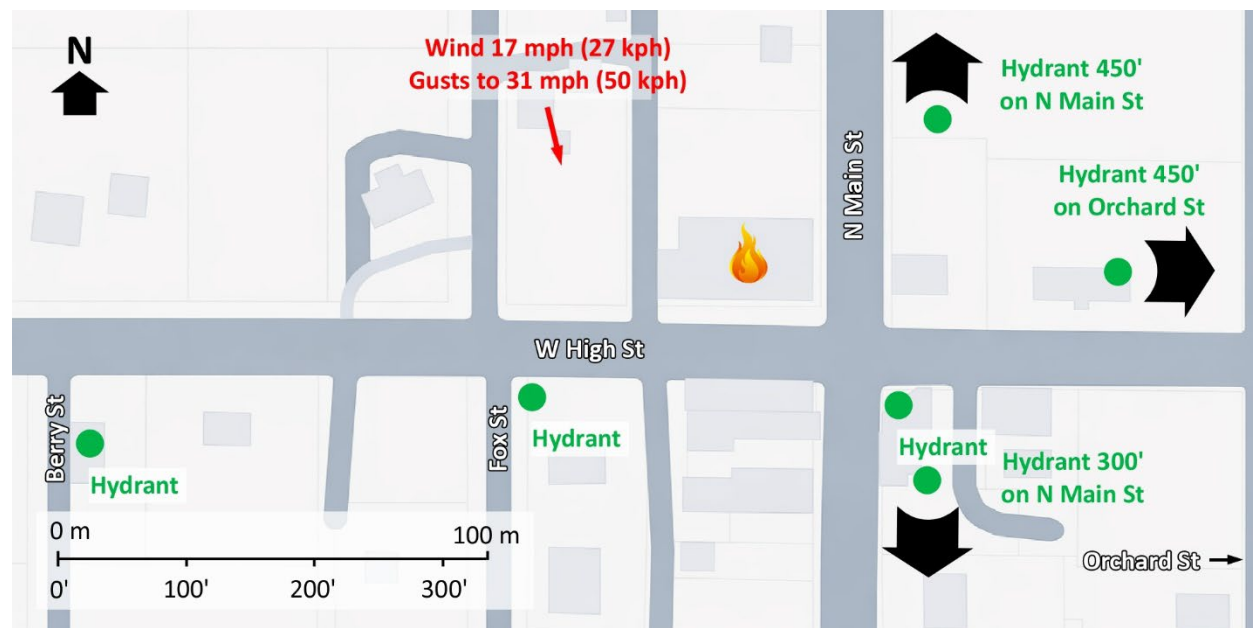
Learning Outcomes

Initial incident commanders 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 commercial fire at Alba Machine Products, 102 W High Street in Alba, Missouri on Friday, March 27, 2026, at 14:42 (KOAM News Now, 2026; Becker, 2026; KSN 16, 2026; Schaer, 2026; & Broadcastify, 2026a & 2026b). Review the map and photos (Figures 1-6) to gain an understanding of the building and area involved.

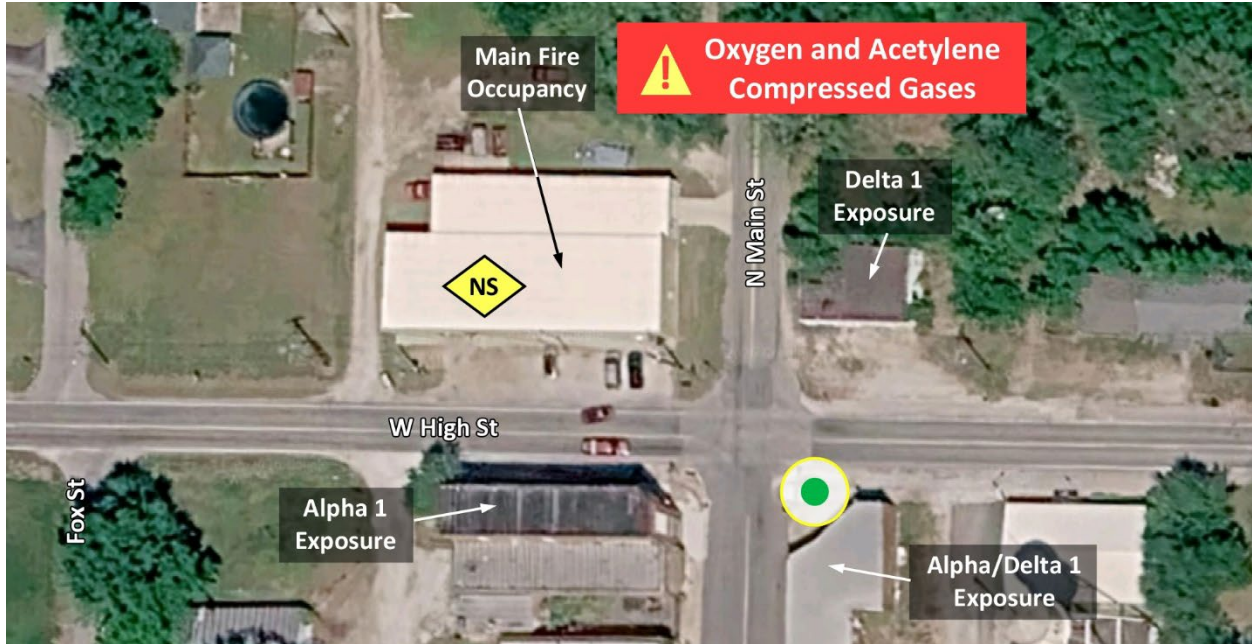
Figure 1. Map of the Incident Area



Note: Adapted from Google. (2026a). [Map, 102 W High Street, Alba, MO. Map data ©2026 Google. <https://bit.ly/4ceEd39>.

The closest hydrant is at the intersection of West High Street and North Main Street. There are other hydrants in the area as illustrated in Figure 1.

Figure 2. Aerial View



Note: Adapted from Google. (2026b). [Aerial view 102 W High Street, Alba, MO]. Imagery © Google, Imagery © Airbus Maxar Technologies, Map Data © 2026. <https://bit.ly/48SyayS>.

Figure 3. Side Bravo



Note: Adapted from Google. (2025a). [Street view 102 W High Street, Alba, MO]. ©2026 Google. <https://bit.ly/4mxWZG8>.

Figure 4. Alpha/Bravo Corner



Note: Adapted from Google. (2025b). [Street view 102 W High Street, Alba, MO]. ©2026 Google. <https://bit.ly/41Cl9pe>.

Figure 5. Alpha/Delta Corner



Note: Adapted from Google. (2025c). [Street view 102 W High Street, Alba, MO]. ©2026 Google. <https://bit.ly/4sxYOnF>.

Figure 6. Charlie/Delta Corner



Note: Adapted from Google. (2025d). [Street view 102 W High Street, Alba, MO]. ©2026 Google. <https://bit.ly/4vyrcJd>.

102 W High Street is in the town center of a small rural community, characterized by low-density, mixed-use development along a traditional street grid. The immediate area includes small commercial buildings, several of which are vacant and boarded up. Nearby residential neighborhoods are comprised of detached single-family homes. Housing consists primarily of single-family residences, many constructed between the early to mid-20th century, with some later infill. Most residential occupancies are owner-occupied with relatively stable, long-term residency. English is predominantly the primary language spoken at home, with a small proportion of households using other languages (Open AI, 2026). Fire and emergency medical call volume in this area is generally low, typical of a rural community.

The temperature is currently 55 F (13° C) with wind from the north northwest at 17 mph (27 kph) with gusts to 31 mph (50 kph). (Weather Underground, 2026). It is Friday, March 27th and you are dispatched for a commercial fire at Alba Machine Products at 102 W High Street at 14:42 along with two other engines, a ladder company, medic unit, and command officer. Your engine has four-person staffing¹.

You are the officer of the engine company.

This [simulation video](#) provides prompts to pause the simulation and answer related questions. Each question has a brief prompt that appears in the simulation (e.g., the text “Critical Factors” is a prompt for question 1. Click the link above or scan the QR code to access the incident simulation video.



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



Time starts now! Answer the first nine questions within the next 10 minutes. Save discussion until after you have answered these questions.

1. What critical factors would you consider when dispatched and during response? What conversations would you have with your crew during response?
2. Based on the dispatch information and what you know about this occupancy and response area, what do you anticipate finding on arrival?



Important! Answer questions 3 through 9 in the form of communication you would have with your crew, dispatch, other companies, and the first arriving command officer. State the communications exactly as you would say them face-to-face or over the radio. Save explanation or discussion until after you have completed these questions.

3. State your initial radio report (IRR) exactly as you would transmit it to dispatch.
4. 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?
5. Would you change the action you are taking or modify the assignments given to your crew? If so, what task orders would you provide?
6. State your follow up report exactly as you would transmit it to dispatch.
7. Ladder 1 arrives and reports that they are Level 1 at West High and Fox. State the tactical assignment you would give them exactly as you would transmit it.

8. Engine 2 arrives and reports that they are Level 1 on a hydrant at West High and Fox. State the tactical assignment you would give them exactly as you would transmit it.

9. Based on 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 nine before answering the next eight questions. Think about what cues, patterns, or anomalies (differences from conditions that you would anticipate) informed your answers.

10. What information most influenced your expectations?

11. Did anything in the incident post-arrival challenge your initial expectations?

12. What was the actual problem once you arrived?

13. What were your tactical priorities and what was getting in the way of achieving them?

14. During initial operations, was there an immediate threat of serious injury or death to you, your crew, or other companies?

15. Was it reasonable to believe that the building was occupied?

16. Was there searchable space?

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

During response, dispatch reported that there were people still in the building and that people were going in and out of the building (Broadcastify, 2026). In the incident simulation, the business owner reported that all his employees were out of the building.

18. How did your perspective on the likelihood of occupants in the building change based on the building owner's report that all his employees were out of the building? Did the business owner's report impact your tactical assignments? If so, how? If not, why?

19. Would your tactical assignments have changed if the business owner reported that one of his employees was unaccounted for? If so, how?

The first alarm assignment for this incident was two engines, three water tenders, a command officer and a (non-fire department) medic unit. The first engine had a response time of approximately 3 minutes and 30 seconds. However, initial operations were impacted by limited staffing and long response times for additional resources (2nd engine had a response time of approximately 15 minutes). The incident commander special called two ladder companies approximately 18 minutes after the arrival of the first engine company.

Watch the [news video](#) of this incident from 00:25 to 02:30 before answering the remaining question. This video begins approximately 18 minutes after the arrival of the first engine company.



20. What effect did the master stream from the engine operating on the Alpha/Delta corner of the main fire occupancy have? Consider impact on fire control and protection of the Alpha 1 Exposure. What alternative tactics might have been used for fire control and exposure protection?

Additional Learning

Establishing cutoff points is a critical element of a defensive strategy. This includes spread within multiple occupancy buildings such as apartments, townhouses, and strip malls, but also includes

building-to-building spread. It is essential to consider the impact of brands and embers as well as radiant heat when evaluating potential for building-to-building spread.

In this incident, the Alpha 1 Exposure was downwind and subjected to impact from a significant number of flying brands and embers. Examine Figure 7 and discuss alternatives that could be used to mitigate this threat.

Figure 7. Alpha 1 Exposure



Note: Adapted from Google. (2025e). [Street view 101 W High Street, Alba, MO]. ©2026 Google. <https://bit.ly/48Nvsux>.

Get out on the drill ground and practice advancing an attack line over a ladder to access a roof for fire control (like the roof on the Alpha 1 Exposure in this incident).

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