



In-Station Training

TM 26-38 Residential Fire



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Purpose

Limited staffing significantly impacts the effectiveness of fireground operations and requires the incident commander (IC) to prioritize and sequence tactical operations.

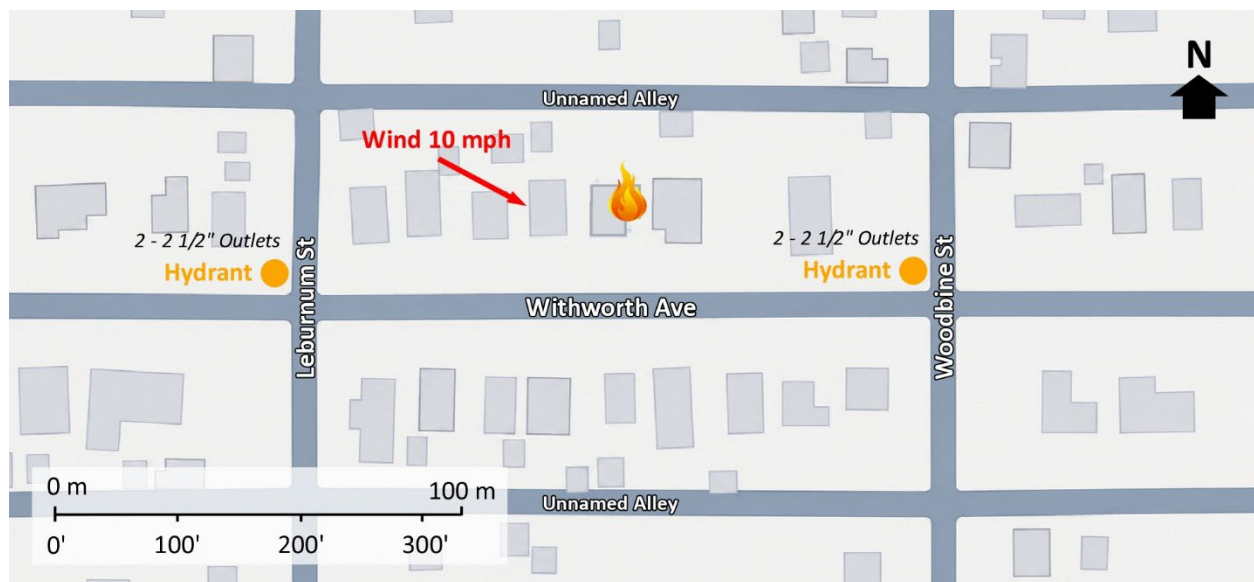
Learning Outcomes

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 residential fire at 116 Withworth Ave in Kingsford, Michigan, on Tuesday, August 18, 2026, at 14:23 (Asselin, 2026 & TV6 News Team, 2026). Review the map and photos (Figures 1-5) to gain an understanding of the building and area involved.

Figure 1. Map of the Incident Area



Note: Adapted from Google. (2026a). [Map, 116 Withworth Ave, Kingsford, MI]. Map data ©2026 Google. <https://bit.ly/4j0Ja37>.

The closest hydrants are at Withworth Avenue and Leburnum and Woodbine Streets as illustrated in Figure 1. These hydrants have two 2 ½" (64 mm) outlets and no 4 ½" (114 mm) outlet.

Figure 2. Aerial View



Note: Adapted from Google. (2026b). [Aerial view 116 Withworth Ave, Kingsford, MI]. Imagery © Google, Imagery © Airbus Maxar Technologies, Map Data © 2026. <https://bit.ly/3TpqKPe>.

Figure 3. Alpha/Delta Corner



Note: Adapted from Google. (2023a). [Street view 116 Withworth Ave, Kingsford, MI]. ©2025 Google. <https://bit.ly/4Aa4RUG>.

Figure 4. Side Alpha



Note: Adapted from Google. (2023b). [Street view 116 Withworth Ave, Kingsford, MI]. ©2025 Google. <https://bit.ly/4hlZ2fk>.

Figure 5. Alpha/Bravo Corner



Note: Adapted from Google. (2023c). [Street view 116 Withworth Ave, Kingsford, MI]. ©2025 Google. <https://bit.ly/4xqDMdl>.

The incident is in an older residential neighborhood. The area consists primarily of closely spaced detached single-family homes on a regular street grid. Many homes along and near Withworth Avenue were constructed in the mid-20th century. Homes in this area are predominantly owner-occupied.

English is the predominant language in the community, with relatively few households speaking languages other than English at home (OpenAI, 2026a). Fire and EMS call volume in this area is low.

The temperature is currently 79° F (26° C) with wind from the west-northwest at 10 mph (16 kph) (Weather Underground, 2026). It is Tuesday, August 18th at 14:23 and you are dispatched along with two other engines, a ladder company, a medic unit, and command officer for a residential fire at 116 Withworth Avenue. The engine and ladder companies have four-person staffing¹. **You are the officer of the first arriving engine company.**



Time starts now! Answer the first nine questions within the next ten 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?

Dispatch advises that callers report flames from the attached garage and house at 116 Withworth Avenue and the fire is extending to the house next door.

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 three through nine 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.

You arrive from the east on Withworth Avenue. You anticipate the ladder company will arrive shortly after you, followed by the second engine company and command officer. All other first alarm resources will arrive after the command officer. Examine Figure 6 illustrating conditions on arrival (incident video begins after the arrival of the first engine company).

¹ If your staffing and deployment are different, use your own resource assignment and staffing.

Figure 6. Conditions on Arrival



Note: Adapted from Asselin, J. (2026). *Heavy flames, fully involved structure fire with deck gun & knockdown In Kingsford, MI!* [video]. <https://bit.ly/4ytD6Vh>. [Image edited with ChatGPT Images 2.5 to remove initial tactical operations] OpenAI (2026b).

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?

Bystanders report that they do not know if anyone is home. Conditions on Side Bravo and Charlie are consistent with those observed on Side Alpha. The Bravo Side of the Delta 1 Exposure (closest to the fire) has ignited but the fire does not yet appear to have extended into the house.

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 on Withworth at Leburnum. 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 the hydrant at Withworth and Woodbine. 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?

Important! In some cases, incident 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 videos or still photographs seldom, if ever, provide the entire story. Keep in mind that videos or photos of real incidents are used to provide a learning context.

Kingsford, Michigan, uses a staffing model in which public safety officers cross-staff the law enforcement patrol and fire suppression functions. The initial attack line was stretched on Side Bravo for exterior fire control and after water supply was established, personnel used the apparatus-mounted master stream for fire control on the Delta 1 Exposure and the Main Fire Occupancy. Watch the [incident video](#) (Asselin, 2026) from 00:40 to 08:30. Click the link or scan the QR code to access the video.



18. Did it appear that the wind speed and direction impacted fire behavior in this incident? How did potential wind effects and proximity of exposures influence your initial incident action plan?

19. It appeared that the Kingsford Public Safety Department implemented a defensive strategy, using exposure protection (Delta 1 Exposure) and exterior fire control (Main Fire Occupancy). What factors may have influenced their choice of strategy and tactics?

20. How did you address the potential for extension from the exterior to the interior of the Delta 1 Exposure?

Additional Learning

In this 10-Minute Training the apparatus and staffing specified were considerably different from those available to the Kingsford, Michigan Public Safety Department. To provide a bit of context, the City of Kingsford has a population of just under 6,000 residents in an area of 4.58 square miles (11.86 square kilometers). The Kingsford Public Safety Department has one front-line fire engine and a reserve engine and has 19 full-time public safety officers (including the public safety director and two lieutenants). This is likely to provide on-duty shift staffing consisting of four public safety officers with recall of off-duty personnel used to provide additional staffing for fire suppression.

Even in career-staffed fire departments with multiple engine and ladder companies, multiple concurrent incidents may result in a single company arriving at a structure fire and needing to operate as a single resource for an extended period. Engage your crew in a conversation about operations with limited staffing.

Revisit this incident and consider the strategy and tactics that you would have used if you were limited to an initial response of a single engine with three or four personnel.

References

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