



# In-Station Training

## TM 26-40a Commercial Fire – Motel



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### Purpose

With a working fire in a high life hazard occupancy, IC #2 needs to quickly make sense of the situation and reinforce or revise IC #1's initial incident action plan.

### 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

Complete 10-Minute Training 26-40 examining this incident from the perspective of IC #1 if you have not already done so. This incident involved a fire at the Cadillac Motel located at 4021 N Tamiami Trail, Sarasota, Florida on Saturday, September 12, 2026, at 06:50 (Broadcastify, 2026a, 2026b; Garwood, 2026; Kuizon, 2026; Sarasota Police Department, 2026). Review the map and photos (Figures 1-7) to gain an understanding of the building and area involved.

Figure 1. Map of the Incident Area



Note: Adapted from Google. (2026a). [Map, 4021 N Tamiami Trail, Sarasota, FL]. Map data ©2026 Google. <https://bit.ly/4yNkEY3>.

The closest hydrant is on 40th Street at North Tamiami Trail and there are other hydrants in the area as illustrated in Figure 1.

Figure 2. Aerial View



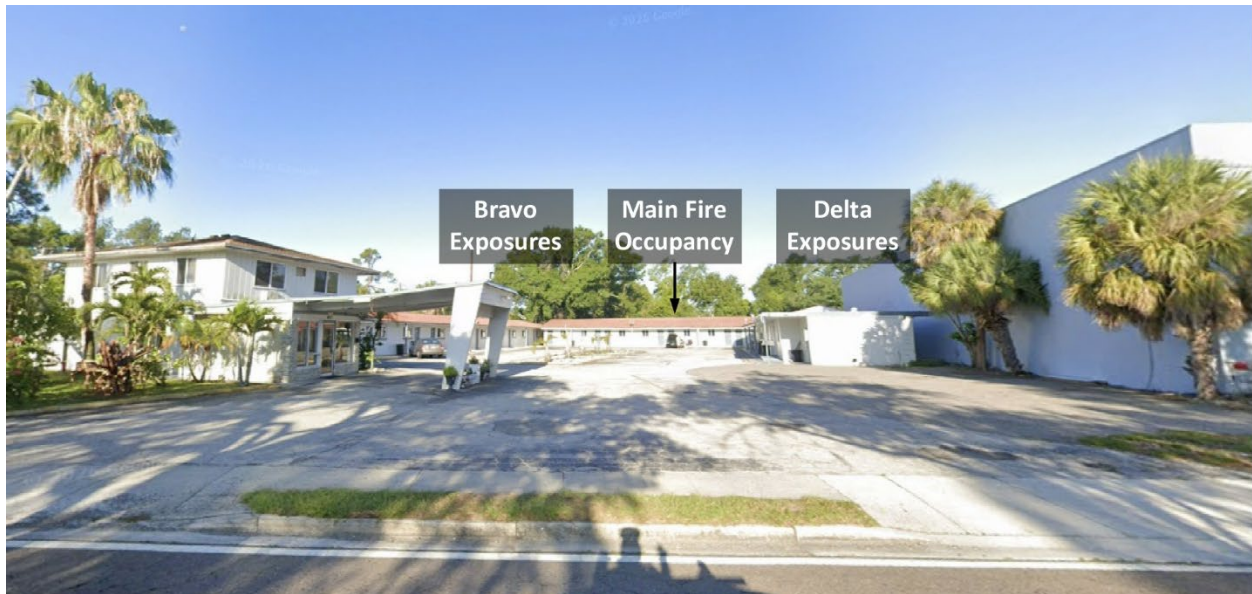
Note: Adapted from Google. (2026b). [Aerial view 4021 N Tamiami Trail, Sarasota, FL]. Imagery © Google, Imagery © Airbus Maxar Technologies, Map Data © 2026. <https://bit.ly/4AmcszB>.

Figure 3. Alpha/Delta Corner



Note: Adapted from Google. (2026c). [Street view 4021 N Tamiami Trail, Sarasota, FL]. ©2025 Google. <https://bit.ly/4rn8wKR>.

Figure 4. Side Alpha



Note: Adapted from Google. (2026d). [Street view 4021 N Tamiami Trail, Sarasota, FL]. ©2025 Google. <https://bit.ly/4rme7AR>.

Figure 5. Alpha/Bravo Corner



Note: Adapted from Google. (2026e). [Street view 4021 N Tamiami Trail, Sarasota, FL]. ©2025 Google. <https://bit.ly/4rk0mTk>.

Figure 6. Side Bravo



*Note:* Adapted from Google. (2011). [Street view 4021 N Tamiami Trail, Sarasota, FL]. ©2025 Google. <https://bit.ly/47eAwa1>. [Image edited for clarity with ChatGPT Images 2.5] OpenAI (2026b).

Figure 7. Side Charlie



*Note:* Adapted from Google. (2026f). [Street view 4021 N Tamiami Trail, Sarasota, FL]. ©2025 Google. <https://bit.ly/4y97wwu>. [Image edited for clarity with ChatGPT Images 2.5] OpenAI (2026b).

The incident is along the North Tamiami Trail commercial corridor in Sarasota, an older mixed-use area with motels, small businesses, restaurants, and other roadside commercial occupancies interspersed with nearby residential neighborhoods. The incident property is an older motel, and several other motel or hotel properties are located along this section of the corridor. Development in the area largely

reflects mid-20th-century automobile-oriented commercial growth, with later redevelopment and infill. Residential areas immediately off the corridor include a mix of single-family and multifamily housing. English is the predominant language in the surrounding community, with Spanish and other languages also spoken (OpenAI, 2026a). Fire and EMS call volume in this area is high.

The temperature is currently 78° F (25° C) with wind from the southeast at 7 mph (11 kph) (Weather Underground, 2026). It is Saturday, September 12<sup>th</sup> at 06:50, and you are dispatched along with five engines, two ladder companies, a medic unit, and a second command officer for commercial fire at the Cadillac Motel, 4021 N Tamiami Trail, Unit 118. The engine and ladder companies have four-person staffing<sup>1</sup>. **You are the first arriving command officer.**

This tactical decision game uses a simulation of incident conditions and incident audio. The simulation on YouTube provides a link at the end of the video to access the incident audio. This 10-Minute Training also includes links and QR codes to both the simulation and incident audio.

This [simulation video](#) (Hartin, 2026a) 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 one). Click the link above or scan the QR code to access the incident simulation video.



**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?
2. Based on the dispatch information and what you know about this occupancy and response area, what do you anticipate finding on arrival?
3. How did your anticipation change after IC #1's initial radio report and follow up?

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<sup>1</sup> If your staffing and deployment are different, use your own resource assignment and staffing.

4. You approach the incident from the south on North Tamiami Trail and arrive on Side Alpha. What actions will you take prior to initiating transfer of command with IC #1?



**Important!** Answer questions 4 through 11 in the form of communication you would have with dispatch, the companies operating at this incident, and the second command officer. State the communications exactly as you would say them over the radio. Save explanation or discussion until after you have completed these questions.

5. State your command transfer communication after IC #1 acknowledges your radio contact for command transfer (exactly as you would transmit it).
6. Continue the simulation to receive a CAN report from Engine 1 and then complete the command transfer, stating the communication you would have with IC #1 and dispatch exactly as you would transmit it.
7. Engine 3 arrives and reports that they are Level 1 on a hydrant at Level 1 on the hydrant on Forty-Second at North Tamiami. State the tactical assignment you would give them exactly as you would transmit it.
8. Medic 3 arrives and reports that they are Level 1 be Level-1 on North Tamiami at Forty-Second. State the tactical assignment you would give them exactly as you would transmit it.
9. Battalion 2 arrives and reports that they are Level 1 at North Tamiami at Forty-Second. State the tactical assignment you would give them exactly as you would transmit it.

10. Engine 4 arrives and reports that they are Level 1 on a hydrant on Forty-Second at North Tamiami. State the tactical assignment you would give them exactly as you would transmit it.
11. Ladder 4 arrives and reports that they are Level 1 at North Tamiami at Forty-Second. State the tactical assignment you would give them exactly as you would transmit it.
12. Engine 5 arrives and reports that they are Level 1 on the hydrant at 40<sup>th</sup> and Iroquois. 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 nine before answering the next eight questions. Think about what cues, patterns, or anomalies (differences from conditions that you would anticipate) informed your answers.

13. What information most influenced your expectations?
14. Did anything in the incident post-arrival challenge your initial expectations?
15. What was the actual problem once you arrived?
16. What were your tactical priorities and what was getting in the way of achieving them?
17. During initial operations, was there an immediate threat of serious injury or death to the companies operating at this incident?
18. Was it reasonable to believe that the Main Fire Occupancy and/or the Bravo and Delta Exposures were occupied?

19. Was there searchable space?

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

The staffing and deployment of the Sarasota County Fire Department is different than in this 10-Minute Training. The first alarm assignment for this incident was four engines, one ladder (truck) company, two rescues (ambulances), two battalion chiefs, a safety officer, and an emergency medical service (EMS) officer. The Sarasota County Fire Department has three person staffing on their engine and ladder companies and two person staffing on their rescues.

Listen to the [incident audio](#) (Hartin, 2026b) illustrating conditions shortly before and after the arrival of the first engine company as law enforcement worked on evacuating the Bravo and Delta Exposures. Click the link or scan the QR code to access the video.



Engine 4, the first arriving engine, stretched an attack line for fire control. While no identified in the incident audio, it is likely that Engine 4 was assisted in fire control by the crew of Rescue 4 (ambulance). Battalion 1 arrived, assumed command, and assigned Engine 4 as “Division 1”. Engine 1 was assigned as water supply, and Rescue 101 reported that there was a report of a cat in the room next to 111 (did not specify if this was on the Bravo or Delta side of the main fire occupancy) and was assigned search. Truck 1 was assigned to assist Rescue 101 with search.

21. How might the initial incident communications have influenced IC #2’s ability to maintain strategic and tactical accountability?

22. IC #2 assigned Engine 4 as Division 1. What was your assumption regarding the area of operation for Division 1? What information should the IC provide when assigning a division supervisor??

23. What are the impacts of assigning a company officer as a division supervisor? What alternative approaches to incident organization might have been effective in this incident?

## Additional Learning

There are two opportunities for additional learning accompanying this 10-Minute Training including a tactical review for motel fires and a tactical decision game for IC #2.

### *Incident Organization*

Read [\*Command Function 6 – Divisions and Groups\*](#) (Hartin, 2025) and discuss incident organization with the companies that you work with.

### *Tactical Decision Game for IC #1*

[\*10-Minute Training 26-40\*](#) (Hartin, 2026c) engages with this incident from the perspective of IC #1. If you have not already done so, revisit this incident from the perspective of IC #1 by working this tactical decision game with the company officers that you work with.

## References

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