

**CIVIL SERVICE COMMISSION AGENDA
FEBRUARY 5, 2024
SPECIAL MEETING
6:00 P.M. – REGULAR BUSINESS
IN LeROY J. JACKSON COUNCIL CHAMBER AT 3031 TORRANCE BL.**

**NOTICE OF SPECIAL MEETING
CIVIL SERVICE COMMISSION**

TO: Chair Marianne Hamada
Vice Chair Cinda Herring
Commissioner Jean Adelsman
Commissioner Julie Kohus
Commissioner Laura Lohnes
Commissioner Hana Sasaki
Commissioner David Zygielbaum

[Daily Breeze]

NOTICE IS HEREBY GIVEN that the Torrance Civil Service Commission will conduct a special meeting beginning at 6:00 p.m. on 5th day, of February, 2024, in the LeRoy J. Jackson Council Chambers, 3031 Torrance Blvd., Torrance, California 90503.

Said special meeting shall be for the purpose of consideration of protest of eligible list for Fire Captain, as described in the attached agenda.

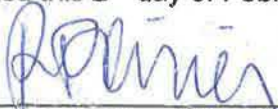
Dated this 2nd day of February, 2024



Marianne Hamada, Chair

I, Rebecca Poirier, City Clerk of the City of Torrance, do hereby certify, under penalty of perjury, under the laws of the State of California, that the aforementioned notice of special meeting was delivered to each member of the Torrance Civil Service Commission, and sent by e-mail to each member of the press listed in the aforementioned notice at least 24 hours prior to the time set for the special meeting.

Dated this 2nd day of February, 2024



Rebecca Poirier, City Clerk, MMC

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the City Clerk's office at (310) 618-2780. Notification 48 hours prior to the meeting will enable the City to make reasonable arrangements to ensure accessibility to this meeting. [28CFR35.102-35.104 ADA Title II]

Direct questions or concerns to the Commission Liaison at (310) 618-2967 or individual department head prior to submission to the Commission. Parties will be notified if the complaint will be included on a subsequent agenda.

The Civil Service Commission is an advisory body to the City Council that meets on the second and fourth Mondays of each month at 6:00 p.m. in the Council Chambers and on other Mondays as required. All meetings are open to the public except for those portions related to personnel issues that under law may be considered in closed session.

**TORRANCE CIVIL SERVICE COMMISSION AGENDA
MONDAY, FEBRUARY 5, 2024
SPECIAL MEETING
6:00 P.M. IN LeROY J. JACKSON COUNCIL CHAMBER
AT 3031 TORRANCE BL.**

**CIVIL SERVICE COMMISSION MAY TAKE ACTION ON ANY ITEM
LISTED ON THE AGENDA**

1. CALL MEETING TO ORDER

ROLL CALL: Commission members Adelsman, Herring, Kohus, Lohnes, Sasaki, Zygielbaum,
Chair Hamada

2. FLAG SALUTE:

3. REPORT OF STAFF ON THE POSTING OF THE AGENDA

The agenda was posted on the Public Notice Board at 3031 Torrance Bl. and on the City's Website on Friday, February 2, 2024.

4. ANNOUNCEMENT OF WITHDRAWN, DEFERRED, AND/OR SUPPLEMENTAL ITEMS

5. ORAL COMMUNICATIONS

This portion of the meeting is reserved for comment on items under the Consent Calendar or items that are not on the agenda. Under the Ralph M. Brown Act, Commissioners cannot act on items raised during public comment, but may respond briefly to statements made or questions posed; request clarification; or refer the item to staff. Speakers under this Public Comment period will have no longer than 1 minute per speaker. Speakers please turn off or leave your cellular phone when you come to the podium to speak.

6. CONSENT CALENDAR

Matters listed under the Consent Calendar are considered routine and will be enacted by one motion and one vote. There will be no separate discussion of these items. If discussion is desired, that item will be removed by a Commissioner from the Consent Calendar and considered separately.

No Business to Consider.

7. ADMINISTRATIVE MATTERS

7A. Deny Protest of Eligible List for Fire Captain.

Recommendation of the Human Resources Director that your Honorable Body deny the protest of the eligible list for Fire Captain.

Consideration of public employee employment will be conducted in closed session per California Government Code Section 54957(b)(1), unless the employee requests to have the appeal conducted in public session.

8. HEARINGS

No Business to Consider.

9. CLOSED SESSION
No Business to Consider.

10. COMMISSION ORAL COMMUNICATIONS

11. ADJOURNMENT

11A. Adjournment of Civil Service Commission Meeting to Monday, February 26, 2024
at 6:00 p.m.



Honorable Chair and Members
of the Civil Service Commission
City Hall
Torrance, California

SUBJECT: DENY PROTEST OF ELIGIBLE LIST FOR FIRE CAPTAIN

RECOMMENDATION:

Recommendation of the Human Resources Director that your Honorable Body deny the protest of the eligible list for Fire Captain.

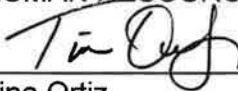
BACKGROUND/ANALYSIS

Materials available on February 5, 2024.

Respectfully submitted,

HEDIEH KHAJAVI
HUMAN RESOURCES DIRECTOR

By



Tina Ortiz
Senior Human Resources Analyst

CONCUR:



Hedieh Khajavi
Human Resources Director

NOTED:



Brianne Cohen
Civil Service Manager

Honorable Chair and Members
of the Civil Service Commission
City Hall
Torrance, California

SUBJECT: DENY PROTEST OF ELIGIBLE LIST FOR FIRE CAPTAIN

RECOMMENDATION:

Recommendation of the Human Resources Director that your Honorable Body deny the protest of the eligible list for Fire Captain.

BACKGROUND

At your meeting of September 25, 2023 your Honorable Body approved the ordering of the Fire Captain examination to be conducted on a promotional basis. This exam would produce an eligible list to fill current vacancies, as well as other vacancies that would occur within the two (2) year duration of the eligible list.

The Fire Captain examination consists of a written test (Qualifying) and performance test (weighted 100%), which is comprised of a Peer Review (weighted 25%), Administrative Exercise (weighted 30%) and an Emergency Simulator Exercise (weighted 45%). The recruitment period for this position started on November 6, 2023 and closed on November 20, 2023. There were thirteen (13) applications received. All thirteen candidates met the minimum qualifications and were invited to the written test which was administered on December 6, 2023. Ten candidates passed the written test and were invited to the performance test. Two candidates withdrew from the examination process after the written test and eight candidates completed the administration of the performance test on January 18, 2024. The eligible list was established on January 22, 2024.

On February 1, 2024, Candidate Michael Brooks submitted a protest of the eligible list for Fire Captain (Attachment A). He submitted a protest regarding his performance on the performance test, specifically the Peer Review and Emergency Simulation Exercise.

ANALYSIS

Candidate Brooks states he "met all criteria for qualification in the Emergency Simulator Exercise and the corresponding Peer Review" (Attachment A). However, upon review of the subject matter experts (SME)/raters' documentation (Attachment B), it clearly demonstrates that Candidate Brooks did not perform up to the minimum standards for an entry level Fire Captain. The documentation clearly shows that Candidate Brooks failed to adequately utilize available resources, secure an adequate water supply in a timely manner, demonstrate command presence on the fireground, request Conditions, Actions, and Needs of assigned companies, request additional information from a firefighter that called mayday, and adequately answer specific follow-up questions. The ratings and comments of the SME/raters clearly demonstrate that Candidate Brooks displayed a lack of knowledge and depth regarding the responsibilities of a Fire Captain on scene of a major emergency event.

Candidate Brooks repeatedly states in his protest that there was an absence of "En Route Phase" that substantially limited his ability to properly mitigate the simulated emergency incident. The "En Route Phase" is a phase where the candidate reviews where his water supply is available on his way to the incident. Each candidate was provided written instruction prior to starting the emergency simulation exercise. Candidate instructions, Part 1 (Attachment C), was provided to the candidate to review 10 minutes before entering the emergency simulation exercise. The instructions clearly state that "Upon

entering the actual simulation room, you will review the incident description document (Part 2) (Attachment D), for 2 minutes. These two minutes will simulate the "EN ROUTE PHASE" of the incident. During the development of the exercise, the actual route from Fire Stations #4 to the emergency incident was driven and timed by the test developers and took one minute and 40 seconds without lights and sirens. As this is a testing process, the candidates were provided two (2) minutes for the En Route Phase. The candidates were also provided with a Hydrant Book (Attachment E), which is found on every fire engine to assist Captains with locating hydrants while En Route, during the review of the two minute En Route Phase. Candidate Brooks did not utilize the Hydrant Book during his two (2) minute review to locate the nearest hydrant.

Candidate Brooks also states that there were no visible hydrants in the simulation images during the "On Scene Phase" of the exercise and therefore he simulated a "tank to pump changeover". He was provided the Hydrant Book to review during the two (2) minute En Route Phase so that he may locate the nearest hydrant(s). Candidate Brooks only used the 500-gallon water tank on the fire engine to supply multiple hose lines with no hydrant connection. Due to not assigning a primary water supply, this allowed for a severe water delay. In other words, he did not obtain a sustainable water supply and therefore would run out of water. He also did not utilize personnel that were already at the scene to assist with water supply but waited until the fourth arriving engine company to assign this duty. This is a major safety issue.

Candidate Brooks states that the simulation placed him on an engine company with only three members and that "outside raters are likely unfamiliar with TFD staffing levels" and "it is standard practice that 3/0 apparatus should not lay in." All the raters are subject matter experts in the field and are intimately familiar with 4/0 and 3/0 staffing of fire apparatus. In the Candidate Instructions, Part 2, it states that "the members of E95 and R94 are suited up in PPE." Standard practice for TFD 3/0 staffed engines is to utilize two firefighters on the rescue (R94) to assist with securing the water supply at the hydrant and laying a supply line (Attachment F). Candidate Brooks did not demonstrate to the SME/raters his skill in utilizing available resources and to properly utilize them to secure a sustainable water supply.

Candidate Brooks states that all strategic priorities were addressed and efficiently initiated. However, the SME/raters noted that Candidate Brooks lacked incident command and was not able to demonstrate incident priorities to meet the primary objective of extinguishing the fire. It was also stated that Candidate Brooks was not able to establish a command presence during the exercise. They stated he was very task oriented and was not able to demonstrate the appropriate command and management of assigning available resources. He also used incorrect division terminology on the incident. For example, during the incident there was Division 1, Sub-Division 1 and Sub-Division 2 and he repeatedly used Division 2 instead of Sub-Division 2. This could lead to personnel being assigned to the wrong Division and using the proper terms is paramount to safety on the fire scene. The candidates were also provided questions at the end of the scenario and Candidate Brooks was unable to clearly demonstrate his knowledge of "Divisional Supervisor responsibilities", was not able to provide answers regarding placement of companies on the incident, and he did not provide a leader's intent to the crews working the fire scene. The SME/raters state that he provided departmental information that had no practical application to the scenario or questions.

As part of the emergency simulation, there was a mayday call by a firefighter. Candidate Brooks did not address the procedure for a mayday call and failed to request additional information including the location of the mayday and the firefighter's air supply. This was of concern to the SME/raters.

Lastly, Candidate Brooks focused on the lack of TFD documentation regarding Descending Hillside Home Operation." Torrance Fire Department utilizes an Operations Manual for standard operation guidelines (SOG). The SOG for Single-Family Residence provides considerations for Hillside/Terraced home fires. (Attachment G)

Regarding the Peer Review portion of the exam, scoring was provided by each of the SME/raters in each of the performance test components. There are a total of six (6) raters who provided a score for this portion of the exam. The SME/raters are potential peers in the Fire/Emergency Services field and would be able to rate the candidates based on their performance in each of the exercises. This component of the test was an opportunity for the candidates to demonstrate to potential peers their readiness to become a Fire Captain (Attachment H). According to the SME/raters, Candidate Brooks was not able to demonstrate during the emergency simulation that he is ready to be promoted to the position of Fire Captain.

In conclusion, based on the analysis of the information provided, staff recommends that your Honorable Body deny the protest of the Fire Captain's eligible list and the appellant's request to re-score the emergency simulator event and corresponding peer review.

Respectfully submitted,

HEDIEH KHAJAVI
HUMAN RESOURCES DIRECTOR

By 
Tina Ortiz
Principal Human Resources Analyst

CONCUR:


Hedieh Khajavi
Human Resources Director

NOTED:


Brianne Cohen
Civil Service Manager

- Attachments:
- A. Fire Captain eligible list protest by Candidate Michael Brooks
 - B. Emergency Simulator Exercise – Performance Panel Rating Sheets (For Commissioners Only – test material)
 - C. Emergency Simulator Exercise Candidate Instructions, Part 1 (For Commissioners Only – test material)
 - D. Emergency Simulator Exercise Candidate Instructions, Part 2 (For Commissioners Only - test material)
 - E. Torrance Fire Department Hydrant Book
 - F. Torrance Fire Department Optical Tactics for 3/0 Staffed Engine Company
 - G. Torrance Fire Department Volume 2 Departmental Manual 2.2.4 Structural Firefighting-Single Family Residence Fire
 - H. Peer Review – Performance Panel Rating Sheets (For Commissioners Only – test material)

Fire Captain Eligibility List Protest

Specific and Substantial Reasons for Protest:

- I. **Candidate Brooks met all criteria for qualification in the Emergency Simulator (Major Simulation) Event and corresponding Peer Review**
 - A. Candidate Brooks performed to the minimum standard for an entry level City of Torrance Fire Department (TFD) Captain in the Emergency Simulator (Major Simulation) Event for the Fire Captain promotional exam process in the morning session on 1/18/2024 as set forth by the following: the intent of the examination process, the content of the TFD Operations Manual, TFD Standards of Practice, and the historical Standard of Practice for TFD Emergency Simulator (Major Simulation) Events.
 - B. This account can be verified by witnesses involved in the examination process, audio recordings captured, and written records saved. TFD Subject Matter Experts (SME) can verify statements made regarding the TFD Operations Manual and TFD Standards of Practice.
 - C. Candidate Brooks performed according to the TFD Operations Manual, however, due to a substantial limitation in the Event's design, raters misinterpreted his performance, specifically related to water supply (connecting to a hydrant).
 - D. **A substantial limitation directly resulted from the absence of an "En Route Phase" and the instruction to operate under the premise that the "En Route Phase" was already completed.**
 - E. **Identification of this substantial limitation, which prevented an accurate and fair evaluation, as demonstrated by this record, merits a review and subsequent rescoring of the Emergency Simulator (Major Simulation) Event and corresponding Peer Review for Candidate Brooks and all potentially impacted Candidates.**
- II. **Scoring:**
 - A. Candidate Brooks received the following scores: Administrative Exercise/Interview: **98**, Mini Simulations: **84**, Emergency Simulator (Major Simulation): **65**, and Peer Review: **65**. Candidate Brooks received qualifying Peer Review scores from the raters in the Administrative Exercise/Interview, and the Mini Simulations Events, as these scores reflect the rating in the corresponding Event. Candidate Brooks was not given a passing Peer Review score by the raters in the Emergency Simulator (Major Simulation) Event, as these scores reflect the rating in the corresponding Event. Candidates require a score of 70 in each component in order to pass the Captain exam.
- III. **Intent of the examination process**
 - A. The intent of the Emergency Simulator (Major Simulation) Event is to replicate, as much as possible, the real-world response to a structure fire in the City of Torrance, in order to evaluate a Candidate's ability to provide competent leadership that adheres to both the TFD Operations Manual and TFD Standards of Practice.
 - B. TFD utilizes raters from outside agencies in order to remove the element of favoritism and bias; however, this also presents the challenge for raters to judge performance accurately. The reason for this is that outside raters are not intimately familiar with TFD Operations; they often have vastly different levels of training and experience, and fire agencies tend to develop standards of practice that are unique and tailored to the individual needs of the organization.
 - C. If a Candidate receives a failing score in any portion of the examination process, it should be due to a rating of "incompetent" in one or more sections, or due to an egregious safety violation, such as "failing to secure a primary water supply" within a reasonable amount of time. The assignment of a failing score should be substantiated by a violation of the TFD Operations Manual or TFD Standards of Practice.

Fire Captain Eligibility List Protest

- D. Historically, the “Peer Review” section of the Fire Captain Promotional Exam process was implemented to provide a more comprehensive evaluation of an employee’s character and qualities. This section allows fellow TFD employees to rate the candidate in various categories, offering insights that extend beyond what can be gleaned from a brief testing event.
- E. Outside raters do not have adequate basis to score Candidates beyond the perceived quality of performance in the event graded. This promotional exam represents a deviation from the TFD Standard of Practice for Peer Review, as the outside raters provided the scoring for this section. There were 6 raters, overall (2 raters dedicated to each of the 3 events). The result of this format was the assignment of Peer Review scores that reflect the score for the corresponding station. Candidate Brooks received a passing Peer Review score from raters in the Administrative/Interview and the Mini Simulations events. However, he did not receive a passing Peer Review score from the raters in the Emergency Simulator (Major Simulation) Event.

IV. Standard of Practice for TFD Emergency Simulator (Major Simulation) Events

- A. The TFD Standard of Practice when training for the Emergency Simulator (Major Simulation) includes the following:
 - 1. Simulated response to a structure fire, starting with the “Initial Alarm”, followed by the “En Route Phase”, and finishing with the majority of the “On-Scene Phase” (TFD Operations Manual, pg. 53).
 - a) In a real-world event, a Fire Captain would have a reasonable allotment of time to work through the "Initial Alarm" and then the "En Route Phase" before arriving at the "On-Scene Phase."
 - b) An exception to this would be a “Still Alarm”. This is a scenario where a TFD unit witnesses an emergency and contacts dispatch to start the “Initial Alarm” - *this was not the scenario presented in the Emergency Simulator (Major Simulation) Event.*
 - 2. All personnel on scene are “All Stars”
 - a) The purpose of this premise is to give Candidates a basis of performance, in terms of how to communicate to personnel on the fire ground. The expectation is that all members will perform according to the TFD Operations Manual, TFD Standards of Practice, and with the experience of a veteran employee in each respective rank/position.

V. Specific Identification of the Substantial Limitation

- A. A Substantial Limitation developed within the Emergency Simulator (Major Simulation) Event.
- B. “En Route Phase”
 - 1. Candidate Brooks was informed that he would have two minutes to read a printed document with instructions for the event, to lead a structure fire in “Command Mode” as a first on-scene engine Captain responding from Fire Station 4. The instructions stated that the Candidate should perform as though the “En Route Phase” was completed (no time was allotted for the “En Route Phase”).
 - 2. This format deviates from the Standard of Practice for TFD Emergency Simulators (Major Simulations) and also deviates from the real-world order of operations for structure fire response.
 - 3. **Candidates were not provided the operational phase, “En Route”, which, according to the TFD Operations Manual (pg. 53), is the only phase where fire hydrant location and directions for how to secure a Primary and Secondary Water Supply are communicated to the assigned Engineer, with the use of “In-Cab Resources”.**

Fire Captain Eligibility List Protest

4. Some of the most vital features of the "En Route Phase" are: ensuring your crew is wearing proper PPE, providing directions to your Engineer as to the route to the incident, as well as instructions and hydrant locations for your Engineer to secure a Primary and Secondary Water Supply. A map book, which is an "In-cab Resource", was provided, but its presence conflicted with the instructions, as there was no time allotted for routing or hydrant location identification and subsequent instructions to the Engineer, as this occurs during the "En Route Phase".
 5. The Simulation instructions stated that the Candidate was assigned to E95, a 3/0 apparatus. The outside raters are likely unfamiliar with TFD staffing levels, and would not be aware that there is only one Firefighter on this Engine. It is standard practice that 3/0 apparatus should not "lay in" (connect to a hydrant relatively far away from the incident) as a first on-scene engine. Candidate Brooks decided he would not simulate this action, as there is not adequate personnel for such an operation due to 3/0 staffing.
 6. **Candidate Brooks chose to operate as though he had assigned his Engineer the task to secure a water supply with a nearby hydrant and then perform a "Tank to Pump Changeover" during the "En Route Phase".** This operation is commonly required on a 3/0 apparatus, due to the personnel shortage. This Operation gets water on the fire faster.
 7. **Candidates did not receive radio communication from the E95 Engineer verifying that a water supply had been secured; the only basis for this verification was the initial assignment.**
- C. "On Scene Phase"
1. In the 2 minutes allotted, Candidate Brooks read the instructions, turned on the two radios, and pre-filled his tactical worksheet. At this point, the two minutes were completed and so began the "On-Scene Phase", as indicated by three photos shown sequentially on the simulator monitor.
 2. **Because there were no visible fire hydrants in these images displayed upon arrival,** Candidate Brooks operated under the premise that the Primary Water Supply (hydrant) was not located directly in front of the structure, although still manageable for his Engineer. Therefore, **Candidate Brooks, simulated a slight delay in completion of that task; it is standard procedure to initiate fire attack, utilizing the 500 gallon water tank, prior to the Engineer securing his water supply (this is the operation known as a "Tank to Pump Changeover").**
 3. **Consistent with this simulated delay, Candidate Brooks stated that E95 had not yet secured a water supply in both his "Initial Size-up" and "360 Size-up". He chose to transmit this message to provide the fire ground with situational awareness, reflecting the E95 Engineer's efforts in securing his water supply and conducting a "Tank to Pump Changeover".**
 4. An Engineer securing a water supply is an operation that can take anywhere from one to several minutes, depending upon the location of the hydrant, as identified during the "En Route Phase". The onus is on the Engineer to communicate the need for assistance with a water supply if there is an unexpected delay that could compromise firefighter safety inside of an IDLH. Candidate Brooks simulated a hydrant location that his Engineer could reasonably secure without the risk of creating a water supply problem for interior fire attack crews. And, there were no communications from the E95 Engineer, any time during the simulation, indicating a water supply problem.

Fire Captain Eligibility List Protest

5. **Because the event did not have an “En Route Phase”, the raters did not have an opportunity to witness the assignment Candidate Brooks gave to his Engineer, explaining the location of the hydrant to connect to, and the direction to perform a “Tank to Pump Changeover”.**
6. **While managing the incident, Candidate Brooks recognized that the raters would need to witness some type of simulated indication that the Primary Water Supply had been properly assigned, given the absence of an “En Route Phase”.**
7. **In order to inform the raters, Candidate Brooks made the following communication, “Engineer Smith on Engine 95, Chico Command. Confirming, you have secured your water supply?”.**
8. Upon conclusion of the Simulation, the raters posed several questions to Candidate Brooks about his operations, strategy and tactics. The raters did not present any questions or concerns about his Primary or Secondary Water Supplies.

VI. Specific and Substantial Limitation

- A. **The Emergency Simulator (Major Simulation) Event’s design, absent an “En Route Phase”, created a Specific and Substantial Limitation to the ability to accurately evaluate a Candidate’s performance on tasks that are addressed during this operational phase, as defined by the TFD Operations Manual, pg. 53.**

VII. Candidate Brooks Adequately Secured a Primary and Secondary Water Supply

- A. A secondary water supply is required for “fourth and additional hose lines” and “failure of initial water supply” per the TFD Operations Manual, Structural Firefighting - Single Family Residence Fire, pg. 77.
- B. **Candidate Brooks assigned Secondary Water Supply and “RIC” to E97, the fourth arriving engine** (acknowledged on the radio).
- C. **Candidate Brooks did not exceed the max of 3 hose lines with his Primary Water Supply**
 1. The first arriving engine (E95) deployed 1 hose line on Sub 2 (waited exterior for supervision)
 2. The second arriving engine (E92) deployed 1 hose line on Sub 2
 3. The third arriving engine (E96) deployed 1 hose line on Sub 1
 4. **Total = 3 hose lines deployed on the incident.**
 - a) Standard procedure is for the third arriving engine to secure a secondary water supply for “fourth and additional hose lines”... Candidate Brooks demonstrated mature fire attack strategies by not assigning this task to E96 (3rd Engine); he accurately identified higher fire ground priorities, with fire extending from Sub 2 up to Sub 1.
 - b) Directing the 3rd engine (E96) to lay in a water supply would have further delayed the strategic priorities (LIPSAW) and the two primary benchmarks on a structure fire: “All Clear” and “Knockdown” (TFD Operations Manual, pg. 50). This expedited the deployment of supervision (a Captain), a hose line, and search/rescue:
 - (1) Search and Rescue - This is the highest fire ground priority. Conducting a primary search requires a hose line when there is an IDLH environment (“A hose line will be placed in service on all floors involving search and rescue operations.”, per TFD Operations Manual, pg. 62). This decision expedited the achievement of an “All Clear” on Sub 1.
 - (2) Hose Line - “Boxes in” the fire, which prevents fire spread (the primary threat or “IDLH”), endangering life and property in Sub 1 and Div 1. “Boxing in” is

Fire Captain Eligibility List Protest

the preferred strategy to rapidly achieve a “Knock Down”, the second benchmark on a structure fire.

VIII. Strategy & Tactics

- A. Descending Hillside Home
 - 1. **TFD does not have a documented Descending Hillside Home Operation. Candidate Brooks studied “FIRESCOPE, ICS 501, Hillside Structure Fires” to prepare for the Captain Exam.**
 - 2. When asked to describe tactical considerations with a sub grade structure fire on a descending hillside home, Candidate Brooks explained the following:
 - 3. It is critical for fire attack to enter at the fire floor or below the fire floor, and to delay opening vertical ventilation and Division 1 until water is directed onto the seat of the fire on all sub grade floors. Otherwise, a flow path will develop like a chimney and draw fire to upper floors, endangering lives and property.
 - 4. When asked about operational considerations for fire attack on Sub 1 in this instance, he explained the importance of waiting to open the Delta side door until fire attack had been initiated on the seat of the fire on Sub 2. And, once opening the door, watching for the development of a flow path. This development could necessitate closing of the door, and a short delay in reopening, until water was further applied to the fire on Sub 2. If fire attack and backup fire attack had not been initiated on the seat of the fire in Sub 2, then it would have been necessary to utilize a single point of entry for all fire attack crews, entering on Sub 2. Furthermore, Candidate Brooks reinforced the operational need to delay vertical ventilation until water was also applied to the seat of the fire in Sub 1, or at least coordinated carefully in order to prevent drawing fire to Div 1.
- B. Strategic Priorities “LIPSAW” were all appropriately initiated or met by the Candidate’s operations and directions
 - 1. LIPSAW (TFD Operations Manual, pg. 48)
 - a) These strategic priorities were all addressed efficiently and according to the TFD Operations Manual and TFD Standards of Practice. LIPSAW is accomplished through the assignment of tactical objectives (REVAS), support objectives and task assignments (FURL).
 - (1) Life Safety
 - (2) Incident Stabilization
 - (3) Property Conservation
 - (4) Safety
 - (5) Accountability
 - (6) Welfare
- C. The benchmarks of “All Clear” & “Knockdown”, the tactical objectives “REVAS”, and task assignments “FURL” were all initiated or met within the design and timeframe of the simulation, according to requested resources (2nd & 3rd alarm), assignments given, and requests for CAN reports.
 - 1. REVAS (TFD Operations Manual, pg. 48)
 - a) Rescue:
 - (1) Search/Rescue
 - (a) Forcing Div 1 Door to check for victims, then closing
 - (b) S/R on Sub 2 & Sub 1
 - b) Exposure:
 - (1) Fire attack on Sub 1
 - (2) Keeping Div 1 closed until water on sub grade fires and vertical ventilation achieved.
 - c) Ventilation: Truck assignment (coordinated with sub grade fire attack, cutting over open stairwell).

Fire Captain Eligibility List Protest

- d) Attack: Fire attack on Sub 2 and Sub 1
- e) Salvage: Lower priority/required more resources to arrive on scene
- 2. FURL (TFD Operations Manual, pg. 48)
 - a) FEFE: Mule kick, irons, and axe on Div 1, Sub 2, and Sub 1
 - b) Utilities: Lower priority/required more resources to arrive on scene
 - c) RIC: E97/4th Engine
 - d) Ladders:
 - (1) Truck threw minimum of a primary and secondary ladder
 - (2) More ladders would have been thrown, for safety, upon arrival of additional resources.

IX. Performance Summary

A. Initial Size-up

1. "Incoming units, E95 on scene of a single story single family with a tile roof, with smoke showing from the Charlie/Delta corner. E95 is initiating fire attack. Torrance, give me a second alarm, and have incoming units stage one block out. **We have not yet secured our water supply.**"

B. Crew Direction

1. FF: "Pull a 1 3/4" to the front door with a pike pole. I'm going to grab the irons and perform a 360."
2. R94: "Assist E95 in getting its line into service."

C. 360 Size-up

1. Alpha findings: no visible smoke/fire.
2. Bravo findings: no smoke/fire, unable to access Charlie.
3. Delta findings: access to all floors of structure, descending hillside home, fire on sub 2/extending to sub 1, 1 immediate child victim on Delta (outside of structure)
4. Charlie: visible, but no physical access and no noteworthy conditions observed.
5. Crew Direction:
 - a) "E95 and R94, don't charge the line; this is a descending hillside home. Force the front door, check for victims, close the door and then bring the hose line down the Delta side for fire attack on Sub 2." (Candidate Brooks' crews know they must not go interior until they are assigned supervision, per TFD Standards of Practice/"All Star Rule").
6. **360 Size-up:** "Incoming units, E95, this is a descending hillside home with 1 floor at grade and 2 floors sub grade. No access on Bravo; we have access on the Delta side. There is fire on Sub 2, extending to Sub 1, and one immediate victim on the exterior of the structure on Delta. This is going to be an offensive fire attack. This will be known as Chico Command. The command post is going to be on the Alpha/Delta corner with Captain Brooks. Torrance, give me a 3rd alarm and have incoming units stage one block out. **We have not yet secured our water supply.**"

D. Assignments

1. E95: Incident Commander/Pump/Fire Attack on Sub 2 (supervised by E92/2nd Engine)
 - a) **Medical** (R94/1st Rescue): "You're going to be medical. You have an immediate victim on the Delta side."
 - b) **Fire Attack, Back Up Fire Attack and Search/Rescue on Sub 2** (E92): "Bring a 1 3/4" back up fire attack line down the Delta side, take control of my firefighter (fire attack/waiting outside structure for supervision). You'll be fire attack on Sub 2. Give me a primary search and a CAN report for fire attack."
 - c) **Vertical Ventilation** (1st Truck): "You're going to be vertical ventilation. Be advised, this is a descending hillside home with fire below grade. Coordinate ventilation with fire attack."

Fire Captain Eligibility List Protest

- d) **Fire Attack and Search/Rescue on Sub 1** (E96/3rd Engine): “Bring a 1 3/4” down Delta. You’re going to be fire attack on Sub 1. Give me a CAN report for fire attack.”
 - (1) (R96/2nd Rescue): “You’re going to be search and rescue on Sub 1 assigned to (E96/3rd Engine).”
 - (2) (E96/3rd Engine): “Do you copy, I’m assigning you (R96/2nd Rescue) to perform search and rescue on Sub 1?” (Verified)
 - e) **RIC** (E97/4th Engine): “Bring Engine 95 a water supply, then you’ll be RIC.”
 - (1) (RIC/E97/4th Engine) [Post MAYDAY]: “You’re in deployment mode.”
2. Structure Layout
- a) In his 360 size-up, Candidate Brooks informed incoming units of the layout of the descending home, as follows:
 - b) This is a descending hillside home with 1 floor at grade (street level) and 2 floors sub grade (below street level).
 - (1) Subdivision 2
 - (a) Candidate Brooks assigned E92 Fire Attack, Back Up Fire Attack and Search/Rescue on Sub 2.
 - (b) If E92 had requested additional resources per CAN reports, Candidate Brooks would have assigned another Engine as the supervisor of Subdivision 2.
 - (2) Subdivision 1
 - (a) Candidate Brooks assigned E96/3rd Engine Fire Attack and Search/Rescue on Sub 1.
 - (b) If E96/3rd Engine had requested additional resources per CAN reports, Candidate Brooks would have assigned another Engine as the supervisor of Subdivision 1.
 - (3) Division 1 (street level)
 - (a) With a below grade fire on a descending hillside home, it is imperative to keep Division 1 closed until water is applied to the seat of the fires below grade.
 - (b) Candidate Brooks would have assigned resources to this location once they arrived on scene, water had been applied to the seat of the fire below grade, and the truck had vertically ventilated over the open stairwell.
 - (c) Candidate Brooks did address rescue, as possible in this structure and conditions, by directing his firefighter to force the front door, check for victims and close it prior to directing him to take the hose line down the Delta side to Sub 2.
3. Structure Fire Strategy
- a) It is imperative to accurately size up the layout of a structure, the location of fire conditions in that structure, and to place units in a manner that “boxes in” the fire.
 - (1) Candidate Brooks accurately identified the layout of the structure, and the location of fire (Subdivision 2, extending up towards Subdivision 1, with no apparent fire on Division 1).
 - (a) Given these conditions, units were first assigned to address fire attack and primary search on Subdivision 2. We never would place units above a fire without first initiating fire attack on the fire below.
 - (b) Candidate Brooks assigned the next available resources to address fire attack and primary search on Subdivision 1.
 - (c) The placement of fire attack and primary search on Subdivision 2 and then Subdivision 1 effectively “boxes in” the fire, which most efficiently

Fire Captain Eligibility List Protest

mitigates the source of the IDLH, prioritizes rescue of victims in the most dangerous areas, and best protects life and property on Division 1.

- (d) These tactics addressed the strategic priorities of LIPSAW in the most efficient and effective manner possible with available resources and conditions, and is consistent with mature TFD Standard Operations for structural firefighting.

b) Candidate Brooks did not create any Division Supervisors with these assignments, as the conditions required Supervisors (Captains) of these engines to go interior with their crews for supervision and safety.

- (1) Division Supervisors will not operate in the IDLH with the resources carrying out the assigned objectives, but will maintain the command of this Division from exterior without becoming task oriented (TFD Operations Manual, pg. 47).

E. Incident Command System (ICS)

- 1. ICS refers to a systematic, functional command organization designed to allow for single or multi-agency use, which increases the effectiveness of both command and firefighter safety (TFD Operations Manual, pg. 46).

a) Divisions

- (1) Divisions describe an ICS organizational level having responsibility for operations within a defined geographic area.
- (2) If an officer (i.e. E92) is assigned a Division (i.e. Subdivision 2), then he is responsible for managing all personnel in that geographic area.

b) Span of Control

- (1) Span of control refers to the amount of people that one person can manage, or has reporting to them, and can still function effectively. **The recommended span of control is 3-7 with 5 being ideal for operations** (TFD Operations Manual, pg. 46).
- (2) **Candidate Brooks made assignments to the ideal level (total of 5) as shown in "Assignments".**
 - (a) These assignments can be verified by reviewing the tactical worksheet Candidate Brooks wrote during the Emergency Simulator (Major Simulation) Event.

F. MAYDAY (a firefighter declares a MAYDAY) (TFD Operations Manual, pg. 36)

- 1. Response: "All units, Chico Command, we have a MAYDAY situation. Use radio discipline. Break. Member with your MAYDAY, go ahead."

- (1) Chico Command acknowledged LUNAR provided in MAYDAY. Response: "Stay calm, control your breathing, we're coming to get you." Then, Chico command repeated the LUNAR as an announcement to all units.
 - (a) Repeating the provided LUNAR ensures that all personnel on the fire ground are aware of the MAYDAY situation. This is most important for crews working nearby the distressed firefighter, and especially for the supervising Captain. Compiled data from these events show that nearby crews have the highest likelihood of locating and rescuing a distressed firefighter.
- (2) Chico Command put RIC into deployment mode
- (3) Chico command was in the process of opening command on TOR 3, but before Candidate Brooks could complete his MAYDAY operations, a member from the MAYDAY firefighter's Engine (E92) announced that the lost firefighter had been located and so cancelled the MAYDAY. Chico Command acknowledged this and repeated to all units that the MAYDAY was cancelled.
 - (a) There was no communication plan provided in the instructions or dispatch, so Candidate Brooks had to arbitrarily choose the command channel to open up, as the TAC channel utilized for the simulation

Fire Captain Eligibility List Protest

(U TAC 41) is not associated with a TFD communication plan. This is the reason he intended to open command on TOR 3.

- G. End of Simulation (immediately following cancelled MAYDAY)
 - 1. Chico command was going to request a PAR from all units, and then follow up with CAN reports to proceed with managing the incident, in order to achieve the benchmarks of "All Clear" and "Knockdown" on Subdivision 2, Subdivision 1, and Division 1 (not yet assigned), but then the Simulation was declared over upon arrival of Battalion 91.
- H. Rater follow-up topics
 - 1. Truck company operation for vertical ventilation
 - a) Spot aerial for option to throw, but leave ladder bedded. Captain does 360. Firefighter and Tillerman throw an "aggressive" primary ladder (tile roof) to ventilate over open stairwell (descending hillside home op) and secondary ladder. Engineer grabs tools, then leads roof op with Tillerman. Sounds tile, throws roof ladder over ridge, and removes tiles. Tillerman buries pick end of axe as footing. Wait to ventilate until fire attack in Sub 2 and Sub 1 get water on fire and call for ventilation. Captain monitors for situational awareness and crew safety from the roof, ladder, or front of structure (if roof visible).
 - 2. Actions of Engine 95 FF as fire attack on Sub 2
 - a) Pull hose with enough line to advance interior, along with a pike pole. Bleed the line, and initiate fire attack from the exterior until assigned a Supervisor to go interior.
 - 3. Actions of Engine performing fire attack and search/rescue on Sub 1 with assigned rescue
 - a) Bring hose line (adequate line), pike pole, and irons to Sub 1 door. Be aware that opening Sub 1 door could generate a flow path due to fire below in Sub 2. This condition could necessitate a delay in opening Sub 1 door until after water is applied to the seat of the fire on Sub 2. If fire attack and backup fire attack had not been initiated on the seat of the fire in Sub 2, then it would have been necessary to utilize a single point of entry for all fire attack crews, entering on Sub 2. In the absence of a flow path, this crew would advance a 1 3/4" hose line towards the seat of the fire, sounding the floor (fire below), and checking for fire in void spaces overhead with a pike pole. Once water is applied to the seat of the fire on Sub 2 and Sub 1, contact the truck to open the vertical ventilation opening over the stairwell.
 - b) In response to a question on how he would proceed if he encountered heavy, pressurized smoke conditions, he reiterated the operational need to delay vertical ventilation until water was also applied to the seat of the fire in Sub 1, or at least coordinated, in order to prevent drawing fire to Div 1.
 - c) The assigned rescue would perform search/rescue by sounding the floor below, starting as close to the fire as possible (working off the hose line), utilizing a TIC, then systematically searching the room (left/right wall) until a primary search and an "all clear" or "victims found" report is provided to the assigned Captain on Sub 1.
 - 4. Asked to repeat Initial size-up
 - a) "Incoming units, E95 on scene of a single story single family with a tile roof, with smoke showing from the Charlie/Delta corner. E95 is initiating fire attack. Torrance, give me a second alarm, and have incoming units stage one block out. We have not yet secured our water supply."

Fire Captain Eligibility List Protest

X. Radio Communications

- A. The TFD Gold Standard of Practice for radio communications is to be calm, clear and concise. This ideal model was a focus of instruction in the TFD Captain Academy, 2023. The value for this type of communication stems from the need to free up radio “space” for important messages, as one of the biggest challenges on the fire ground is over-saturated radio communications; this can lead to an inability to maintain control of an incident. Additionally, it is important to allow units time to perform assigned tasks before prematurely disrupting them with radio communications; assignments typically require gathering of situational awareness, problem solving, communications at the crew level, physical exertion, and varying degrees of time to complete all of the preceding.
 1. Candidate Brooks carefully crafted these TFD Standards of Practice into his style of radio communications, and this was reflected in his performance in the Emergency Simulator (Major Simulation) Event.
- B. During the Emergency Simulator (Major Simulation) Event, 2nd and 3rd Alarm Units were requested at the appropriate times and acknowledged by dispatch. Following this resource request, Candidate Brooks noticed that he had not heard the complete dispatch of units, so requested that dispatch verify 2nd and 3rd alarm units had been dispatched, which occurred. The initial dispatch information transmitted was apparently “stepped on” during the simulation. This means that other radio traffic blocked the outgoing message from dispatch, so it was, effectively, never transmitted. The raters were likely unaware that this had occurred. However, Candidate Brooks recognized that he had not yet heard 2nd and 3rd alarm units, so prompted dispatch to verify this information. This account further demonstrates incident awareness, leadership, incident control and effective communication by Candidate Brooks. Furthermore, on a real-world incident, a Captain managing an incident as IC (Incident Commander) would never hear the dispatched units, as he/she would be monitoring different channels.

XI. Rater subjectivity

- A. Although raters may have been given a brief overview of TFD Operations, it is inherently challenging for a rater from an outside agency to appropriately rate TFD employees, as there is often a vast disparity in operations, training, and fire ground experience between raters from outside agencies and personnel from TFD. Additionally, it is reasonable to conclude that it may take outside raters a few simulation sessions in order to “calibrate” subjective elements of grading to the standard of practice, training, and experience as demonstrated by TFD candidates. If this is true, then it is likely that the inaccurate scoring Candidate Brooks received as a result of a specific and substantial limitation in the Emergency Simulator (Major Simulation) Event was further compounded by his testing order, as he was in the morning session, and the second candidate to complete the Emergency Simulator (Major Simulation) Event. Furthermore, the first, second, and third candidates to go through the Major Simulation were not given qualifying scores in the Event and corresponding Peer Review. The potential for this circumstance is supported with the following data:
 - B. Morning session: **25% pass rate**
 - C. Afternoon session: **75% pass rate**

Fire Captain Eligibility List Protest

XII. Verification of events and candidate communications

1. The account of events can be verified by interviewing witnesses and evidence:
2. Radio Traffic
 - a) Recordings
 - b) TFD personnel witnesses: simulated radio traffic
 - c) TFD personnel in the room during simulation
3. Audio recording inside the Emergency Simulator (Major Simulation) room
4. Saved written examination material (both those provided by TFD as the "Written Instructions" and those generated by Candidate Brooks on his "Tactical Worksheet")
5. Documentation from the two outside raters

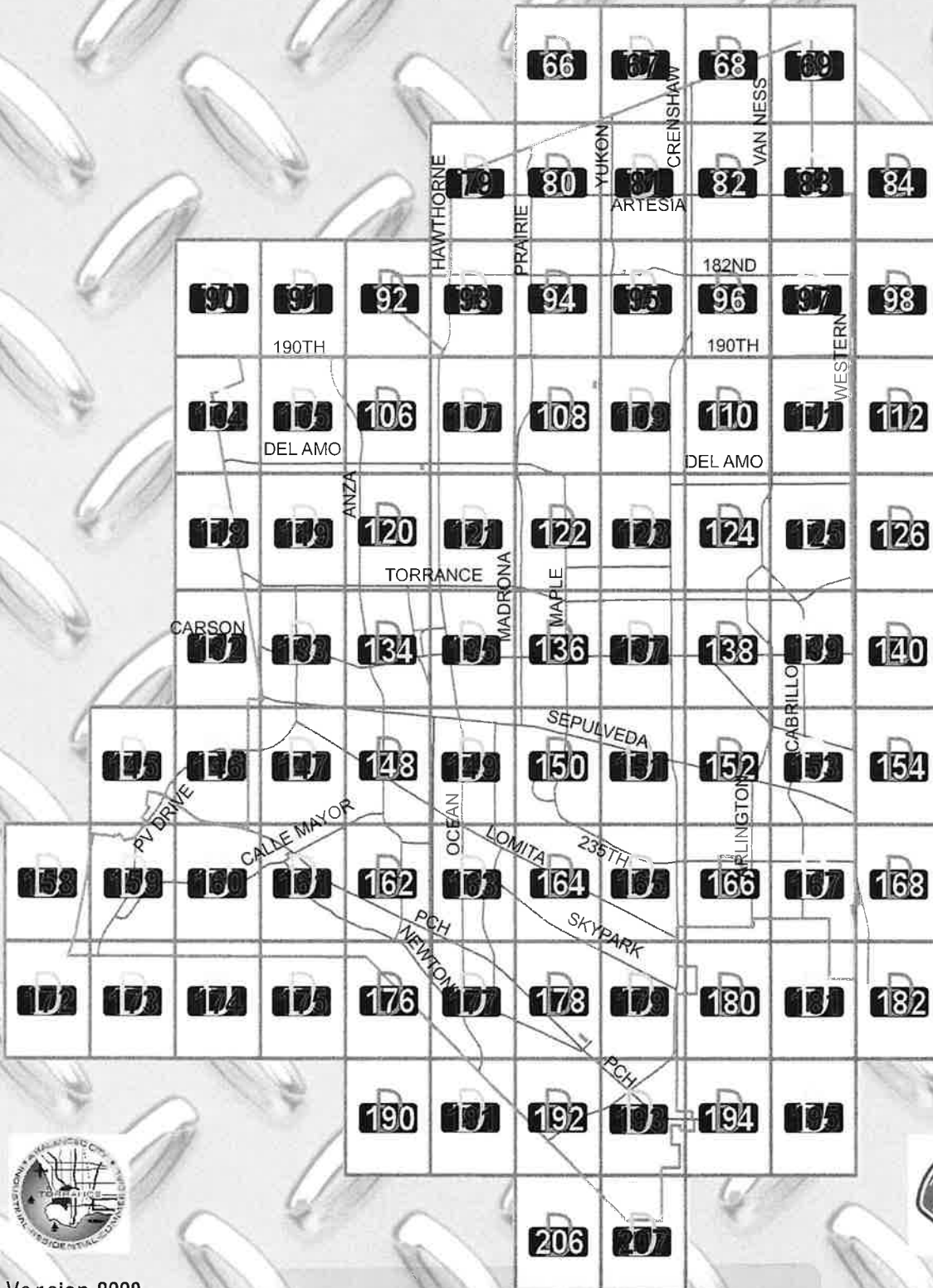
XIII. Conclusion

- A. This protest is not meant to express a lack of gratitude to those involved in the test generation or to dismiss the value of the test itself. Candidate Brooks recognizes the dedicated effort and professional execution of the examination process that is consistent with the high standards of the TFD. Additionally, he respects each Administrator, Fire Captain and Chief involved in this promotional process.
- B. Fire Department operations are complex, and standards of practice can vary dramatically between agencies. For these reasons, Fire Department promotional exam processes are highly vulnerable to oversights, inadvertent confusion, malfunctions, and conflicting information/points of view. It is extremely challenging to develop a Fire Captain promotional exam without these types of limitations. Substantial limitations to the promotional exam process can result in inaccurate scoring of candidates. When this occurs, it constitutes a disservice to the candidate, TFD, The City of Torrance, and most importantly, to its residents. Furthermore, TFD has a growing need for strong, experienced and reliable leaders in the rank of Captain, due to recent and upcoming retirements among its most experienced members.
- C. The Emergency Simulator (Major Simulation) presented a significant and substantial limitation to the Event's ability to accurately mimic real world incident response and operational phases as defined in the TFD Operations Manual, specifically as it pertains to the absence and implied completion of an "En Route Phase". Candidate Brooks read the instructions completely, interpreted them accurately, and demonstrated his ability to responsibly manage a structure fire incident, according to the TFD Operations Manual and TFD Standards of Practice.
- D. If a Candidate receives a failing score in any portion of the examination process, it should be due to a rating of "incompetent" in one or more sections, or due to an egregious safety violation which demonstrates that a Candidate is not prepared for the responsibilities of the position. This score should be substantiated by a clearly identified violation of the TFD Operations Manual or TFD Standards of Practice. No such violation occurred during the Emergency Simulator (Major Simulation) Event for Candidate Brooks, as described in this document and as can be verified through comprehensive review of all witnesses, audio recordings and written records from the event.
- E. TFD Subject Matter Experts (SME) can verify all statements made in this document regarding the TFD Operations Manual and TFD Standards of Practice.
- F. **Therefore, Candidate Brooks respectfully requests a review and subsequent rescoring of the Emergency Simulator (Major Simulation) Event and corresponding Peer Review for himself and for all potentially impacted Candidates.**

Fire Captain Eligibility List Protest

- b) Phase of fire. Is it escalating?
 - c) Backdraft/Flashover potential
7. COMMAND OPTIONS
- a. The responsibility of the first arriving unit or member to assume Command of the incident presents with several options, depending on the situation.
 - i. If a Chief Officer, member, or unit without tactical capabilities (e.g. staff vehicle, no equipment etc.) initiates command, the establishment of a Command post should be a top priority.
 - ii. At most incidents the initial IC will be a Company Officer.
The following command options define the Company Officer's direct involvement in tactical activities and the modes of command that may be utilized.
 - a) **NOTHING SHOWING MODE:**
 - These situations generally require investigation by the initial arriving company while other units remain in a staged mode.
 - b) **FAST ATTACK MODE:**
 - Situations that require immediate action to stabilize the incident and requires the Company Officer's assistance and direct involvement in the attack.
 - In these situations the Company Officer goes with the crew to provide the appropriate level of supervision.
 - The Company Officer will provide a size up, perform a 360, make first alarm assignments, and pass command upon arrival of the next on scene officer.
 - c) **COMMAND MODE:**
 - Certain incidents, by virtue of their size, complexity, or potential for rapid expansion, require immediate, strong, direct overall command.
 - In such cases, the Company Officer will initially assume an exterior, safe, and effective command position and maintain that position until relieved by a Higher Ranking Officer. A tactical worksheet shall be initiated and utilized to assist in managing these types of incidents.
 - The Company officer will provide a size up, perform a 360, make first alarm assignments, and pass command upon arrival of the Higher Ranking Officer.
For a further explanation of Command options, refer to FIRESCOPE/Structure Fire Operations/ICS-500/Command Option (pg.10)
8. 5 PHASES OF AN INCIDENT
- The TFD has identified the five basic phases of a fire as:
- a. **ALARM PHASE**
Initial dispatch information, address of incident, units responding, nature of incident, time of day, map reference etc...
 - b. **EN ROUTE PHASE**
Ensure proper PPE, communicate route, primary/secondary water supply, in-cab resources, request additional resources and other pertinent information as needed (i.e. 2nd alarm or greater).
 - c. **ON SCENE PHASE**
 - i. ***APPROACH:*** Try to see 3 sides of structure if possible.
 - ii. ***Initial Radio Report***
Initial radio communications given by first on scene personnel.
 - a) Unit designation of the unit arriving on scene.
 - b) Brief description of incident situation (i.e. building size, occupancy, MVI, etc.)
 - c) Obvious conditions (working fire, Hazmat spill, multiple victims)
 - d) Brief description of action taken (i.e., hydrant taken, lines deployed, etc.)
 - e) Request or release resources as needed.

Torrance Fire Department Response Mapbook



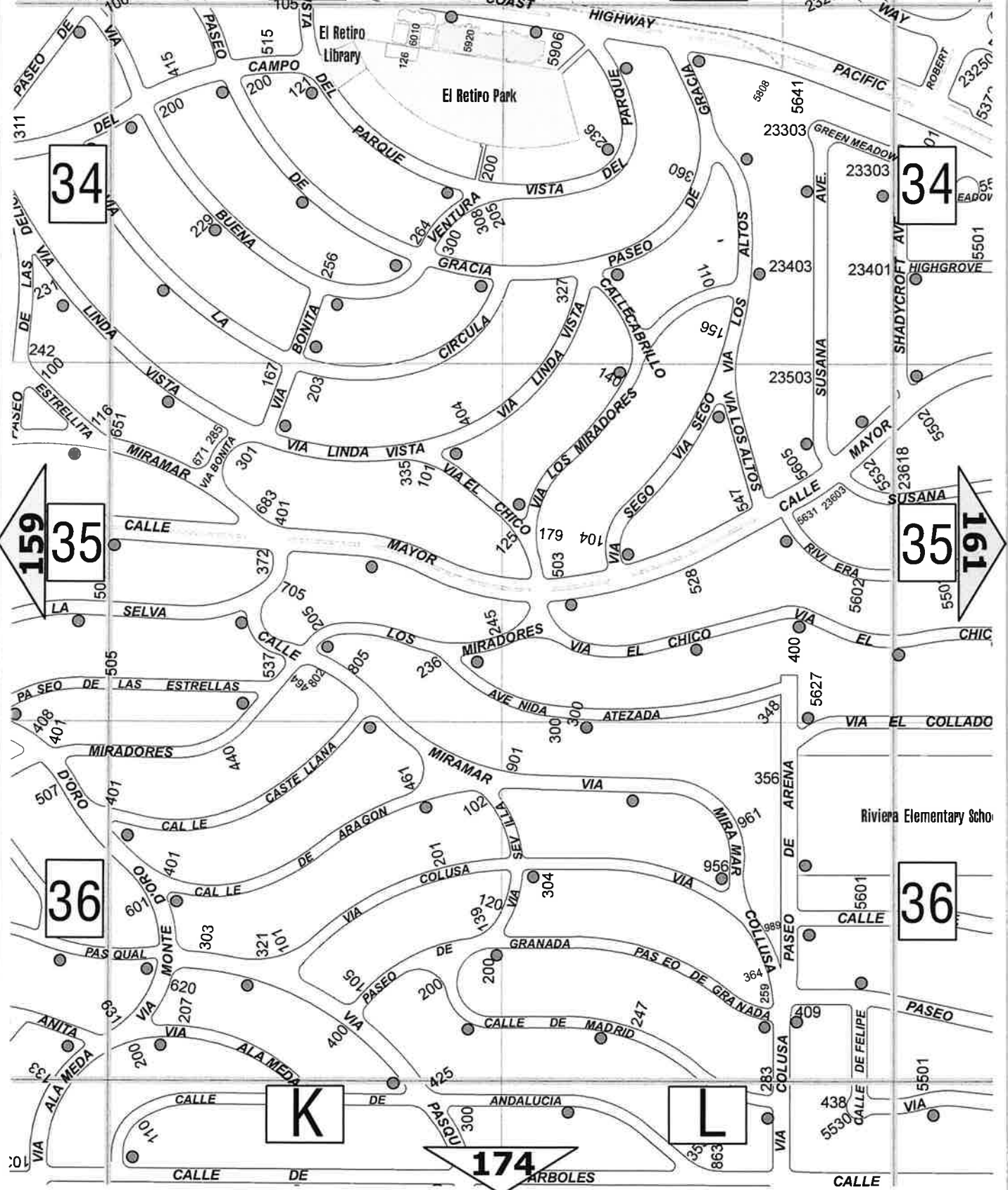
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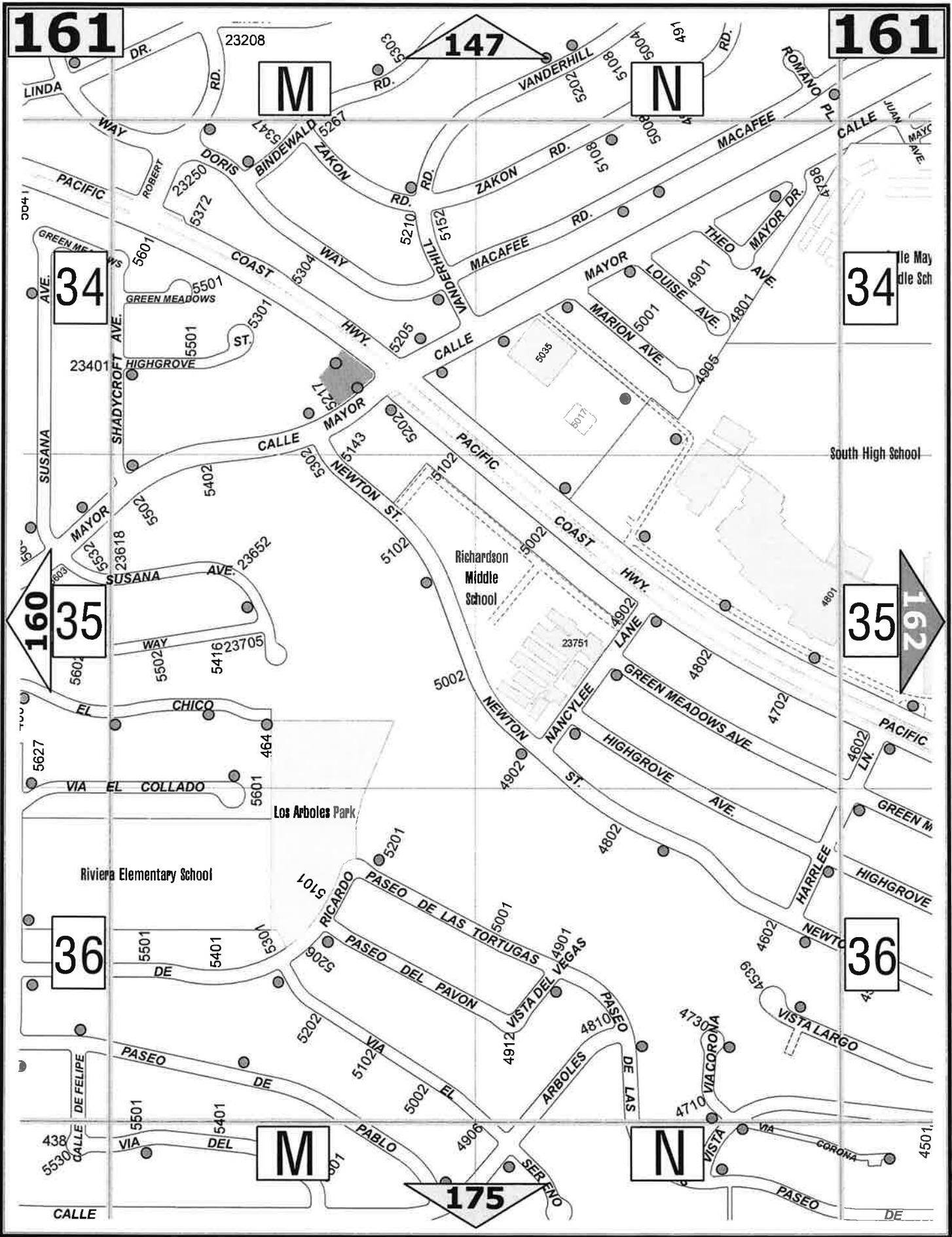
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Los Arboles Park

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TORRANCE FIRE DEPARTMENT



EMERGENCY OPERATIONS AND TRAINING

TRAINING BULLETIN

Optional Tactics for 3-0 Staffed Engine Company's

Date: January 12, 2022

I. INTRODUCTION

It is the foundation of the Torrance Fire Department (TFD) to begin every incident with safety first, and utilize risk management for the safety, efficiency, and effectiveness of operations. Emergency incidents are dynamic and provide significant risk to fire personnel. Decisions should be based or modified on a risk assessment and a continuous size up of current conditions. Our ability to make a safe and strategic fire attack is paramount.

TFD has recognized the need to adapt to a changing environment. The 1.4.1 Constant Staffing Rules – TFFA document states 06/03/2019 – Purpose #4 The Department may run down (1) partial position 0800-1700 hours for a member attending a prescheduled class, training event, meeting, or other department related events. Part of the plan to address the COVID Crisis for Ambulance Availability; a temporary joint agreement with TFFA and TFD to run down and staff BLS Ambulances was adopted. Currently a 3-0 Staffed Engine Company is one Captain, Engineer, and Fire Firefighter.

The intent and focus of this document is to:

1. Provide Guidelines and Options
2. Identify tactical guidelines and options as a 3-0 Engine Company during the TFD five basic phases of fire
3. Identify conditions when these tactics may be used
4. Describe the method used to safely initiate, engage, and monitor these tactics

I. ALARM PHASE

During this phase all personnel should be aware if their unit is 3-0 staffed.

II. EN ROUTE PHASE

If dispatch does not recognize the need for additional apparatus, the First-In Unit *may/should* contact dispatch for an additional unit.

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III. ON SCENE PHASE

During the Initial Radio Report, if the upgrade for an additional apparatus is needed, the First-In Unit *may/should* contact dispatch for an additional Engine Company. In the event multiple engines respond 3-0 it is the First-In Unit and/or the IC's responsibility to have additional engines respond to the incident. These units will assist with tasks such as staffing needs for RIC, Fire Attack, Ventilation, etc.

➤ Computer – Awareness of apparatus location

I. Options for Water Supply: First-In Engine Company without its Rescue

a. 3-0 Engine Company takes hydrant

i. Engine FF steps off engine and pulls 4" to hydrant, securing 4" with webbing to hydrant, then gets back on Engine ready to lay in. Captain assigns an incoming apparatus to complete hydrant operation.



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- ii. Engine FF steps off hydrant and wraps own hydrant, sending Engine to fire with only Captain and Engineer.
 2. Options for Water Supply: First-In Engine Company with its Rescue
 - a. 3-0 Engine Company has Rescue take hydrant
 - i. Rider steps off Rescue and takes 4" from Engine, wrapping hydrant. The Rescue driver should proceed to fire and assist the Engine FF with the hose lay.
 3. Options for Water Supply: Second Engine Company
 - a. Second Engine is assigned to take hydrant and lay to First On-Scene Engine

Equipment

1. 5' webbing/hose strap consistent with apparatus – attached on every last 50' section at 15' from end. <This will be purchased by Logistics, coordinated with the apparatus committee, and placed on each frontline and reserve fire engine>

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EMERGENCY OPERATIONS AND TRAINING

IV. CONDITIONS/METHODS FOR APPLICATION

First-In Engine Company/IC and B91 to consider 2 in vs 2 out
First-In Engine Company to consider Passing Command

V. CONCLUSION

As the fire service evolves and adapts to the trends and immediate impacts to our service, it is important for TFD members to remain aware of these changes. It is vital that all members recognize changes to operations and how their tactics may have to adapt. Therefore, it is important that we educate and train our members on these changes. The Training Division will ensure this is completed by posting this Training Bulletin, following up with an SOG, and applying discussions and hands on training with 3-0 Engine Companies at Company Officer meetings and Multi-Co. Drills.

2.2.4 Structural Firefighting-Single Family Residence Fire

Revision Date: 01/08/2017

Purpose

This document is an addendum and continuation of the General Fire Incident Mitigation Plan, the Tactical Guidelines for Structural Firefighting, and the Fire Suppression Reference Guide. It is imperative that these guidelines be read and thoroughly understood prior to the application of strategy and tactics unique to this specific document.

Standard Operating Guideline

A. Definitions: Single Family Residence (SFR): A structure intended to house one family.

B. Operations**1. KEYS TO INCIDENT RESOLUTION****a. STOP HORIZONTAL & VERTICAL SPREAD OF FIRE**

- i. Rapid deployment of initial attack line to locate, confine, and extinguish fire to room/floor of origin.
- ii. Aggressive ventilation to support interior operations (REVAS).
- iii. After initial attack line is established, based on fire conditions, deploy additional attack line(s) to reinforce fire attack, rescue, exposures, and/or ventilation.

2. TACTICAL OBJECTIVES - REVAS

(Rescue, Exposures, Ventilation, Attack, Salvage)

a. RESCUE**i. RESCUE OBJECTIVES:**

- a) Save viable victims (Based on Risk vs. Gain Analysis)
- b) Emergency medical care and transport of the injured.

ii. RESCUE PRIORITIES:**a) *SEARCH & RESCUE - INTERIOR PRIORITIES***

- Areas Most Severely Threatened (fire floor/room & above fire)
- Areas With Largest Number Of Victims (known or likely locations)
 - * Time of Day: Residential Night Time: bedrooms
Residential Daytime: living areas
 - * Check areas victims may seek for shelter (i.e. bathrooms, closets, under beds)
 - * Check perimeter of each room for victims trying to escape (doors, windows, etc.
- Remainder of the Hazard Zone
- Exposures

b) *SEARCH & RESCUE - EXTERIOR PRIORITIES*

- Identify Possible Escape Routes (windows, doors, balconies, etc.).
- Location & Rescue Of Trapped Victims (windows, doors, balconies, etc.)
- Identify Fire Location and Severity (If possible)

c) *COMMUNICATE BENCHMARK PRIORITIES*

- "Victims Found"
- Primary Search - "All Clear"
- Secondary Search - "All Clear"

d) *EMS RESOURCES AND TRANSPORT PRIORITIES*

- Ensure EMS resource/transport has been requested on-scene for potential victims & potential injured emergency personnel.
- iii. SEARCH & RESCUE - TACTICAL CONSIDERATIONS
- a) HOSE LINE FOR SEARCH & RESCUE
- When practical, take a hose line for search & rescue operations on the fire floor, and above the fire floor.
 - If time does not allow for the deployment of a hose line utilize a lifeline with a thermal imaging camera.
- b) DOORS
- Close doors to minimize fire spread/damage.
 - Mark doors of searched rooms.
- b. EXPOSURES
- Exposure hose lines allow us to ensure we stay ahead of rapid fire progress and contain fires to the smallest size container possible (i.e. room of origin, floor of origin, building of origin, etc.).
- i. EXPOSURE OBJECTIVES: Protect life exposures, and Stop horizontal/vertical fire spread.
- ii. EXPOSURE PRIORITIES: Consider placing hose lines to protect exposure priorities:
- a) LIFE EXPOSURE PRIORITIES
- Hose lines between fire & victims
 - Protect access & egress routes.
- b) EXPOSURE PRIORITIES - INTERIOR
- HALLWAYS & STAIRWAYS
 - * Priority should be placed on protecting the hallways and stairwells to limit fire spread and to provide access and egress for victims and fire personnel.
 - * Control doors to minimize fire extension.
 - ATTIC
 - * Check the attic as soon as possible for fire extension and hidden fire.
- c) ADJACENT ROOMS & ROOMS ABOVE FIRE:
- Check as soon as possible.
- d) SUB FLOORS
- Check for fire below & floor stability.
- e) CONTENTS
- Hazardous contents that could escalate the fire, &/or high value items.
- iii. EXPOSURE PRIORITIES - EXTERIOR
- a) OVERHANGS
- Assess and protect against collapse and fire spread.
- b) ADJACENT STRUCTURES
- c) VEHICLES
- d) POWER LINES, UTILITIES, ETC
- e) TREES, PLANTS, ETC
- iv. EXPOSURES - TACTICAL CONSIDERATIONS
- a) Exposure protection can be better projected if we understand where the fire is going, how fast it is going and then anticipating how much time hose line deployment takes.
- b) Well-calculated deployment times will allow us to place exposure lines in the path of a fire instead of getting behind it.
- c. VENTILATION

- i. VENTILATION OBJECTIVES:

Systematic removal of heat, smoke, and fire gases from the structure to support interior fire operations (REVAS) and to stop fire extension.

 - a) *VENT FOR LIFE* (Improve environment for rescue and fire operations)
 - b) *STOP HORIZONTAL & VERTICAL FIRE SPREAD*
 - c) *REDUCE PROPERTY DAMAGE*
- ii. VENTILATION PRIORITIES
 - a) SINGLE STORY OR FIRE ON TOP FLOOR
 - VERTICAL VENTILATION
 - * Vertical ventilation as close to over the fire as safely possible.
 - OVERHANGS
 - * Open back of overhangs (fascia, mansard, facade, etc.) to check for fire extension.
 - HORIZONTAL VENTILATION
 - * Coordinate horizontal ventilation needs with interior companies.
Be aware of Flow Paths.
 - b) MULTI-STORY FIRE BELOW TOP FLOOR
 - HORIZONTAL VENTILATION
 - * Coordinate with interior companies and vent windows to appropriate involved room(s) to provide horizontal ventilation.
Be aware of Flow Paths.
 - VERTICAL VENTILATION
 - * Vertically ventilate the top floor if smoke and /or heat conditions warrant.
 - ATTIC: Verify that fire/smoke has not extended into the attic.
- iii. VENTILATION ASSIGNMENT - CONSIDERATIONS
 - a) LADDERS: (Areas of strongest support, best route of travel, Minimum 2 ladders)
 - b) VENTILATION ASSESSMENT - Determine appropriate tactics.
 - c) ROOF SIZE UP - Conditions, Location, Safety Concerns, Roof Diagnostics
 - d) COORDINATE & COMMUNICATE WITH INTERIOR COMPANIES
 - Smoke/fire conditions & location.
 - Safety concerns: Collapse potential, A/C units, etc.
 - Conventional or Lightweight roof.
 - Fire involvement in the attic
 - Evaluation of completed actions or progress.
 - e) POSITIVE PRESSURE VENTILATION
 - PPV Requirements MUST be met; if any doubt, do NOT use during live-fire operations. Be aware of Flow Paths.
 - Consider after knock down to assist in clearing structure of smoke.
- iv. ROOF OPERATIONS - TACTICAL CONSIDERATIONS
 - a) READ THE ROOF - Before stepping off the ladder (Fire/smoke conditions, roof sagging, ventilators issuing smoke, roof hazards, etc.)
 - b) DETERMINE ESCAPE ROUTES & LADDER LOCATIONS (Minimum of 2).
 - c) SOUND THE ROOF- Always evaluate the roof integrity before stepping on it, and along the path of travel.
 - d) OBTAIN ROOF DIAGNOSTICS

- e) DETERMINE PATH OF TRAVEL (Exterior wall is often safest, avoid overhangs)
 - f) COMMUNICATE ATTIC INVOLVEMENT-When it is determined that fire is in the attic, communicate it to the IC and interior companies.
 - g) EXIT THE ROOF-After effective ventilation openings have been made, or if conditions become unsafe, immediately leave the roof.
- d. ATTACK
- i. FIRE ATTACK OBJECTIVES
 - a) LIFE PROTECTION
 - b) STOP HORIZONTAL & VERTICAL FIRE SPREAD.
 - c) SUPPORT AND/OR REINFORCE OTHER OBJECTIVES - REVAS
 - d) REDUCE PROPERTY DAMAGE.
 - ii. FIRE ATTACK PRIORITIES
 - a) ESTABLISH INITIAL ATTACK LINE (Based on fire conditions and location):
 - Priority is to protect life exposures (Hose between victim and fire). To accomplish this, it may mean an aggressive attack on the fire coordinated with ventilation to improve conditions/atmosphere.
 - Protect access & egress (Hallways and/or adjacent rooms). Consider, it may be necessary for the initial attack line to hold the fire in check until additional lines are stretched.
 - Priority should be placed on getting the first attack line operating properly with appropriate size, staffing, and location before stretching additional attack lines inside.
 - b) ADDRESS WATER SUPPLY -1st arriving engine should secure their own water supply when smoke and/or fire is showing
 - c) PROTECT ACCESS & EGRESS
 - d) LOCATE, CONFINE, & EXTINGUISH FIRE
 - e) SUPPORT/REINFORCE OTHER TACTICAL OBJECTIVES - REVAS
 - iii. HOSE EVOLUTIONS/PLACEMENT - CONSIDERATIONS
 - a) DO NOT PULL SHORT ON HOSE
 - b) MINIMUM 2 ATTACK LINES (Ideally)
 - c) 1 3/4" INITIAL ATTACK LINE (Ideal for speed, mobility, and gpm)- Based on conditions, consider 2 1/2" hose for secondary reinforcement hose lines.
 - d) AFTER INITIAL ATTACK LINE IS ESTABLISHED
 - Stretch additional hose lines to reinforce fire attack and/or protect exposures.
 - For multi-story SFR, fire on 1st floor, deploy hose lines to floor above to check for extension and primary search.
 - Based on conditions & CAN reports, consider 2 1/2" hose to back up fire attack.
 - Consider that at least 4 F/F's are required to properly stretch and advance 2 1/2" interior hose lines.
 - iv. CONSIDER FIRE ATTACK THROUGH THE FRONT DOOR -(Victim location, short/quick hose pull, near stairs, straight streams tend not to push fire)
 - v. PULL CEILINGS
 - a) STRATEGICALLY PULL CEILINGS (Ensure there is no fire overhead).
 - b) FIRE IS ISOLATED AND COMPARTMENTALIZED TO THE ATTIC -Salvage operations prior to pulling ceiling & extinguishment (Coordinate with ventilation operations)
 - vi. CHECK FLOOR INTEGRITY (Necessary as crews advance into structure)

- vii. CONTROL DOORS - Close doors to minimize fire spread/damage, and to help keep hallways tenable (access/egress).
- viii. MULTI-STORY STRUCTURE
 - a) Verify there is no fire on first floor before advancing to upper floors.
Don't pass fire to get to fire.
- e. SALVAGE
 - i. SALVAGE OBJECTIVE - Minimize property loss and start ASAP
 - ii. SALVAGE PRIORITIES
 - a) *MINIMIZE FIRE & SMOKE DAMAGE* -(Rapid fire attack coordinated with Ventilation, Control doors)
 - b) *MINIMIZE WATER DAMAGE* - (Nozzle control, Channel Water, Cover/Remove Contents)
 - iii. SALVAGE - TACTICAL CONSIDERATIONS
 - a) *ATTIC FIRES*
 - Salvage operation should be addressed early with attic fires.
 - If the fire is isolated and compartmentalized to the attic, begin salvage operations prior to pulling the ceiling and extinguishment (Coordinate with roof operations)
 - b) *NOZZLE CONTROL*- Good nozzle control can minimize water damage.
 - c) *COVER / REMOVE CONTENTS*
 - Covering and/or removal of property should begin as soon as possible.
 - Begin salvage as close to the fire as possible.
 - Secondary salvage operations are the floor below the fire with a priority of preventing water damage extending beyond this floor.
 - d) *CONTROL WATER FLOW*
 - Channel or divert water to drains or outside openings when possible.
 - On knock down, shut off and drain sprinkler system, and replace head
- 3. TASK ASSIGNMENTS - FURL
(Forcible entry, Utilities, RIC, Ladders)
 - a. FORCIBLE ENTRY/EXIT
 - i. ESTABLISH MULTIPLE ACCESS/EGRESS POINTS (For safety of fire personnel and escape for potential victims)
 - ii. CONSIDER AIR FLOW AFFECTS- Consider air flow & potential for escalating fire (Control openings if possible).
 - iii. COMMUNICATE ACCESS/EGRESS POINTS (Inform interior crews).
 - b. UTILITIES
 - i. CONTROL UTILITIES EARLY FOR FIREFIGHTER SAFETY
 - ii. CONSIDER CAUSE OF FIRE WHEN PRIORITIZING WHICH UTILITIES TO SHUT-OFF FIRST (Electrical, Gas, and Water)
 - c. RIC- FOLLOW RAPID INTERVENTION CREW SOGs
 - d. LADDERS
 - i. THROW MULTIPLE LADDERS (Minimum of 2 initially)
 - ii. PRIORITIZE PLACEMENT (Based on rescue problem and smoke/fire conditions)
 - a) First: Ladders to civilians requiring **immediate** rescue
 - b) Second: Ladders to balconies and windows where hose lines have been established via drop bag or coupling lower.

- c) Third: Ladders to support roof operations. A rapid fire attack coordinated with ventilation may be the best way to save the most people and property. With a rapid moving fire in a structure with high occupant load, the first ladder priority may be to support roof operations over rescue.
 - d) Fourth: Ladders to balconies & windows to give firefighters and civilians additional egress.
- iii. OVERHANGS
- a) When possible, avoid laddering unsupported overhangs, fascia, etc.
4. TYPICAL ASSIGNMENTS & PRIORITIES
- Based on Size-Up & CAN Reports.
- a. 1ST ALARM ASSIGNMENTS
- A/C
- Establish or assume command.
 - Ensure 360 size-up is completed.
- 1st Engine
- If first on scene, establish command, initiate 360 size-up, and fire attack.
 - 1st arriving engine should secure their own water supply when smoke and/or fire is showing.
 - Initiate fire attack on floor involved.
- 2nd Engine
- On arrival of A/C, assume appropriate division or reunite with company.
 - Ensure initial water supply is established.
 - If 1st Engine is IC, typical assignment will be assisting fire attack or back up fire attack, with the 1st Engine's crew assigned to 2nd Engine captain.
 - If A/C is on scene, with 1st Engine assigned to fire attack on fire floor, anticipate assignment of assisting or backing up fire attack.
If it is a multi-story building, anticipate being assigned to the division above the fire.
- 1st Truck
- Ensure initial attack line is in service prior to stretching second hose line.
 - Vertical ventilation with assigned Rescue.
- 1st Rescue
- If there is an immediate medical need, assign the rescue as Medical.
 - If no immediate medical, assign as needed. Consider Search & Rescue.
 - For first on scene responses of the 3 person truck, the first on scene rescue should be assigned to the truck.
- 2nd Rescue
- If there is an immediate medical need, assign the rescue as Medical.
 - If no immediate medical, assign as needed. Consider assigning to 3 person truck or Search & Rescue.
- b. 2ND ALARM ASSIGNMENTS
- 3rd Engine
- Establish and communicate location of an independent secondary water supply.
 - * For fourth and additional hoselines
 - * For failure of initial water supply
 - Assign as needed. Consider RIC
- 4th Engine
- Assign as needed. Consider RIC .
- 2nd Truck
- Ladders. Assign as needed.
- 3rd Rescue
- Assign as needed. Consider Medical/Rehab.
- c. ADDITIONAL CONSIDERATIONS
- i. There may be a need to assign a second or third alarm resource as Medical Group.
 - ii. Maintain a minimum of one engine or truck in staging until the benchmarks of "Knock down" and "All clear" are obtained.

- iii. If additional resources are needed, call for a 3rd alarm with station coverage. For further resource requests, call for a 4th alarm or single resources as needed.
- d. HILLSIDE (TERRACED) HOMES
 - i. The location of the fire must be found before pulling attack lines through the front door due to the risk of fire being below the residence at street level, resulting in a FF or company falling through a compromised floor.
 - ii. Fire Attack should be initiated, if possible, on the fire floor or floor below the fire, which may require this company to pull hoselines down the Bravo or Delta side yard of the residence to the fire floor(s) below street level (Subdivision 1, 2, etc.) where they can access the fire floor via a man door or other ingress.
 - iii. Companies operating above the fire floor must remain aware of the chimney effect that will result with smoke/fire moving from a subdivision floor level to the street floor level via the stairwell (FLOW PATH).

2.2.4.1 Structural Firefighting – Single Family Residence Fire Quick Reference Page

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KEYS TO INCIDENT RESOLUTION	1.	Stop Horizontal & Vertical Spread of Fire
	2.	Confine Fire to Room/Floor of Origin
RESCUE	1.	Address with Aggressive Fire Attack: Rapid Deployment of Initial Attack Line
	2.	Immediate Priority on Area Most severely Threatened (Fire Floor/Room & Above Fire), and Areas with Largest Number of Victims. <ul style="list-style-type: none"> • Consider Time of Day: Night Time=Bedrooms, Daytime=Living Areas • Check Perimeter of Each Room for Victims Trying to Escape.
	3.	Check Areas Victims May Seek Shelter (Bathrooms, Closets, Under Beds)
	4.	Tactical Considerations: If Possible, Search Off of Hose Line, Use Lifeline when Appropriate, Utilize TIC.
EXPOSURES	1.	Control Doors to Minimize Fire Extension
	2.	Check Adjacent Rooms & Rooms Above the Fire.
	3.	Check Attic for Fire Extension & Hidden Fire
	4.	Check Sub-Floors for Fire & Floor Stability
VENTILATION	1.	<u>Single Story or Fire on First Floor</u> Vertical Ventilation as Close to Over the Fire as Possible.
	2.	<u>Multi-Story or Fire Below Top Floor</u> <ul style="list-style-type: none"> • Coordinate with Interior Companies & Vent Windows to Involved Rooms.
	3.	Be Aware of Flow Paths.
ATTACK	1.	Priority on Initial Hose Line – Typical, 1 ¾” Through the Front Door.
	2.	After Initial Attack Line, Deploy Additional Hose Lines <ul style="list-style-type: none"> • Reinforce Fire Attack • Protect Exposures. • For Multi-Story SFR, Fire on First Floor, Deploy hose lines above to Check for Extension & Primary Search.
SALVAGE	1.	Minimize Property Loss by Initiating Salvage Operations ASAP.
	2.	Minimize Water Damage with Nozzle Control, Channeling Water, & Covering/Removing Contents
	3.	Initially, Address Water Damage for Units/Floors on Fire Floor & Below the Room Involved.
	4.	Salvage Ops are Higher Priority for Isolated Attic Fires