

Tactics and the Assessment Center

Presented by

Chief

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Background

- Miami Fire-Rescue 3/14/83 to 11/15/2014
- Fire Lieutenant 1988 to 1993
- Captain Dive Team 1993 to 1999
- Battalion Chief 1999 to 2009
- Deputy Fire Chief, Operations 2009
- AS Fire Science & AS EMS
- Miami Dade College Instructor 1985-1999
- Preparing promotional candidates of all ranks since 1999 with measurable results

Today's Goals

- Offer a system to run a tactical simulation in an **assessment center** to increase your score and GET PROMPTED.
- Demonstrate how to process tactical information (size-up), organize your thoughts, deliver effective orders, and track your resources (accountability) for **an actual call.**

Who is in the audience?

- When is your Assessment Center?
- Have you tested via AC before?
- If so, are you testing for the same rank or next?
- Ranks: Currently, testing for?
- Why are you here today?

Learning Objectives

- Tactical dimensions
- Identify testing formats
- Application of scenario rules
- Relate LIPE and RECEOVS
- Identify 4 phases of size up
- Introduce 12 step outline
- Implement 12 step outline on your exam

Tactical Dimensions

- Ability to evaluate fire scene (size-up)
- Ability to plan and direct fire attack
- Successfully coordinate numerous companies/resources
- Manage, assign, and monitor resources
- Knowledge of fire ground search, rescue, apparatus placement, water supply and ventilation procedures

Tactical Dimensions

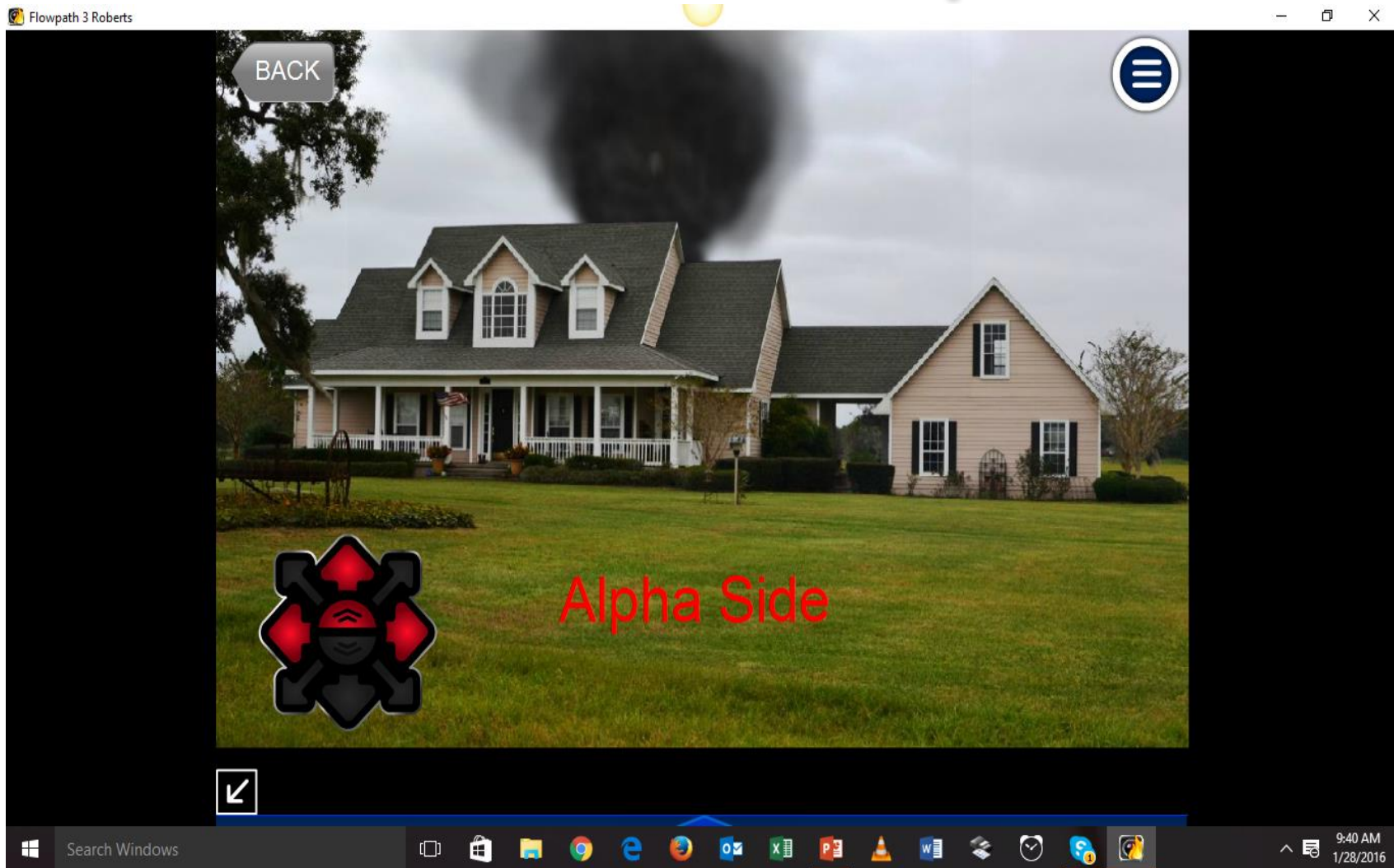
- Knowledge of departmental tactical policies, SOG's and standards
- Identifying and employing appropriate tactics based on situation
- Ability to modify tactical approach based on situational feedback
- Appropriate use of NIMS
- **NOTE:** Some vendors use a benchmark or check-off list of mandatory actions

Tactical *Recommendations*

➤ **Incident size-up:**

- ✓ Gathers and compares info from all sources
- ✓ Completes 360
- ✓ Secures relevant information (SME's)
- ✓ Identifies issues and effects
- ✓ Identifies relationships i.e. time vs occupants
- ✓ Identifies and prioritizes critical factors
- ✓ Integrates knowledge and criticality of factors

Arrival Report



Tactical *Recommendations*

➤ **Operational procedures:**

- ✓ Demonstrates knowledge and compliance with departmental policies, SOG's and standards
- ✓ Hits appropriate benchmarks: s/r, evacuation, etc.
- ✓ Maintains effective span of control
- ✓ Tracks all resources, utilizes staging as necessary
- ✓ Implements solutions through the appropriate use of manpower and equipment
- ✓ Evaluates the adequacy of the implemented solutions (continuous size up)

Tactical

Recommendations

➤ **Decision making:**

- ✓ Consistently uses available information to arrive at sound decisions and identify possible solutions
- ✓ Bases decisions on a logical analysis of situation
- ✓ Considers the consequences (risk/benefit analysis)
- ✓ Makes sound decisions in a timely manner
- ✓ Effectively integrates additional information into decision-making

Tactical

Recommendations

- **Successfully resolves incident**
- ✓ Follows up on citizens needs
- ✓ On scene debriefing and PIA
- ✓ Documentation: reports, records,
- ✓ Address economic impact
- ✓ Fire origin and cause
- ✓ Release of outside agencies
- ✓ Confirms orders by echo back policy

Tactical Scenario vs. Actual Emergency

What's the difference?



Types of Tactical Tests

- **-Straight static** – *no updates*
Very common format (big vendors)
- **-Modified static** – *updates at specific time intervals*
- **-Static with questions** – *updates with questions*
- **-Dynamic Role Play**– *radios, role players, updates from crews,*
 - *pictures, video, computer simulators*

Scenario Specifics

- **Stay within the time constraints**
- **Typical info given may include:**
 - Building information, pre-fire plans, videos diagrams, plot plans, elevations, pictures
 - Time, weather (wind/temp)
 - Fire and smoke conditions, exposures
 - Response levels, occupants, victims, etc.
 - Your role, when you arrive, 1st, 2nd
 - Difficulties, malfunctions, failures

Phases of Size-Up

Ongoing during all steps

- **Pre-incident size-up**
 - Pre fire plans, previous inspections, area expert
- **Alarm size-up**
 - Dispatch and additional info, updates in route, weather, time of day, occupancy, staffing
- **On scene arrival size-up**
 - SME's info, observations, 1st in unit updates, 360
- **Post incident size-up**
 - Investigator, debriefing, photos or video of the incident, PIA, SSD

Size Up: COALTWASWEALTHS

- Construction
- Occupancy
- Apparatus/staffing
- Life hazard
- Terrain
- Water supply
- Auxiliary appliances and aides
- Street conditions
- Weather
- Exposures
- Area
- Location of fire
- Time
- Height
- Special considerations

Size Up: SHE COPES

- Safety
- Hazards
- Egress
- Construction
- Occupancy
- Protection
- Exposures
- Smoke

Running a Tactical Scenario

- Rarely in real time-it's a simulation
- At your level of responsibility OR higher
- Chronological, logical order, **easy to follow**
- Ongoing size-up COALTWASWEALTH, SHE COPEs or what you feel comfortable with
- 8 Command functions
- Incident priorities – **L**_(x3) **I P E**_(x3)
- Strategic Issues - R E C E O S V
- Tactical plan - tactics, unit tasks
- Don't be in a hurry to pull lines
- Post fire duties and transfer of command

12 Step Static Tactical

1. Introduction
2. Pre-arrival
3. Arrival actions
4. Additional alarms
5. Resources/support
6. Incident priorities
7. Strategic goals
8. Tactical objectives
9. Tactics, tasks
10. Terminating scene
11. Post incident F/U
12. Summary/close

Intro

(step1)

- **Halo vs. Horn**
- Who you are, (who they say you are)
- Briefly explain your mission for today
- Demonstrate command presence
- One shot to make first impression
- Be brief based on this event

Pre-arrival Actions

(step 2)

- Actions once bell rings
- Time of day and impacts
- Actions in route, ask for updates
- Weather effects: wind, rain, temp.
- Evaluate issues affecting the scene
- Occupancy, pre-fire plan
- Safety concerns, staffing configurations
- Arrival reports, units responding
- Apply what you would do on a real scene to the "Tactical Scenario"
- (NOT SAID=NOT SCORED)

Arrival Actions

(Step 3) (first 5 minutes dictate next 5 hours)

- Arrival report (CAN)
 - reading smoke conditions
- Establish command (name, location, mode)
- Declare a Strategy-offensive or defensive
- 360 size-up
 - conduct risk vs. benefit analysis
- All actions taken revolve around the IP's = LIPE
- Staging-level I, II
- SME's
- Truck & line placement, H2O, F/A, S/R, ladders-s
- Re-set the Fire?

3 Modes of Command

- **Nothing Showing-investigating**
- **Mobile Attack**
 - Lasts only a few minutes
 - Incipient fires, content fires, you have sufficient resources
- **Command Mode-establish or assume**
 - Requires more resources than you have
 - Regardless of the type of unit
 - Recommend Command mode

Additional Alarms

(step 4)

- Call them early
- SAM, Location, Channel, Reason
- Validate all your actions
- Rapid intervention teams
- Special teams: HZMT, Dive, TRT
- Automatic Aid vs. Mutual Aid

Levels of Staging

if you call a 2nd, you better stage them

- **Level 1**

- Initial dispatch
- 2 blocks or 500' in direction of travel
- Engines
- Aerials
- Rescues
- SOG's

- **Level 2**

- Up, up, safe distance
- Staging area manager
- Radio channel
- Communications: don't call the IC
- Have one of each in reserve

Resources/Support

(step 5)

➤ **What else do I need**

- Administrative Help: CP aid, accountability
- Command Staff **Officers** x 3
- Benchmarks & Timers
- Outside agencies:
 - PD, chemtrec, DERM, Coast Guard
 - Utilities: power, gas, water
- Special equipment: tenders, supplies etc.

P.U.B.S.I.C.

- **Police:** crowd, traffic, perimeter control
- **Utilities:** power, gas, water
- **Benchmarks:** working fire, 10 minute updates, primary search, secondary, H2O on fire, fire under control, etc.
- **SME's:** Building keys, plans, occupancy
- **Investigators**
- **Command staff:** PIO, Safety, Liaison

Incident Priorities

(step 6) Stay in order

- **Life**
 - FF, civilian, others
- **Incident stabilization**
 - Extinguishment, mitigation
- **Property conservation**
 - Never risk lives to save property
- **Evidence preservation**
- **Economic Impact**
- **Environmental Impact**

Risk vs. Benefit Analysis

- Life = risk acceptable
- Property = some risk
- Nothing = no risk

Meet Incident Priorities

- **Life**-rescue, primary, evacuation, quick attack, RIC, accountability, PPE, PARS, TIC, span of control, rehab, protect egress, perimeter and collapse zones, safety officer, RBA, Re-set fire
- **Incident Stabilization**-stop forward progress
- **Property Conservation**-extinguishment, ventilation, proper salvage, SME, Pre-fire plans
- **Evidence/Economic/Environment**- overhaul, secure scene, chain of custody, investigator, proper salvage procedures, SME's, forcible entry

Strategic Goals to Address IP

(step 7) Implement as needed

Rescue/ASR

What tools used
Protect in place

Overhaul

When and why
tools new/old

Exposure protection

Prioritize, internal vs.
external, extension

Ventilation

Purpose
What form & why
Wind direction

Confinement

stop forward progress

Salvage

On arrival

Takes on many forms
Cover, move, remove

Extinguishment

GPM, line size
Fire flow formula
Back-up lines, hydrants

Tactical Objectives

To carry out strategic goals

(step 8)

- Give clear assignments and get feedback
- How do tactics fit in with the incident priorities and strategic goals
- Make sure all units are accounted for:
 - No lines = in route
 - One line = arrived
 - Two lines = assigned

Tactics

(step 9)

- Follow your policies, SOG's, standards
- Be realistic, don't overwhelm crews
- Get feedback (C.A.N.),
- PARS/RIT/Accountability
- Ensure all benchmarks are met
- Remember the basics:
 - Locate, confine, extinguish, fire flow formula
 - Unburned towards burned, No opposing streams
 - No simultaneous offensive & defensive strategy
 - 2 means of egress, ventilation, searches, evacuation, ladders, FDC, fire doors

Terminating Scene

(step 10) On scene actions

- Citizen needs satisfied—customer service
- Red cross, salvation army, business aide
- Media briefing
- Fire origin and cause
- Securing structure
- De-con, debriefing, injuries, tailboard PIA
- Acknowledge efforts & praise subordinates
- Releasing of companies
- Transfer of command (very detailed)
- CISD, CISM

Post Incident Follow Up

(step 11) Occurs off scene

- Follow up with citizen needs: community assistance teams, red cross
- Insure all reports are completed
- Follow up with your members
- Carry out post incident analysis (schedule)
- Review, Revise, Reward:
 - Policies, SOG's, Standards
 - Schools, Skills, Drills

Summary and Close

(step 12)

- Use remaining time to summarize
 - DO NOT give back time

- Close with a positive statement:

“I’m confident the actions taken have successfully mitigated this incident. That concludes my presentation.”

Tactical Difficulties

- All units converge
- Limited units
- Poor vehicle placement
- High heat & smoke
- Advancing fire
- Malfunctions
- Collapse
- Explosions
- Maydays
- RIC deployment
- Rescues
- Multiple victims
- Poor communication

Helpful Hints

- Do a visual 360, note everything you see
- Use all info given in YOUR scenario
- Don't jump into putting out the fire
- Validate your actions by stating "why"
- **NOT SAID = NOT SCORED**
- Develop a key word/phrase list
- Identify command, staging, and ASR
- Timer, timer, timer
- Pre-plan potential events
- Video and audio taping practice

Review

1. Introduction
2. Pre-arrival
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Questions

