Marketing Fire Prevention in Your Community

MFPC-Student Manual

1st Edition, 1st Printing-August 2001

FEMA

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U.S. DEPARTMENT OF HOMELAND SECURITY

FEDERAL EMERGENCY MANAGEMENT AGENCY

UNITED STATES FIRE ADMINISTRATION

NATIONAL FIRE ACADEMY

FOREWORD

On March 1, 2003, the Federal Emergency Management Agency (FEMA) became part of the U.S. Department of Homeland Security. FEMA's continuing mission within the new department is to lead the effort to prepare the nation for all hazards and effectively manage federal response and recovery efforts following any national incident. FEMA also initiates proactive mitigation activities, trains first responders, and manages the National Flood Insurance Program and the U.S. Fire Administration.

FEMA's U.S. Fire Administration (USFA) serves as the agency fire protection and emergency response community expert. It is located at the National Emergency Training Center in Emmitsburg, Md., and includes the National Fire Academy and the Emergency Management Institute. The mission of the USFA is to save lives and reduce economic losses due to fire and related emergencies through research and training, public education and coordination with other federal agencies and fire protection and emergency service personnel.

To achieve the USFA's legislated mandate (under Public Law 93-498, October 29, 1974), "to advance the professional development of fire service personnel and of other persons engaged in fire prevention and control activities," the USFA's National Fire Academy offers a diverse delivery system. Courses are delivered at the Emmitsburg campus and throughout the nation in cooperation with state and local fire training organizations.

TABLE OF CONTENTS

COURSE BACKGROUND AND INTENT

Marketing Fire Prevention in Your Community is the third in a series of prevention and mitigation courses geared toward the needs of small communities and rural departments. The first in this series, *Fire Prevention for First Responders and Small Departments*, was a motivational course to create passion for prevention in fire suppression personnel. The second in this series, *Prevention and Mitigation Advocacy for Small Department Responders*, was a course to shift motivation from insight and awareness to advocacy. The course assisted in showing the resources and allies for use in fire prevention.

In this third course, you go one step further and begin developing a marketing plan for fire prevention using resources from the first two courses and those already in place in your communities. After completing this course, you will have a draft marketing plan that will outline target hazards, and present allies, as well as opponents, who may be available within your community. Fire prevention can make a difference.

COURSE SCHEDULE

Module 0:	Introduction and Course Overview
Module 1:	Prevention and Impact
Module 2:	The Long-Term Impact of Fire
Module 3:	Project Impact: Community Effects and Applications
Module 4:	Application of Prevention Strategies
Module 5:	Summary

SCHEDULE

Day 1	Day 2
Module 0: Introduction and Course Overview Module 1: Prevention and Impact Module 2: The Long-Term Impact of Fire Video	Present Case Studies and Video Module 3: Project Impact: Community Effects and Applications Module 4: Application of Prevention Strategies
Lunch	**Lunch**
Case Studies	Develop Marketing Plan Present Marketing Plan Module 5: Summary

MODULE 0: INTRODUCTION AND COURSE OVERVIEW

INTRODUCTIONS AND EXPECTATIONS

Instructor introduces himself or herself and gives a brief background of his or her experience and qualifications.

You will write your name on the table tents and introduce yourself.

ADMINISTRATIVE REQUIREMENTS

The instructor will check the roster and ensure that all students have Student Manuals (SM's).

The instructor will give you:

- class schedules;
- location of phones, restrooms, vending machines, and exits; and
- other pertinent administrative materials.

INTRODUCTION

The course is designed to assist you in starting your marketing plan for a fire prevention program in your communities.

- Fire prevention is usually a hard sell.

- Fire prevention is not as glamorous as fire suppression.

- Often the community understands why a new fire truck or other equipment is needed, but not why it should spend money and time on fire prevention.

- Marketing fire prevention is, for many departments, a break in tradition.

- Smaller communities often face a difficult time convincing officials to fund fire prevention.

This course will assist you in creating a plan to "sell" fire prevention if your fire department is truly going to be successful in reducing the impact of fire in the community.

MISSION STATEMENT

Look at the traditional mission statement of most fire departments. Where does prevention come in the statement? What are the priorities of most fire departments?

COURSE OVERVIEW

This course is a follow-on course to courses one and two for *Fire Prevention in Small Communities*.

As fire service personnel, you must be able to identify the impacts that fires have on your communities, especially those negative impacts that an effective fire prevention program could have prevented.

You must be able to use your knowledge to obtain support from the community and its leaders.

This course will help you develop a plan to sell fire prevention to your community leaders.

MOTIVATOR

The instructor will ask questions to find out what you know. "An ounce of prevention is worth a pound of cure" is still a valid statement.

A good analogy for fire prevention is in the pencil story. Fire suppression should be the eraser on a pencil. We must have fire suppression, but we don't want to rely on it. Like the lead in a pencil, fire prevention should be the main focus.

CHALLENGE FOR THE FUTURE

Stop thinking that fires are inevitable.

Think of ways to prevent fires and save lives.

Think of ways to encourage community involvement more than once a year in October when the fiscal year begins and money is available.

Think of ways to "sell" fire prevention before disaster strikes.

MODULE 1: PREVENTION AND IMPACT

TERMINAL OBJECTIVE

The students will be able to predict target hazards in their own community and apply the Three E's of fire prevention.

ENABLING OBJECTIVES

The students will:

1. *Identify the most probable local target hazards in their communities.*
2. *Further define the Three E's of fire prevention.*
3. *Identify and explain four ways fire potentially can affect a community.*

INTRODUCTION AND OBJECTIVES

This module gives a brief overview of the topics covered in the *Fire Prevention in Small Communities* courses one and two. Fire prevention is an area for which many community leaders are not always quick to provide funding. Knowing your community's target hazards, using the Three E's of fire prevention, and showing the long-term impact fire can have on a community allow you to build a successful fire prevention campaign and to sell it to community leaders.

At the conclusion of this module, you will be able to:

- Identify the most probable local target hazards in your communities.
- Further define the Three E's of fire prevention.
- Identify and explain four ways fire potentially can affect a community.

TARGET HAZARDS

Class Brainstorming

Within the fire service, the term **target hazard** traditionally has been used to identify **fire suppression** concerns. We need to rethink this concept and apply it to **fire prevention**. Rather than evaluating what actions the department may take if a fire occurs in the target hazard, we need to identify and evaluate what actions the department can take to prevent a fire from occurring. What constitutes a **target hazard** can vary from one community to another.

A target hazard is determined by such factors as:

- building occupants:

  - number of occupants,
  - age of occupants, and
  - physical/mental condition of occupants;

- building construction:

  - type of construction,
  - means of egress,

- features of fire protection, and
- height of the structure;

- distance and response time of the fire department; and
- capability of the fire department to handle an incident in a particular building.

Identifying Target Hazards

What are some of the target hazards in your community? The following activity will assist you in listing your target hazards. Keep this list for later use in the course.

Activity 1.1

Your Target Hazards

Purpose

To practice identifying target hazards and determining why a structure represents a target hazard.

Directions

1. For each typical target hazard listed on the worksheet, determine which structures qualify as target hazards in your community. Since each community is different, some target hazards may not apply, and some may be hazards for more than one reason. You may have more than one answer for each blank.

2. Describe the rationale for identifying a structure as a target hazard.

3. You have 5 minutes to complete the worksheet.

Example

School: *Saint Someone's* Why: *Older structure and type of flooring*

Industry: *Some factory* Why: *Makes flammable products or uses flammable ingredients in manufacturing*

Occupancy Type	Actual Target Hazard	Rationale
1. School	Saint Someone's	Older structure and type of structure
2. Industry	Some factory	Makes flammable products or uses flammable ingredients in manufacturing
3. Prison		

Activity 1.1 (cont'd)

Worksheet

Occupancy Type	Actual Target Hazard	Rationale
1. School		
2. Industry		
3. Prison		
4. Hospital		
5. Church		
6. Place of meeting		
7. Stadium or venue		
8. Residential facility		
9. College or university		
10. Other		

THE THREE E'S OF PREVENTION

The Three E's are a product of the President's Fire Prevention Conference of 1947. President Harry S. Truman called for, hosted, and participated in this event. The participants in the conference were considered to be the "brightest minds" in America at that time. The purpose of the conference was to identify various ways to prevent fires. While the United States military had used the Three E's previously in relation to safety considerations, the conference attendees formally applied the Three E's for the first time to fire prevention. The Three E's are Engineering, Education, and Enforcement.

Engineering

The conference recommended that fire safety design be incorporated into our nation's engineering and architecture schools. Today, fire safety design programs are offered by the University of Maryland, the Worchester Polytechnic Institute, Oklahoma State University, and a few others. However, in many, if not most, schools of engineering and architecture, fire safety, fire prevention, or the study of building and fire codes receive little attention in the course curricula. In an effort to address this problem, the National Fire Academy (NFA) has developed a self-study, interactive CD-ROM program entitled "Fire Safe Building Design."

Since 1947, many advances have been made in design, function, and effectiveness of various types of fire protection systems. Many of these advances have been made by graduates of programs such as those at the University of Maryland, the Worchester Polytechnic Institute, and Oklahoma State University working with various research facilities, fire protection firms, fire departments, testing laboratories, and government agencies.

Education

The basic purpose of prevention education is to change behaviors as they relate to fire safety and prevention. Fire departments have historically been involved in promoting the "Junior Fire Marshal" program, "Smokey Bear," home safety inspections, and other similar education programs.

Only in recent history have fire departments begun to employ full-time public fire educators and aggressively promote the implementation of professional fire safety programs in the community. One of the most often used programs is the "Learn Not to Burn"™ curriculum developed by the National Fire Protection Association (NFPA). This program is designed

to allow teachers to easily incorporate fire safety concepts into instruction in the school.

"Risk Watch," a program jointly developed by NFPA and Lowe' s Home Safety Council, with U.S. Fire Administration (USFA) involvement, builds upon the "Learn Not to Burn"™ program. "Risk Watch" expands into other areas, such as motor vehicle safety and poisoning prevention, in a general effort to prevent accidents. Materials and programs also are available from the National Safety Council (NSC) and the USFA.

Enforcement

Enforcement is probably the most unpopular method for achieving building or fire code compliance. Communities can achieve a higher level of fire prevention or safety when people are motivated to "do the right thing," and to correct violations in a timely manner. However, you may need a more aggressive approach in order to achieve compliance. Local and State laws vary, but communities generally achieve more effective enforcement by implementing one or more of the following methods:

- Notice of violations: In most cases, some type of advance notice is needed to inform individuals that they may be in violation of applicable codes. Proper documentation, including a brief description of the violation, the compliance period, and a re-inspection date generally are required before any penalties can be assessed.

- Citations: Issuing citations is the least aggressive method of assessing penalties. The actual monetary penalty can vary widely, from as little as $25 to as much as $10,000.

- Criminal penalties: Assigning criminal penalties is usually reserved for the most serious of violations. Depending upon local and State laws, the assistance of a law enforcement official may be required when criminal penalties are assessed.

- Administrative warrants: While most building owners and occupants will consent readily to having an inspection conducted, they may sometimes refuse entry to the inspector. If they deny entry, then a magistrate or other court official may issue an administrative warrant that permits an inspector to gain entry legally to private property. Depending upon local and State laws, how and when such warrants can be issued varies. Establish guidelines so that, in the event entry is denied, the inspector will be able to obtain the necessary warrant in an expedient fashion.

- Permits:

  - Many code enforcement agencies issue permits to citizens allowing them to:

    -- Maintain, store, or handle hazardous materials;
    -- Conduct processes that produce conditions hazardous to life or property;
    -- Install equipment used in connection with such activities; or
    --Install or modify any fire protection system or equipment.

  - While many jurisdictions set fees to recover the costs associated with inspections and the issuance of permits, the primary purpose of permits is to function as an enforcement tool, not to make money. Code violations can result in a permit being revoked and operations ceased.

APPLY THE THREE E'S TO THE TARGET HAZARDS

The following group activity will assist you in applying the Three E's to target hazards.

Activity 1.2

Apply the Three E's to the Target Hazards

Purpose

To identify the Three E's that apply to each target hazard.

Directions

1. Discuss your communities' target hazards in your small group.

2. Select, then list, the top five of your group's target hazards on the following worksheet.

3. Determine the best one of the Three E's (engineering, education, or enforcement) your group feels would be the most effective in preventing a fire and briefly explain why. (All three E's will apply, but consider which one would be best.)

4. Your group will have approximately 20 minutes to complete the worksheet.

Example

Target Hazard	Most Effective E
1. Saint Someone's Academy	Enforcement--ensure the sprinklers work, doors remain unlocked, students have fire drill practice
2.	
3.	
4.	
5.	

Example

Activity 1.2 (cont'd)

Worksheet

Target Hazard	Most Effective E
1.	
2.	
3.	
4.	
5.	

TYPES OF IMPACT

The impact or potential impact of fire often is measured in monetary terms, that is, in the value of the building and its contents and the subsequent loss of jobs and tax revenue. While monetary concerns are real and should be considered, other factors are equally important, such as organizational, legal, political, and psychological. Each one of these factors will be considered in depth as we progress through this course.

LONG-TERM IMPACT OF FIRE

The group activity that follows allows you to decide what long-term impact a fire could have on a community.

Activity 1.3

Long-Term Impact of Fire

Purpose

To see how identifying the target hazard and the best fire prevention method work together to affect the community positively.

Directions

1. Using your list of target hazards, list the five target hazards you feel present the biggest difficulties in your community. Write those in the spaces provided on the worksheet that follows.

2. In the second column, list the long-term impact(s) **(legal, psychological, political, or organizational)** that a fire at each particular target hazard could have on the community.

3. You will have approximately 10 minutes to complete the worksheet before presenting your findings to the group.

Example

Target Hazard	Long-Term Impact(s)
1. Saint Someone's Academy	Would the school reopen? Loss of lives of children, lack of confidence in the schools and the fire department--organization and psychological
2.	
3.	
4.	
5.	

Example

Activity 1.3 (cont'd)

Worksheet

Target Hazard	Long-Term Impact(s)
1.	
2.	
3.	
4.	
5.	

SUMMARY

We have reviewed much of the information presented in Courses 1 and 2. Specifically, in this module, we have

- identified the most probable local target hazard in your community;
- further defined the Three E's of fire prevention; and
- identified and explained the four ways fire potentially can affect a community.

MODULE 2:
THE LONG-TERM IMPACT OF FIRE

TERMINAL OBJECTIVE

The students will be able to assess the dramatic effects fire has on a community.

ENABLING OBJECTIVES

The students will:

1. *Describe the four types of impact and provide examples of each impact.*

2. *Evaluate case studies and determine the types of impact the fire had on the community.*

INTRODUCTION

We have discussed target hazards, the Three E's, and the impact fire has on a community. Now we will look more closely at some fires, and the impact they had on the communities where they occurred.

OBJECTIVES

At the conclusion of this module, you will be able to:

- Describe the four types of impact and provide examples of each impact.

- Evaluate case studies and determine the types of impact the fire had on the community.

THE IMPACTS

Fires take their toll on a community in various ways. The effect or costs can be measured not only in monetary value, but also in:

- organizational;
- legal;
- political; and
- psychological impacts.

The immediate effects of fires:

- lives lost;
- bodily injury; and
- loss of homes and places of employment.

Long-term effects include

- higher insurance premiums;
- lost jobs and income;
- medical costs; and
- effects on fire protection.

ORGANIZATIONAL IMPACT

One way a fire may affect the community is within the fire department itself. When an incident occurs resulting in a substantial structural loss, death, or serious injury, the fire department itself can be affected both directly and indirectly. Since the fundamental goal of a fire department is to save lives and property, some individuals within the department may feel they have failed, or that the department is not up to standard. When these feelings occur, personnel may leave. Recruiting new members also may become more difficult.

If the fire department is not successful in its mission, it may have difficulty obtaining community support for funds and equipment.

An incident also may affect the department in terms of increased operating costs and lost or damaged equipment.

LEGAL IMPACT

In today's legal environment, any type of incident can generate civil litigation. A tenant may bring litigation against a building owner for monetary loss, death, or injury. In the case of tenant-occupied properties, the building owner may pursue litigation if the tenant was in some way responsible for the cause or spread of the fire. An owner may bring litigation against the fire department itself if he/she believes that the department failed to take proper and appropriate actions in the area of fire prevention.

Regardless of the underlying reason, litigation results in substantial financial costs and time lost by both parties. While the fire may be over in a matter of hours, the subsequent litigation may continue for several years.

POLITICAL IMPACT

A fire loss can have political effects. These can include loss of jobs, reduction in the tax base, loss of housing units, increases in insurance ratings/costs, and abandoned buildings. These conditions also can result in a deterioration of areas or neighborhoods, which in turn provides a breeding ground for additional fire losses. The political leaders of the community also may be faced with issues of providing temporary shelter and financial aid.

Political issues may affect the department as well as elected officials. People may see an official as a failure if the economy drops due to a fire.

A fire may cause people to lose faith in their fire department and, in turn, in their city officials. The political impact may not show up until years later at an election time.

PSYCHOLOGICAL IMPACT

Nearly every fire has a psychological effect on the survivors. Survivors include property owners, tenants, burn victims, family and close friends of those injured or killed, department members, and the community at large.

As every member of the fire department knows, fire can inflict painful and serious damage on an individual. It can destroy body tissues to such a degree that basic life functions are forever impaired. An individual may be so disfigured that normal social or personal activities are impossible. Additionally, the experience of being engulfed in flames quite often leaves psychological scars so severe that the memory interferes with the person's ability to cope with everyday activities. The experience of being trapped in a fire and severely burned is so frightening that it produces anxiety, sleeplessness, and a constant reliving of the event for a considerable period of time.

Close family members and friends of the burn victim may have to struggle to meet the costs of ongoing medical treatments. Additionally, family may struggle to reconcile themselves to the disfigurement and come to grips with the conflicting feelings of resentment, guilt, and compassion related to the injury or death.

Members of the fire department also may struggle with what they perceive to be their failure to prevent the death or injury.

The survivors also may have to cope with the loss of their home, business, place of employment, and personal and family possessions. While insurance may be able to replace many of the physical items, some items are irreplaceable, and no amount of insurance can replace the sentimental or psychological connections to certain possessions.

CASE STUDIES AND CLASS PRESENTATIONS

The remainder of this unit covers real-world case studies. On the second morning, each group will present two case studies. The instructor will randomly select who presents which case study.

Activity 2.1

Identifying Impacts

Purpose

To evaluate the impact fire has on a community and to focus on the organizational, legal, political, and psychological impacts to promote fire prevention.

Directions

1. Using the worksheets and the case studies provided, read and discuss each of the case studies and complete a worksheet for each.

2. Prepare a 5-minute oral presentation on each case study.

3. You have the remainder of the day to prepare for your presentations tomorrow morning.

Example

Title of Case Study: *Saint Someone's Academy*

Organizational Impact (on the fire department): *Three children died, and the department feels the loss since it is a small community.*

Legal Impact: *The school is being sued, so it may not re-open. The church sponsoring the school bears the cost. Firefighters are being called to testify.*

Political Impact: *None seen thus far.*

Psychological Impact: *Loss of children, school is gone, children scared to go to school, students need counseling, meeting place gone, church is not being supported.*

Which is the greatest impact? *At present, psychological seems to be the greatest.*

What steps could have been taken to prevent this loss (the Three E's)? *Education--so the children knew what to do. Enforcement--doors should not be chained shut!*

Who/What are the interested parties? (Who could you sell fire prevention to?) *School board, church, parents, and students.*

Other notable items (if applicable):

Activity 2.1 (cont'd)

Case Study 1

Case Study 1: TECH MET, Glassport, Pennsylvania, 1997

Organizational Impact (on the fire department):

Legal Impact:

Political Impact:

Psychological Impact:

Which is the greatest impact?

What steps could have been taken to prevent this loss (the Three E's)?

Who/What are the interested parties? (Who could you sell fire prevention to?)

Other notable items (if applicable):

Activity 2.1 (cont'd)

Case Study 2

Case Study 2: WINTHROP BLOCK, Abington, Massachusetts, 1998

Organizational Impact (on the fire department):

Legal Impact:

Political Impact:

Psychological Impact:

Which is the greatest impact?

What steps could have been taken to prevent this loss (the Three E's)?

Who/What are the interested parties? (Who could you sell fire prevention to?)

Other notable items (if applicable):

Activity 2.1 (cont'd)

Case Study 3

Case Study 3: GEM BUICK, Rockland County, New York, 1996

Organizational Impact (on the fire department):

Legal Impact:

Political Impact:

Psychological Impact:

Which is the greatest impact?

What steps could have been taken to prevent this loss (the Three E's)?

Who/What are the interested parties? (Who could you sell fire prevention to?)

Other notable items (if applicable):

Activity 2.1 (cont'd)

Case Study 4

Case Study 4: SINGLE FAMILY DWELLING FIRE, Prince George's County, Maryland, 1997

Organizational Impact (on the fire department):

Legal Impact:

Political Impact:

Psychological Impact:

Which is the greatest impact?

What steps could have been taken to prevent this loss (the Three E's)?

Who/What are the interested parties? (Who could you sell fire prevention to?)

Other notable items (if applicable):

Activity 2.1 (cont'd)

Case Study 5

Case Study 5: WEST POINT and DOWLING SCHOOLS, Cullman County, Alabama, 1996

Organizational Impact (on the fire department):

Legal Impact:

Political Impact:

Psychological Impact:

Which is the greatest impact?

What steps could have been taken to prevent this loss (the Three E's)?

Who/What are the interested parties? (Who could you sell fire prevention to?)

Other notable items (if applicable):

Activity 2.1 (cont'd)

Case Study 6

Case Study 6: HARPER LODGE at DENALI, McKinley Park, Alaska, 1996

Organizational Impact (on the fire department):

Legal Impact:

Political Impact:

Psychological Impact:

Which is the greatest impact?

What steps could have been taken to prevent this loss (the Three E's)?

Who/What are the interested parties? (Who could you sell fire prevention to?)

Other notable items (if applicable):

Activity 2.1 (cont'd)

Case Study 7

Case Study 7: ST. MATTHEW LUTHERAN CHURCH, Williamsport, Pennsylvania, 1996

Organizational Impact (on the fire department):

Legal Impact:

Political Impact:

Psychological Impact:

Which is the greatest impact?

What steps could have been taken to prevent this loss (the Three E's)?

Who/What are the interested parties? (Who could you sell fire prevention to?)

Other notable items (if applicable):

Activity 2.1 (cont'd)

Case Study 8

Case Study 8: JEFFERSON DORMITORY, Williamsburg, Virginia, 1983

Organizational Impact (on the fire department):

Legal Impact:

Political Impact:

Psychological Impact:

Which is the greatest impact?

What steps could have been taken to prevent this loss (the Three E's)?

Who/What are the interested parties? (Who could you sell fire prevention to?)

Other notable items (if applicable):

Activity 2.1 (cont'd)

Case Study 9

Case Study 9: GORDON'S MARKET, Union, Maine, 1997

Organizational Impact (on the fire department):

Legal Impact:

Political Impact:

Psychological Impact:

Which is the greatest impact?

What steps could have been taken to prevent this loss (the Three E's)?

Who/What are the interested parties? (Who could you sell fire prevention to?)

Other notable items (if applicable):

Activity 2.1 (cont'd)

Case Study 10

Case Study 10: CENTENNIAL CONDOMINIUMS, Austin, Texas, 1996

Organizational Impact (on the fire department):

Legal Impact:

Political Impact:

Psychological Impact:

Which is the greatest impact?

What steps could have been taken to prevent this loss (the Three E's)?

Who/What are the interested parties? (Who could you sell fire prevention to?)

Other notable items (if applicable):

VIDEO

The video presents challenges firefighters will face in fire prevention. You should analyze the fires for their impact and what fire prevention efforts could have lessened the seriousness of the fires. The second half of the video presents two more serious fires. One fire was a success story.

SUMMARY

During this module we have looked at the four types of impact and analyzed fires that affected communities forever. Using the lessons learned from these fires, you will be able to help prevent such tragedies.

CASE STUDIES

CASE STUDY 1:
TECH MET
GLASSPORT, PENNSYLVANIA, 1997

BACKGROUND INFORMATION AND GUIDED DISCUSSION QUESTIONS

CASE STUDY 1: TECH MET

The community of Glassport is located on the Monongahela River roughly 16 miles south of Pittsburgh, Pennsylvania. The population of the city is approximately 5,582. The land area is approximately 1.7 square miles. A volunteer department provides fire protection.

Fire at Industrial Site Destroys 10 Businesses

Volunteer Fire Departments Sustain Over $400,000 In Damage to Apparatus & Equipment

Jay K. Bradish

A massive fire at an industrial complex in southwestern Pennsylvania not only destroyed 10 businesses but also caused more than $400,000 in damage to fire apparatus and equipment from several volunteer fire departments.

On Jan. 31, 1997, at 8:38 p.m., the two volunteer fire departments in Glassport, PA, were dispatched to a structure fire at Tech Met, located in an industrial park that contained eight other businesses. Citizens Hose Company 1 (Station 22) responded with Engines 22-1 and 22-2 and Squad 22 with 40 firefighters under the command of Chief Daniel Kolick. Reliance Hose Company 2 (Station 23) sent Engine 23-1 and Truck 23, an 85-foot aerial, with 33 members under the command of Chief Darwin Levkus.

Arriving on the scene at 8:40, Kolick saw heavy fire venting from the second-story front of the Tech-Met complex and established command. This area of the structure had been covered with corrugated fiberglass sheeting that had already burned through. Flames were extending 15 feet out of the front of the building and 50 feet high in a mass of different colors.

Kolick directed first-in Engine 22-2 to take a hydrant inside the complex in front of Kunze Custom Design, which is on a six-inch private water supply. This engine hooked on to the hydrant with two three-inch supply lines. Engine 23-1 laid an 800-foot length of five-inch supply line from a hydrant at the corner of 9th and Monongahela Avenue into the complex. This hydrant was on a 12-inch main on the municipal water system. Engine 23-1, Truck 23 and Engine 22-1 then positioned on side 1 of the complex.

Attacks with a 2½-inch pre-connect from Engine 22-2 by four firefighters under Glassport Captain Ken Brownfield was made through the mail door of Tech-Met. This operation was immediately halted due to dust explosions occurring in the ceiling area caused by a buildup of aluminum and copper dust from prior manufacturing operations. A defensive mode of operations was initiated with one 2½-inch line and a deck gun operating into the roof area of side 1. Engine 23-1 and Truck 23 also set up master-stream operations on the north side of the building. A crew of firefighters was sent into the Kunze building to check for fire extension to the south.

Kolick immediately requested a second alarm, which brought Liberty Boro Engine 8-1, Clairton Engine 46-1 and TeleSqurt (TS) 46, and City of McKeesport EP-1, a 75-foot aerial, to the scene. Elizabeth Township Central (Station 7) was put on standby for Liberty Boro (Station 8) and West Mifflin No. 3 (Station 28) moved to Citizens Hose Company 1.

Engine 8-1 arrived on scene at 8:53 and hooked onto the hydrant at 9th and Monongahela and pumped the five-inch supply line that was laid by Engine 23-1. Clairton units were directed to set up at the rear (side 3) of the complex. Engine 46-1 hooked up to a private hydrant on a six-inch main at the rear of the building with a 100-foot-long five-inch supply line. A 100-foot five-inch supply line was laid to TS-46 from Engine 46-1. Station 23 Chief Levkus and Station 22 Lieutenant Jeff Long were placed in charge of operations on side 1 with Station 46 Captain Drew Martin and Station 8 Captain Bruce Synir in charge of operations on side 3.

Crews from Stations 8 and 46 were sent into the J. Duit building from the east and west sides and set up master streams to the south wall and roof areas to keep the fire from spreading to the north. A triage area was established at Station 23 by Mike Horgos, paramedic supervisor of Lifestar at 9:08, and Lifestar Medic Units 1 and 53 served as the primary triage units. Knox Walk, the Allegheny County EMS coordinator, requested 11 additional medic units and ambulances from Baldwin, Eastern Area, Jefferson Ambulance, Mars, Ross-Westview, Seneca, Tri-Com South, Turtle Creek, West Mifflin, White Oak, Wilmerding and Wilkinsburg. McKeesport Truck 39 arrived at 9:14 and was positioned at the rear of the structure. A 100-foot three-inch supply line was laid from TS-46 to supply Truck 39's aerial master stream.

At 9:34, Kolick requested additional mutual aid. Port Vue Engine 19-1 responded from Station 19. West Mifflin No. 3 (Station 28) was called for a full department response. This brought Engines 28-1 and 28-6, Squad 28 and Rescue 28 to the scene. West Mifflin No. 4 moved up to West Mifflin No. 3. Engine 19-1 was positioned at the rear of the complex. Engine 28-1 hooked on to a hydrant at Ohio Avenue and Wall Street and pumped a 500-foot five-inch supply line to Engine 19-1 on side 3 of the building. Engine 19-1 supplied Truck 39 with two 50-foot three-inch lines. Station 22, Assistant Chief Aaron Carroll, was placed in charge of the staging area at a nearby supermarket parking lot. Station 22 First Lieutenant Mark Hadam was in charge of relief manpower.

Realizing that a large amount of hazardous materials may be involved and that additional air supplies would be needed, Kolick requested breathing-air and cascade units from Stations 3 (West Mifflin No. 3), 12 (White Oak), 15 (Gill Hall) and 25 (West Mifflin No. 2); Elizabeth Township Rescue 7 and Monroeville Air 13 to respond at 9:40 p.m. The Allegheny County Emergency Management Agency, Allegheny County Health Department, Pennsylvania Fish and Game Commission, Poison Control Center and the Allegheny County Red Team (hazmat response team) were also notified.

Kolick requested Engine 20-1 Dravosburg No. 1 (Station 20) at 9:50 and Engines 2-1 and 2-2 and Squad 2 from Blaine Hill (Station 2) at 9:54 to the scene. Engine 2-2 laid a 1,000-foot five-inch supply line from a hydrant at 9th and Ohio Avenue to the front of the building. Engine 2-1 continued laying the supply line to the front of the complex, then fed Engine 22-2. Engine 2-2 and Squads 22 and 23 were staged at the front of the building.

First-in Engine 22-2 had to be repositioned due to the growing intensity of the fire. This engine was reconnected to the hydrant with two 150-foot three-inch supply lines. A five-inch supply line was also laid from Engine 2-1 to this engine. The fire had traveled south and the roofs of two other businesses, Utility Pole Recycling and Maxworth Engineering, were now involved. A trench cut had been attempted between these two buildings but was unsuccessful. Once Engine 22-2 was back in operation, crews placed a 2½-inch master stream and a portable deck gun into operation at the east end of the CSX building. Crews from Engine 19-1 advanced master streams to the building from the west and directed them toward the north wall in an effort to keep the fire from reaching a natural gas well, outside the CSX building, that supplied the complex.

The Pleasant Hill Volunteer Fire Department was requested at 10 p.m. and responded with Rescue 2, Squad 2 and Car 2. Kolick requested White Oaks No. 1 Truck 12, a 75-foot aerial, and Pleasant Hills Truck 2, a 105-foot tower ladder, to the scene at 10:15. Blythedale (Station 13) and Victory (Station 24) were placed on standby. Whitehall Truck 6, a 75-foot aerial, was moved up to the Pleasant Hills station. Additional manpower was requested from Green Valley (Station 67) and Munhall No. 4. West Elizabeth (Station 26) was placed on standby at 12:24 a.m.

The Mon-Yough fire official requested manpower for relief at 2:45 A.M. from Buena Vista (Station 5), Industry (Station 9), Lincoln Boro (Station 30), East McKeesport No. 2 (Station 33), Rostraver Central (Station 47), West Newton (Station 74), Option (Baldwin Boro), Homestead and New Eagle. A fuel tanker was supplied by USS Clairton Works to refuel apparatus on the scene. A fuel tanker from Pittsburgh was on standby.

The fire was brought under control at 2 a.m. using four aerial master streams, three deluge guns, six 2½-inch lines and eight 1¾-inch hand lines. The first mutual aid units were sent home at 3:45 a.m. The last units to leave the scene were first-in Engines 22-1 and 22-2 at 6 a.m. All Glassport units were placed out of service until they were able to clean all of their equipment. Over three million gallons of water was used to battle the blaze. Both Glassport companies were recalled numerous times throughout the day to extinguish rekindles.

EMS personnel documented 16 firefighters with medical complaints. Ten firefighters were transported to Mercy Hospital, McKeesport Hospital and the University of Pittsburgh Medical Center. Seven suffered inhalation problems; other injuries included a fractured ankle, an injured shoulder and an injured hip. The other six firefighters were treated for minor injuries at the triage area but were not transported to a hospital. No injuries were reported by EMS personnel or the public. The triage area was terminated at 6 a.m. Several days later, five other firefighters were treated at hospitals for respiratory problems. All firefighters at the scene were advised to get a medical evaluation at the hospital for precautionary measures.

Fire departments reported more than $400,000 in damage to their apparatus and equipment. Glassport's Citizens Hose Company 1 incurred over $157,000 in damage. This included repainting and refinishing of apparatus from acid-laden water damage. In

addition, the department had to replace 5,000 feet of three-inch hose, 10 self-contained breathing apparatus (SCBA) with 10 spare bottles, 27 full sets of turnout gear, five portable radios and two truck radios. Glassport's Reliance Hose No. 2's engine and aerial were out of service pending an insurance settlement. The company purchased a used pumper from the Meyersdale Fire Department in Somerset County to continue providing fire protection. Aerial ladder coverage was being supplied by White Oak, five miles away. The exact dollar amount of loss to Reliance could not be disclosed due to the pending litigation with the fire department insurance company. Mutual aid departments also incurred varying amounts of loss including SCBA, hose, nozzles, hand tools, handlights, personal alert safety system (PASS) alarms, turnout gear and apparatus damage.

Local, county and federal investigators believe the fire may have started in the Tech-Met complex due to the extensive fire damage in that building but they were unable to determine an exact cause. Businesses incurred over $5 million in damage. The buildings involved in the fire have been demolished and the Tech-Met company relocated to another building in the complex.

Bradish, Jay K. "Fire at Industrial Site Destroys 10 Businesses." *Firehouse* May 1998: 78, 80-81.

 Jay K. Bradish, a *Firehouse*® contributing editor, is a former captain in the Bradford Township, PA, Fire Department. He has been a volunteer firefighter and fire photographer for more than 20 years.

Glassport Fire Anniversary Approaches: Business Incubator Looking Ahead

David M. Pribish

Nearly one year has passed since Glassport became the focus of national attention.

Twenty-eight fire companies were called to quench a blazing chemical inferno that gutted a section of this Mon Valley community's business incubator Jan. 31, 1997.

Fallout was produced after water from fire hoses combined with chemicals being stored inside the industrial center, forming a kind of "acid rain" that caused additional damage to fire company equipment and personnel.

It is believed the blaze ignited at approximately 8:50 p.m. inside the former Tech Met company, part of an industrial complex located off Ninth and Monongahela. Tech Met was a frontrunner in the Art of Metal etching for prosthetics.

By 9:30 p.m., two of the warehouse-style buildings in a row of more than 15 had burned to the ground. Firefighters struggled all through the night to contain the inferno.

Because of the chemical nature of the blaze, motorists crossing the Clairton-Glassport Bridge were able to see the fire's glow. Onlookers were treated to a dazzling display of green, blue, yellow, orange, white and purple flames. The acrid stench of smoke could be smelled as far away as McKeesport. Gray and black billowing clouds twisted skyward like giant snakes.

By the time the flames were doused and the smoke cleared, the victim count totaled nine businesses.

HazMAT teams continued to comb through the rubble for three days following the blaze.

Damaged businesses included Maxworth Engineering, J. Duit, Mon Valley Industrial Contracting, Kunze Design Works, Tonomo Marine, Export Boxing and Crafting, Paul's Auto Storage and Industrial Product Repair and CSX.

Those firms to escape unscathed included Mesta Electronics, Laural Aluminum Casting, JK Salvage, Sloter Industries, Sports Supplements, and Territo Construction.

Out of the Ashes

Lou Vidic, Chairman of SPEDD Inc., the company that owns the business incubator, said the fire may have brought the growth center down, but it is not out. The park has plans to rebuild.

Like a phoenix being reborn from its own ashes, Tech Met has moved from the gutted section to new quarters in a portion of the CSX location.

And the rebuilding continues. Looking ahead to this year, 60,000 square feet of rehabilitated space is available.

Vidic explained the state currently is processing a loan for the construction of a 42,000-square-foot area to replace what was destroyed one year ago.

J. Duit, which was one of the businesses adjacent to Tech Met, has moved to the far side of the growth center and its renovations will continue this spring, Vidic said.

Furthermore, Vidic hinted of a new prospect for a quarter of the space that remains unfilled. He said he did not want to relinquish further information for fear it would jeopardize the transaction.

"We still have approximately 30,000 square feet available," Vadic explained. "We are ready to welcome most anyone."

Pribish, David M. "Glassport Fire Anniversary Approaches: Business Incubator Looking Ahead." *The Daily News* 29 January 1998: no page/section.

Fire Recovery: Getting Back to Work a Struggle

Jonathan Kersting

Despite a 28-alarm fire ravaging most of Glassport Industrial Center Friday night, a few tenants opened for business this morning and more will follow suit tomorrow.

With nearly a dozen tenants losing their facilities to the blaze, others escaped the disaster with relatively minor damage—but face a whole other set of obstacles and headaches to overcome.

Since early Saturday morning, Kathleen Welsh, GIC manager, has been coordinating with utility companies and various officials to help swing tenants back into full operation.

"I'm trying to be the best advocate for the businesses," Welsh said.

During the past 48 hours, Welsh has been setting the necessary groundwork to ensure it will be business as usual for the tenants who did not lose everything to the flames.

The first task, according to Welsh, was to establish utility lines to the surviving tenants.

Gas and waterlines running along the burned-out structures had to be rerouted to avoid another fire.

"The structures aren't sound enough to hold utility lines," Welsh said.

She said crews worked tirelessly to shorten a gas line that will service remaining tenants.

It will be another 24 hours before the new gas line is pressurized and then it will have to be checked for leaks.

"We're keeping warm with space heaters, but we have electricity and running water," Rose Cindric, Copperweld FCU manager, said.

Copperweld suffered minor damage in the fire and was open early this morning for business.

Cindric said she was able to get important computer disks out of the building as fire consumed surrounding structures.

"I was afraid going in," she said. "I saw one roof after another going up in flames."

Cindric said Copperweld's main concern is losing business as the park rebuilds, but she is more worried about the approximately 65 people who lost their jobs and businesses to the flames.

She said it is still too early to say what course of action Copperweld will take to remain viable in the park.

As gas crews worked on installing a new line, water company crews were busy running a new line under the industrial park's main road.

"We're still pushing as quick as possible," Welsh said. "They (the tenants) should be able to operate close to normal."

Besides Copperweld, Welsh said the firms Mesta Electonics, Laurel Aluminum Casting, JK Salvage, Sloter Industries, Sports Supplements and Territto Construction should all be able to go about normal operations as workers begin to clean up the destroyed structures.

Welsh is in the process of establishing temporary structures for CSX Transportation and Metaline.

She said these businesses suffered smoke and water damage, but should be able to operate in undamaged sections of the park.

Mostly files and records were either charred or soaked as a result of the blaze.

Welsh said no timetable has been established to get the burned-out businesses up and running.

She said it will take a lot of time for many businesses to deal with their respective insurance companies and to settle claims before rebuilding begins.

Welsh said she plans contacting Allegheny County Commissioners about obtaining money to help business[es] rebuild and stay in the industrial park.

It is still too early to tell how much funding will be needed to get tenants back up on their feet again, she said.

Right now, the park's most pressing concern is the impending clean up effort and tallying all of the damage.

The past weekend of coordinating restoration and clean up efforts has been a learning experience for Welsh.

She said the road to recovery will be long and tedious for all of the park's tenants.

Cindric said getting business back to normal will be a tough job, but knows it will be possible with the whole community banding together to help out.

Kersting, Jonathan. "Fire Recovery: Getting Back to Work a Struggle." *The Daily News* 3 February 1997: 1A+.

More Firemen Seek Treatment

Jennifer A. Sabol

Eight Liberty firefighters were sent to the hospital today for experiencing illnesses related to Friday's blaze at the Glassport Industrial Center.

The eight have not yet been identified, however. Reliance Hose Co. No. 2 Fire Chief Chip Levkus of Glassport said this morning that three were experiencing redness of the forehead, four had breathing discomfort, and one had a blistering and peeling tongue.

Levkus said all eight had been experiencing symptoms since the night of the fire, but were never admitted to the hospital.

Local residents who did not experience symptoms by noon Saturday are likely out of danger, according to health officials.

"We don't believe they were exposed to the harmful fumes," said Guillermo Cole, Allegheny County Health Department spokesman.

Tony Gaglierd of the Allegheny County Health Department, who has been on the site since the fire, maintains "that if people didn't have symptoms by noon Saturday--headache, tight chest, trouble breathing, sore throat—they were unaffected by the toxins."

Gaglierd said the symptoms are probably those of common illnesses, like the flu or cold.

Glassport Councilman John D'Angelo said, in his opinion, all firefighters should be tested.

"Some people just brush off a scratchy throat when it could be more than that," he said.

And in the middle of worrying about health risks, the companies wonder how and when they can be back in full operation.

Last night, both Glassport fire companies met and wondered, "where do we go from here?" D'Angelo said.

"We have a myriad of ways we can go. But it depends on what the insurance companies say today," D'Angelo said, who is also a lifetime member at Citizens Hose Co. No. 1.

"There is no danger to the residents," D'Angelo said. "Our fire companies are second to none."

According to officials, other volunteer fire companies and USX Corp. have donated turn out gear to both fire companies.

"The volunteer fire companies are a tight-knit organization. They all pull together when things like this happen," D'Angelo continued.

One resident, Nancy Webb said, "It would be great to have the community help the fire companies get back on their feet. Because after all, they have been there when any one of us has needed them."

It may be a while before everything is resolved, but D'Angelo said both companies have the right to be compensated through the Act 98 program of 1992.

What Act 98 does, D'Angelo said, is that--should SPEDD's insurance company issue funds for reconstruction of the site--the fire companies have the right to place funds in escrow to compensate for equipment destroyed or lost in the fire.

"This will all come together, but slowly," he concluded.

Meanwhile, Mon Yough Chamber of Commerce Foundation wants to do its part to help those businesses affected by a 28-alarm fire in Glassport this weekend.

The foundation has established a "Glassport Industrial Fire Fund," as a means to provide some assistance to the businesses that were disrupted or destroyed during the fire, which broke out shortly before 9 p.m. Friday in Glassport Industrial Center.

Officials estimate nearly a dozen of the 20 businesses located there lost their facilities during the blaze, which took more than four hours to bring under control.

Robert Callan, executive director of the Mon Yough Chamber of Commerce Federation and secretary of the foundation, said, "We feel it is the right and proper thing to do, since some of our area businesses were caught in the tragic event."

Callan said he finds it ironic that hundreds of thousands of dollars are spent annually to lure new industry to the area, but "when one is hurting there is not much assistance there."

He called on businesses throughout the area to "step up to the plate" and help their peers. "Any business anytime may find itself in similar difficulties."

The fund has been established to provide short-term intermediate assistance to affected businesses, which may need help to apply for aid toward any equipment, tool and/or site selection help, Callan said. The fund is meant to assist and augment, not provide full relief over and above normal financial assistance mechanisms.

The Foundation has set aside $1,000 to start the fund and requests that area businesses and individuals consider matching each foundation dollar with 20 to 25 cents of donation to build the fund.

Contributions and donations can be sent to Mon Yough Chamber Foundation, "Glassport Industrial Fire Fund," c/o PNC Bank-McKeesport Office, 560 Lysle Boulevard, McKeesport, Pa., 15132-2574.

(Daily News Business Editor Susan Simkovic and staff writer Jonathan Kersting also contributed to this report.)

Sabol, Jennifer A. "More Firemen Seek Treatment." *The Daily News* 4 February 1997: no page/section.

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Blaze Spoils Men, Trucks

Jennifer A. Sabol

"Acid rain" caused by the inferno at the Glassport Industrial Center Friday evening has forced Glassport's Reliance Hose Co. No. 2 out of business and left Citizen's Hose Co. No. 1 without one engine.

Tony Gallagher from the Allegheny County Health Department said yesterday that the acid rain was caused by the water uniting with acidic chemicals inside Tech Met, along with natural combustion from the heat of the flames.

The 28-alarm fire began around 9 p.m. at Tech Met and was under control by 2 a.m. Saturday.

Crews remained on the scene until noon to contain any hot spots.

Yesterday, small hot spots were still visible.

When crews began surveying the trucks following the fire, firefighters noticed corrosion on all their trucks, equipment and uniforms.

Cars parked near the blaze suffered damage as well.

"The area is not contaminated and the acid is not volatile. HAZMAT will continue to check the area, but the Health Department said there is not a health risk," Kathleen Welsh, industrial park manager said.

Glassport Fire Marshal Gary Dunmire said the acid has begun weakening the equipment and eroding the ladders' ropes. Thousands of yards of fire hose were destroyed as well.

"We're using light soda ash donated by U.S. Steel to hopefully slow down the corrosion or maybe prevent it on the trucks," he said.

Reliance's ladder truck suffered the most damage, Dunmire said as he pointed to the damage. "This beauty won 150 trophies. It was shiny and beautiful before the fire. Now look at it."

Dunmire said he hopes the truck can be refurbished.

But until then, the fire companies' doors are closed. EMS service is fully operational.

Glassport Fire Chief Dan Kolick has placed Liberty and Clairton on first alert.

Financial damage to the companies has not yet been determined and officials from other companies that responded to the scene are discovering damage to their equipment as well.

Liberty officials said air packs and gear were damaged, and report corrosion to the fire engine.

Nine different fire companies have made donations to Liberty so the company can remain serviceable.

Port Vue Vigilant Hose Co. No. 1 suffered similar damage to hoses, protective gear and breathing apparatus equipment.

Clairton Fire Chief John Lattanzi said 33 of his firefighters and three pieces of equipment responded to the blaze in Glassport.

"I'm pulling a lot of equipment out of service until we get a final answer from the county," Lattanzi said. "I have about 30 air packs out, and I have about 500 feet of hose out of service. We spent all day yesterday cleaning things.

"The (county) Health Department's supposed to make an announcement on manpower. Anybody who was at the fire may have to be tested because of the chemicals."

Blaine Hill Fire Co. Chief Dave Bindus said the blaze destroyed 13 sets of fire gear because the chemicals ate the material. He estimated the damage at $13,000.

"I threw everything away," Bindus said.

He also said seven airpacks from the engines may have received damage, but he will wait until Mine Systems Associates conducts a meeting to determine the damage.

Bindus also said the downplating on their new fire engine shows discoloring and he said it looks as if it is oxidizing. The hose is also unusable since it [lay] in acid water. He estimated that the chemicals destroyed about 500 feet of the three-inch hose.

Bindus credited area fire departments with helping with their needs by donating lost equipment to their department.

Insurance companies for the fire departments are expected to arrive at the scene today.

However, damage to the industrial site is estimated near $15 million.

Approximately a dozen firefighters were hospitalized from smoke inhalation and screened for toxic substances.

Taken to University of Pittsburgh Medical Center and McKeesport Hospital and placed into Intensive Care Units for experiencing chest pains were Jeramiah Harding, Craig Earnst, Steve Johns, Darwin Levkus, John Johnston, Jay Trunzo and Justin Watson.

Mike Horgos, EMS commander and Lifestar supervisor said the acids could have resulted in pulmonary and respiratory failure.

Firefighter Jay Trunzo, 38, of Reliance, was released from McKeesport Hospital yesterday after being monitored for smoke inhalation.

However, another firefighter, Justin Watson, also of Reliance, was re-admitted for breathing problems and chest pains.

Residents have been calling the fire companies concerned about health risks, but Gallagher said it's unlikely the acid rain droplets traveled to any homes.

"If residents or firefighters don't have a problem by now, they were unaffected by the toxins;" Gallagher continued, "everything was contained to the site and hasn't threatened the water supplies or wildlife."

Reliance Fire Chief Chip Levkus said if symptoms began yesterday or today, it's probably the flu.

The cause of the fire may not be determined for several weeks.

Allegheny County Fire Marshal Tom Hitchings said the site is considered a "hot zone" because the area is swallowed in toxins and acids.

Gallagher said upon walking through the site yesterday, he stepped in several puddles of acid.

"People will remain unharmed if they wear proper gear while walking through the scene, Gallagher said.

Few items were salvaged from the scene; certain businesses lost everything.

Dunmire said a lot of the damage was caused by the roof caving onto equipment.

Firefighters will be able to save CSX's railroad equipment.

Paul Beisler, owner of Paul's Auto Storage, lost all of his vending machines, fryers and concession trailers.

Also destroyed were several vintage vehicles, including a 1947 Ford truck, 1940 Pontiac, 1976 Special Edition Harley Davidson, and a 1991 Corvette.

"Most of those cars are not replaceable," Beisler said.

Beisler said the only items saved were those "on the road."

"Hopefully I can buy another trailer and get it back on the road before summer," Beisler continued.

"I imagine there will be legal action against Tech Met before it's all over," Beisler concluded.

Other companies affected by the blaze were: Maxworth Engineering, J. Duit, Tech Met, Mon Valley Industrial Contracting, Kunze Design Works, Tonomo Marine, Export Boxing and Crafting, and Industrial Products Repair.

Sabol, Jennifer A. "Blaze Spoils Men, Trucks." *The Daily News* 3 February 1997: no page/section.

CASE STUDY 2: WINTHROP BLOCK ABINGTON, MASSACHUSETTS, 1998

BACKGROUND INFORMATION AND GUIDED DISCUSSION QUESTIONS

CASE STUDY 2: WINTHROP BLOCK

Abington is a small bedroom community of approximately 13,817 people located approximately 12 miles south of Boston, Massachusetts. The land area is approximately 10 square miles. The town was founded in 1712 and although it has experienced substantial growth over the last several decades, the community retains a great deal of open space and rural feeling. Abington has both full-time fire and police departments.

On the Job: Tragedy Averted In Abington Fire

Bob Stella

In February 1977, a fire that involved the Standish Block was one of the largest building fires ever fought by Abington, MA, firefighters. Twenty-one years later, the Winthrop Block, located next to the Standish Block, met a similar fate in a blaze that, had it occurred earlier in the day, could have caused a major loss of life.

The Winthrop Block, erected in 1885, was a single building of balloon-frame construction approximately 45 by 60 feet and 3½ stories tall, with three 15-foot free-standing chimneys on a pitched roof with a cupola. In its 113 years, the building had housed several types of occupancies, including a library, a bank and several apartments. At the time of the fire, the first-floor occupants were a convenience store and an insurance agency. The second floor contained three apartments, the third floor had two apartments and the attic was a large open space. The only exposure hazard was the L-shaped First Baptist Church, which faced sides 3 and 4 of the fire building.

Residents Alerted

On March 9, 1998, a second-floor resident awakened and smelled something burning. She alerted others in the building. At 6 A.M., the Abington Fire Department received a 911 call from the police reporting a building fire at 177 North Ave. The fire alarm operator dispatched Engines 1 and 3, each with two firefighters, and sounded Box 55, the department call-back box. He then notified the police that the fire station was empty and drove the department's ladder to the fire.

Arriving first due on Engine 1, Captain Peter Austin reported heavy smoke showing at the rear of the building.

"When we arrived we had a lot of smoke and some fire showing down low on an attached shed position of the building," he said. We cut a lock on a bulkhead and advanced a l¾-inch line into the cellar."

An attached shed to the left of the bulkhead had been built on a ledge over a crawl space. It was used for storage by the convenience store, and all exterior windows were boarded up.

"The fire was rolling under there," Austin said. He and his crew hit the fire, knocking it down.

"I thought we had it," Austin added, but when he went back outside to check on conditions, he saw smoke was pushing out to the third floor.

Chief Malcolm B. Whiting arrived on scene at 6:15 a.m. and called for Rockland Engine 4 and Ladder 1, along with Whitman Engine 1. Whiting ordered a second line to be brought in the front door of the convenience store and a third line stretched to the third floor.

"I wanted to push the fire out the back of the store," Whiting said. "The company in there reported he had fire under him, in the walls and overhead." When the firefighters on the third floor also reported heavy fire, Whiting ordered all crews to evacuate the building. "We were in a no-win situation," Whiting said.

At 6:20 a.m, Hingham Engine 3 was called to the fire. While enroute, the company was diverted to a report of a building fire that turned out to be smoke from the Abington fire. The crew was then sent to cover Abington headquarters.

Within minutes, Whiting called for two engines and Brockton Tower 1 to report [to] the fireground. Holbrook Engine 3 took a hydrant on Route 58 and supplied a four-inch line to Hanson Engine 3, which relay-pumped into Brockton's tower. A portable deck gun was set up in the street in front of the building.

Hanover Engine 1, which had been special called to the fire, dropped a four-inch line from a hydrant at a railroad crossing and ran it up to the exposure 2 side into a portable deck gun. The engine went back to the hydrant and pumped the line.

Exterior Attack

With all firefighters out of the building, Abington Engine 1 went into a deck gun operation at the rear of the building. Two lines were stretched between the fire building and the church as heavy fire started pushing out through second-floor windows. Rockland Ladder 1 and Abington Ladder 1 started ladder pipe operations. Brockton's tower, using a straight tip, was able to knock down the fire in the front window of the convenience store and hydraulically overhaul the floors above, but was hampered by numerous utility lines.

At 7:50 a.m., Hingham Engine 3 was relocated to the fire scene as a standby company at the front of the building. Avon Engine 2 then was moved to cover Abington headquarters, along with a manned spare Abington engine.

Companies continued to operate heavy streams for nearly two hours. At 9:45 a.m., the cupola fell into the building and the fire was through the roof. Of concern to Whiting were the three freestanding chimneys. Cars were left parked next to the building to keep firefighters and equipment from getting too close.

A railroad crew was sent to the fire in case hoselines had to be laid on the other side of the tracks. In that event, the ballast would have to be dug out and the lines run under the rails. The train speed was slowed from 70 mph to 20 mph past the fire scene.

The fire was reported knocked down at 11:06 A.M., but not declared completely out for another six hours.

Accidental in origin

An investigation by the Abington Fire Department and Massachusetts State Police determined that the fire had been started by an overworked boiler.

"It was a household-size burner that ran constantly," Whiting said. A single thermostat located on the second floor above the insurance agency controlled the heat for the entire building. The owner of the convenience store told fire officials that the heat in his store was so high during the winter that chocolate candy melted in its display case.

Heat from the boiler had started breaking down the surrounding wood turning [it] into charcoal, a process called pyrolysis. The fire had one to two hours before it was discovered and spread throughout the cellar and up the rear of the building via an open space that ran the plumbing and utilities to all floors.

When firefighters searched the building, they found that the batteries in some of the smoke detectors were removed or disconnected. Those with batteries sounded after firefighters arrived.

Firefighters also discovered rooms in the apartments set up with rows of beds that were rented out. There were 28 people listed as living in the building, but with the illegal occupants the number rose to over 40. Whiting said that when firefighters arrived, everyone was out of the building.

"If this fire happened at 2 A.M.," the chief noted, "they wouldn't have got out, and we would've had a tragedy."

Stella, Bob. "On the Job: Tragedy Averted in Abington Fire." *Firehouse* September 1999: 48-50.

This article is reprinted with permission of the publisher. Bob Stella has been a news photographer in the Boston area for over 20 years. For the past 15 years, he has been the department photographer for the Braintree, MA, Fire Department.

CASE STUDY 3: GEM BUICK ROCKLAND COUNTY, NEW YORK, 1996

BACKGROUND INFORMATION AND GUIDED DISCUSSION QUESTIONS

CASE STUDY 3: GEM BUICK

Spring Valley was founded in 1796, incorporated in 1902, and is the oldest and largest village in Rockland County, New York. The village is located approximately 27 miles north of New York City. Over the years, the community developed quite a reputation as a health resort.

On the Job: New York

Harry J. Oster

Within minutes after the dispatching transmission was made over the Rockland County, NY, fire radio frequency, a mobile radio transmission of "a working structural fire" was heard.

In the five hours that followed, the Spring Valley, NY, Fire Department, with assistance from eight other volunteer fire departments as well as additional volunteer and career emergency service agencies, faced one of its most challenging fires in years--a blaze involving a large commercial building with a heavy timber bowstring truss roof.

At 01:11 a.m. on Wednesday, Oct. 16, 1996, the Spring Valley Fire Department responded to the intersection of Routes 45 and 59 for a reported structural fire. Additional information described the location as the Gem Buick & A. Motors Jeep Sales dealership.

Built in the 1920's as a bowling alley, the building is a one-story, 120-by-120-foot commercial occupancy of ordinary construction. Within the building are several types of roof systems, including two heavy timber bowstring truss roofs. The interior is in six sections: two new-car showrooms, service/repair bay area, chassis repair area, new-car preparation area and parts supply area. Automatic fire alarm protection in the form of fixed temperature heat detectors were present throughout the building but for unknown reasons the system failed to transmit an automatic alarm for this fire.

Through the years, many sections of the building were renovated or expanded. Most recently, the showroom on the south side of the building was completely renovated. The original heavy timber bowstring truss roof was removed and replaced with an inverted flat roof utilizing a metal parallel chord (steel J-bar joist) truss system to support the Q-decking of the roof above. A concrete block firewall with a fire-rated door was also installed in this wall, separating the showroom from the service-repair bay area. Just before the fire, the five heavy timber bowstring truss assemblies within the service/repair area were being reinforced with steel angle iron.

Initial Operations

Spring Valley firefighters responded with three engines, two ladders, a rescue unit, an emergency medical rescue unit, one mask service unit and a chief officer. On arrival, they encountered heavy smoke emanating through the rear garage doors and roof of the service/repair bay area.

A two-inch hoseline was initially stretched about three feet into the building in an attempt to control the fire from the interior. Once the firefighters were inside, however, a large

volume of fire was visible in the ceiling. Radio reports also indicated the fire had extended with blowtorch proportions through three of the 10 skylights in the roof.

Aware of these conditions, the interior forces immediately withdrew from the building. Seconds later, sections of the burning roof started to collapse. This occurred no more than 10 minutes into the operation.

Observing these conditions, Deputy Chief Ray Guarnuccio, the incident commander, ordered an exterior elevated master stream operation. This tactic eventually proved to be successful in extinguishing the main body of fire in this area.

Parts Area Saved

Unable to save the service/repair bay area, firefighters worked to prevent the adjoining parts area from being destroyed. The 30-by-60-foot parts area was covered by a flat inverted wood roof made from nominal dimension lumber and contained five steel I-beams. The ends of the steel I-beams rested on concrete block piers that in turn supported the roof. Firefighters cut ventilation holes in this roof to relieve the area below of built-up heated gases and smoke. Once opened, these holes allowed the members to operate a cellar nozzle from the roof into this area. Handlines were operated from the two accessible exterior sides of the building into this area as well.

On seeing these conditions, at 1:33 a.m. Guarnuccio immediately requested mutual aid for a tower ladder and ladder truck from the neighboring Monsey and South Spring Valley volunteer fire departments. Also, with the heavy fire conditions and type of building, a rapid intervention team was called from Nanuet. Rockland County Fire Coordinator Gordon Wren Jr. also responded.

Large-caliber elevated master streams from two Spring Valley aerial ladders were now in operation and were joined by master streams from the additional ladder truck and tower ladder upon their arrival. Realizing the need to augment water supplies, Guarnuccio then requested another two engines and a tactical response vehicle from Hillcrest and Pearl River to perform this task. The combined forces "darkened down" the main body of fire in the service/repair bay area at 1:57 a.m. but with the strong possibility of this incident lasting for several more hours, during the next 25 minutes, additional mutual aid was requested for personnel and apparatus from another three departments--Suffern, Tallman and West Nyack. This included another ladder, rescuer and engine to be used for relief and to stand by to respond to additional alarms.

Roof Identified in Pre-Planning

The area destroyed by the fire was an original part of the structure and measured about 60 feet by 60 feet. Through pre-planning, the roof was identified as a heavy timber bowstring truss roof. This roof system uses large nominal dimension lumber or rough

sawn planks that are fastened together with carriage bolts to connect the webbing to the chords of the truss assembly. The ends of the timber truss assemblies were positioned in a "pocket" made within each of the two masonry walls, which also supported the truss assemblies.

This style of roof is similar to the roof system present at the Hackensack, NJ, auto dealership in which five firefighters lost their lives when the roof collapsed on them in a 1988 fire (see "New Jersey's Darkest Hour," September 1988, and "Hackensack, NJ: One Year Later," August and November 1989). Because of this known construction feature, coupled with a heavy volume of fire discovered inside the structure on arrival of the first units, firefighters were not permitted on this roof.

The service/repair bay, which accounted for about 25 percent of the building, was consumed by the fire. The remaining 75 percent of the building was exposed to smoke, water or light fire damage. Also, at least nine cars that were in the service/repair bay area at the time of the fire were destroyed. However, firefighters saved several cars from severe smoke damage by driving them out of the showroom on the south side of the building as conditions permitted.

The incident was placed under control at 4:10 a.m.; overhaul operations and equipment pickup continued until daybreak. At 6:12 a.m., the incident was declared over.

Fire department resources amounted to nine departments, over 100 firefighters and 19 pieces of apparatus. One firefighter sustained a minor wrist injury.

Through the process of elimination, the fire was ruled accidental. Reports indicate it originated in the service/repair bay area.

Lessons Learned & Reinforced

- Heavy timber bowstring truss roof construction must be identified in the fire pre-planning. Any commercial structure built in the 1920s or later should be considered to have some type of truss constructed roof. A heavy timber bowstring truss roof can be identified during a fire operation by looking for the distinctive "crown or bow" appearance of the roof from the exterior upon arrival.

- If conditions permit, during initial roof ventilation operations, check for the presence of large unsupported spaces and the lack of closely spaced supporting members of the roof system. Once either is identified, you can expect that a form of truss roof construction is present.

- Elevated master streams from the first-due units and mutual aid departments effectively suppressed the main body of fire within a reasonable amount of time. This defensive tactical decision was made during the initial stage of the fire by the incident commander.

- Once two or more hydrants are used, consider appointing a water resource officer to ascertain hydrant locations and main sizes and to contact the water department for other related information. This should [be] automatic as soon as numerous master streams are put into operation.

- The staging of additional apparatus and personnel at a location that was remote but still in the line of sight of the fireground operation proved efficient. It allowed the incident commander and staging officer to see and properly deploy the additional resources as needed and let the firefighters in the staging area visually size-up the incident before being utilized.

- A public information officer (PIO) proved very valuable at this incident. A large number of local news media representatives were present. Without a designated PIO on scene, reporters will ask randomly selected firefighters and fire officers questions about the fire as well as roam the fireground. This can lead to conflicting reports and distract officers and firefighters who are trying to perform fireground duties.

Oster, Harry J. "On the Job: New York." *Firehouse* April 1997: 56-58, 60, 62.

This article is reprinted with permission of the publisher. Harry J. Oster has been a career firefighter with the FDNY for over nine years. He is assigned to Ladder Company 49 in the South Bronx. Oster also is public information officer for the Spring Valley, NY, Fire Department. He holds an associate's degree in fire protection technology.

CASE STUDY 4: SINGLE FAMILY DWELLING FIRE PRINCE GEORGE'S COUNTY, MARYLAND

BACKGROUND INFORMATION AND GUIDED DISCUSSION QUESTIONS

CASE STUDY 4: SINGLE FAMILY DWELLING FIRE

Prince George's County has a population of approximately 749,030 persons. Fire protection is provided by a combination of career and volunteer fire departments. The county has approximately 1,000 active volunteers in 46 stations operated by 37 volunteer departments. The Prince George's County Fire Department is responsible for fire suppression, emergency medical services, fire prevention, fire and rescue communications, research, training, and coordination of the volunteer fire companies.

PG County House Fire Claims Young Girl

Pete Piringer

Thursday, April 17, 1997, started as a typical spring day in the Washington, D.C., metropolitan area. The weather was overcast, with temperatures in the mid-50's, with an occasional drizzle. The morning's fire and rescue crews handled the usual smorgasbord of calls for assistance. But just before 9:30 a.m., on a sparsely populated stretch of Baltimore Avenue between the communities of Beltsville and Laurel in Prince George's County, MD, a fire started in an old two-story, wood-frame house. The incident would touch the lives of many people that day.

Tucked between an auto body shop and other commercial structures, the house was a bit out of place and hardly noticeable from nearby U.S. Route 1. The fire apparently started in the kitchen and it went undetected and unnoticed until smoke filled the first floor. As the smoke thickened, an 18-year-old woman quickly headed for the stairs so that she could check on her sleeping 14-month-old daughter. Unable to climb the stairs because of the smoke and heat, the terrified mother ran next door to the auto body shop, where the baby's father was working.

"The mother came running in, and she was screaming, 'The house is on fire! Come and get my baby!' We ran over and went inside… There was a lot of smoke, and it was very hot," said the owner of the auto body shop. (The house had no telephones.)

Although workers could make it only about eight to 10 feet inside the burning house, the baby's father pressed on and bounded up the stairs. By this time, the smoke and intense heat had apparently traveled to the second floor. Unsuccessful in his first attempt, the man was forced to jump out a window. It is believed that he received inhalation burns in the process.

As someone went to call 911 to report the fire, with the help of others, the frantic father, unaware of his own injuries, propped a painter's ladder to a second-story window to gain entry but again was forced to retreat because of the heat. By now, as the fire progressed, several passersby, including two off-duty Montgomery County firefighters, Bob Holmes and Anthony Crump, and private ambulance worker, Pete Crabill, noticed the smoke and stopped.

At the same time, Beltsville Ambulance 319, enroute to an emergency call on Virginia Manor Road, advised the Prince George's County Bureau of Fire/Rescue Communications via radio of "smoke in the area" on Baltimore Avenue, somewhere north of Muirkirk Road. However, the crew Ambulance 319 could not determine the exact location of the origin of smoke and continued on its original call. Simultaneously, as the 911 call was being received from the auto body shop, reporting a fire nearby, the "street" assignment was dispatched consisting of four engine companies, Beltsville (31), Beltsville/Calverton (41), Branchville (11), Greenbelt (35), one truck company, Laurel

(Tower 10) and a battalion chief for "smoke in the area" of Muirkirk Road and Baltimore Avenue.

A few minutes later, while responding south on Baltimore Avenue from Laurel to the call on Virginia Manor Road with Ambulance 319, members of the Medic 3 (Laurel/Rescue) crew came upon the house fire and saw civilians attempting to enter a second-floor window via a ladder. Advising Communications that they were on the scene of a "working" house fire with a child reportedly trapped on the second floor, they noted their location as being north of Cinder Lane, a seldom-used service road off Route 1, well north of Muirkirk Road.

Upon arrival, Paramedic II Angie Turcotte learned that several civilians, including the child's father, had made unsuccessful attempts at a ladder rescue. She decided [to pursue] a similar tactic but was pushed back by the intense heat. In the meantime, hearing confirmation of a trapped child, Battalion Chief Pat Breen requested a Rescue Squad. Rescue Squad 49 (Laurel/Rescue) was dispatched.

Within one minute of Medic 3's report, Engine 311 arrived, confirmed the address to be 12802 Baltimore Ave. and reported a "child trapped." Upon arrival, the structure, a two-story, balloon-constructed, wood-frame house was involved with heavy fire on the first floor and fully charged with thick, black smoke throughout. The house was atop a small hill at the end of a dual access road about 150 feet from Baltimore Avenue. The house was over one half mile north of the original dispatch assignment location which would actually put it in Laurel MD first-response district. The closest hydrant was more than a half mile to the south near an overpass over Muirkirk Road.

Two minutes after the arrival of Engine 311, Tower 10 arrived, followed by Breen, Engines 412, 111, and 112, Rescue Squad 49 and Ambulance 498. Just five minutes after the arrival of the first engine, Engine 352 reported on the scene. Two additional engines, 12 (College Park) and 92 (Hillandale-Montgomery County), were dispatched to assist with water supply, along with Rescue Squad 14 (Berwyn Heights) for accountability. While enroute, Engine 121 was involved in a minor accident near its station, at which time Riverdale Engines 71 and 72 were dispatched. Engine 121 cleared and continued its response. Eventually, 58 personnel would be on the scene.

Initial fire department operations concentrated on the rescue of the child trapped on the second floor. The first two arriving firefighters of Engine 311, career Firefighter James Almoney and volunteer Firefighter Ron Haufe, were told by the parents that they believed their child was last seen sleeping in the second-floor bedroom and that several unsuccessful rescue attempts had already been made.

Firefighter Forced to Escape

Almoney, with help from Haufe, climbed the ladder that was already in place and attempted to locate the child on the second floor. After several attempts, working without

the protection of a hoseline and as conditions quickly worsened, Almoney was forced to dive out the window into the arms of Haufe, who was on the ladder. Both firefighters were knocked from the ladder to the ground. As this was happening, other firefighters attempted to gain entry through the interior and exterior of the burning structure but encountered various obstacles.

All attempts to attack and confine the flames became ineffective due to the rapid progression of the fire – unknown to the firefighters, the fire was being fed by a small propane tank. The remote location of the house caused logistical problems for engine crews and ultimately required a water relay evolution. The on-scene water supply of 2,000 gallons, carried by responding units, was depleted prior to the completion of a continuous water source from the closest hydrant. Because first-arriving firefighters concentrated on the rescue attempt, while others were not familiar with the location of the nearest water source, it took about 30 minutes to establish an adequate and continuous water supply.

Three firefighters and both parents were injured in their attempts to make a rescue. Almoney was burned and suffered an injured shoulder as he attempted the initial search and rescue for the trapped child. Captain Charlie Flinn, the officer on Engine 411, the second engine to arrive, directed his crew to handjack a line to Engine 311 and advance a pre-connected two-inch attack line from Engine 311 to the front door. Flinn was then directed to advance a pre-connected 1¾-inch hoseline up the ladder to the second floor in another effort to rescue the trapped child. He was burned while attempting to gain access through the window.

Captain Victor Ferreira, station commander at Beltsville Station 31, was not in quarters at the time of the call. He arrived shortly after the fourth engine, Engine 11, was in the initial states of its evolution. He climbed the painter's ladder to the second-floor window and attempted to gain entry but was unable to do so. Ferreira then found an interior stairwell, where he encountered heavy fire. Conditions quickly became untenable and he was burned as he exited the structure.

Volunteer Deputy Chief Andy Bowen arrived, assumed command and requested two additional command officers. Breen took over operations command as various sector commands were established.

The child's pregnant mother was distraught and suffering from smoke inhalation; the father, in his attempt to save his daughter, received burns with respiratory involvement. Both parents and three firefighters were eventually transported to area hospitals. The mother was treated and released, as were Almoney and Ferreira. Flinn was held for observation at the Washington D.C. Hospital Center Burn Unit. The girl's father was taken to a local hospital and later transferred to the John Hopkins Bayview Medical Center Burn Unit in Baltimore, in critical condition.

Contributing Factors

As a result of this quick-spreading fire, despite the efforts of civilians and firefighters, the baby died. The cause of death has yet to be determined. Initial investigation by the Prince George's County Fire Department Bureau of Fire Investigations has revealed that the area of origin appears to be the first-floor kitchen. A contributing factor to the rapid spread of the fire was the involvement of propane gas, reportedly used for cooking, as well as the wood-frame, balloon construction of the house. Fire investigators believe there was a delay in notification of the fire, primarily due to the fact that the 1940s-era farmhouse did not have working smoke detectors or a telephone.

The fire caused an estimated $90,000 in damage, destroying the house. The cause of the fire is under investigation but appeared to be accidental.

Piringer, Pete. "PG County House Fire Claims Young Girl." *Firehouse* July 1997: 59-60, 62, 64.

This article is reprinted with permission of the publisher. Pete Piringer is public information officer for the Prince George's County, MD, Fire Department.

CASE STUDY 5: WEST POINT AND DOWLING SCHOOLS CULLMAN COUNTY, ALABAMA, 1996

BACKGROUND INFORMATION AND GUIDED DISCUSSION QUESTIONS

CASE STUDY 5: WEST POINT and DOWLING SCHOOLS

Cullman County is located in the northern half of Alabama. The county population is approximately 80,280. The county seat is the city of Cullman which was founded in 1873. The population of the city of Cullman is approximately 18,000. Several other municipalities are located in the county, but most of the county land area is unincorporated. Fire protection for the city of Cullman is provided by a career department. For the other municipalities and unincorporated areas, fire protection is provided by 27 volunteer fire companies.

Both of the school buildings were constructed of ordinary construction. The elementary school at Dowling was constructed in the 1940's and served as a community focal point for numerous activities. In recent times, the size of the student body had declined and prior to the fire, the county school board had given consideration to closing the facility. This proposal was met with substantial resistance from the community. This facility was totally destroyed by the fire. This facility was not rebuilt.

The building at West Point housed both an elementary and high school. While the fire threatened the entire facility, only the high school portion was destroyed. The high school facility was rebuilt.

The fires and burglaries of other facilities were investigated by an ATF response team, the FBI, the Cullman County Sheriff's Office and the State Fire Marshal.

Neither of the accused had previous incidents involving fire.

Mother: My sons didn't burn schools

Scott Bodman

As two of her sons sit behind bars for allegedly torching two Cullman County schools, Melody Beard sits by the phone awaiting a call from President Clinton.

Beard's sons, Andy John Rinedeau, 18, and Mark Beard, 17, are charged with two counts of second-degree arson in connection with the West Point High School and Dowling School fires.

A third suspect, Jason Couch, 19, is also charged in connection with the Labor Day blazes.

Local, state and federal agencies continue to build the arson case against the three local teens, who were arrested three days after the fires.

Beard said her sons are being unjustly accused of the crimes, which have drawn local outrage and national publicity.

Beard said both of the boys were at home in the early morning hours of Sept. 2, the day of the fires, and that it is physically impossible for the two, along with Couch, to have done what they are charged with.

"My sons were at my house between two and three in the morning. . . . That night Mark was in my house . . . John was sound asleep in the trailer, drunk," Beard said.

"I don't understand how three boys could do so much damage," she added.

Not only does Beard say her sons are innocent of setting the fires; she claims to know who is guilty.

"I know for a fact that the boys who did it go to West Point," she said.

Beard said several West Point students have told her who the boys are.

"Their parents are scared for their lives if they stand up and say who did it," Beard said.

Cullman County Sheriff Tyler Roden declined to comment on Beard's allegations, but said the investigation into her sons' involvement in the fires is still ongoing.

Beard contends that the charges against her sons are contrived and based on racist attitudes held by many Cullman County citizens.

"My boys aren't taking the fall for this," the mother said.

Beard said the two brothers have been targeted in the investigation because of their Cajun roots.

"The people I have run into believe that Cajuns are part black. . . . They're not going to get a fair trial here," Beard said.

Beard said she has turned to the governor and even to the White House in an effort to gain support for her sons.

She said a secretary at the White House told her that the President or one of his representatives would call her back.

Although not the President, someone from Washington contacted Beard late Friday morning, she said. She would not say who the female caller was.

"Washington said this is a crisis. . . . They [said] they would help us, but they didn't say how much," Beard said.

She said the woman told her it might be two weeks before someone from Washington arrived to look into her story.

In the meantime, she and her sons' lawyers plan to fight a request by District Attorney Len Brooks to have 17-year-old Mark Beard tried as an adult in the case.

A judge is expected to rule on the matter later this month.

The juvenile is presently being held at a detention center in Tuscumbia. Reindeau is being held at the Cullman City Jail.

While Beard and her sons face tough legal battles and fierce public outcries for vengeance, she remains confident that justice will prevail in the case.

"It's wrong what they're doing. . . . If my boys are guilty of it I want them punished. . . . If they're not, I want them free," she said.

Bodman, Scott. "Mother: My Sons Didn't Burn Schools." *The Cullman Times* 15 September 1996: 1A, 11A.

City, county joint effort to benefit local schools

Times staff writer

The Cullman Electric Cooperative (CEC) and Cullman Power Board (CPB) are forming a unique partnership aimed at generating thousands of dollars to benefit schools in their service areas.

The Cullman Electric Cooperative began a program called Operation Round-Up three years ago in which customers are asked to round their power bills up to the next highest dollar.

The extra money goes to area schools which have received $70,000 since the program's inception.

The city-county partnership will go into effect in October and is expected to raise over $200,000 each year.

"Education is the single most important element for the future of our students," said Round-Up Chairman James Fields. "The boards of Cullman Electric and Cullman Power Board realize for our schools to continue to improve, we must generate additional revenue. This new program will provide money to purchase materials and supplies our teachers need to accomplish that goal."

Monthly bills of the 35,000 customers of CEC and the more than 8,000 customers of the CPB will be rounded to the next highest dollar each month.

The additional proceeds will be deposited into a special account managed by a 15-member board that will be awarded as grants to teachers at local schools.

Contributions will average 50 cents a month per meter, or approximately $6 per year. While the monthly total amounts to only pocket change for each customer, the cumulative totals could exceed $20,000 per month and more than a quarter of a million dollars each year.

"This program offers a wonderful opportunity for each of us to make a small individual contribution toward the education of our children," Fields said. "This is money we will have month after month, year after year to strengthen the educational base of the young people in our community."

Both utility boards have adopted procedures to allow anyone who does not want to participate in Round-Up to withdraw from the program.

Anyone not wishing to participate should send a note to their electric company or call their respective power distributor and request to be excluded from the program.

CEC Board Chairman Larry Weaver said the Cooperative is convinced a majority of CEC customers will support Round-Up.

"The number of grant requests continues to increase and the projects that have been funded prove the results are worthwhile. We are delighted to have the opportunity to expand this program."

CPB Board Chairman Bill Hendrix said the power board is excited about the opportunity to participate in Round-Up.

"We have been looking for a program to support education and Round-Up is a perfect opportunity. We believe our customers will support this project," Hendrix said.

Both men said no customer who wants to be excluded from the program will be required to participate.

"If there is disinterest or a financial reason that makes it impossible for a customer to participate, they only need to express that feeling to the utility and their bill will not be rounded upward," Hendrix said.

"If a customer becomes dissatisfied at any time, they may request to be reimbursed any Round-Up payments contributed in the last 12 months," he added.

"City, County Joint Effort to Benefit Local Schools." *The Cullman Times* 22 September 1996: no page/section.

Teen will be tried as adult for school fires

Scott Bodman

A Cullman County teenager accused of burning two area schools will stand trial in adult court.

Judge Kim Chaney ruled Monday that Mark Beard, 17, originally charged as a juvenile in the case, should be transferred to adult status.

Beard, who had been held in a juvenile detention center in Tuscumbia, was moved to the Cullman County Jail Monday where he is being held on a $2 million bond.

He, along with his brother, Andy John Reindeau, and another man, Jason Couch, have been charged with two counts of second-degree arson in connection with the fires that destroyed West Point High School and Dowling School on Sept. 2.

If convicted as a juvenile, Beard would have faced a maximum penalty of one year's incarceration in a Department of Youth Services juvenile offender facility.

As an adult he faces up to 20 years imprisonment on each count of arson.

Full restitution is a requirement for any release from prison, according to District Attorney Len Brooks.

Beard's mother, Melody Beard, continues to maintain that her sons are innocent and said she plans to fight the authorities who have wrongly accused them.

"A lot of the stories the police and fire chief told don't match," Beard said.

Beard has previously alleged that her sons were targeted in the arson investigation because of their Cajun roots and she has taken her concerns all the way to Washington.

"I'm not going to give up," she said after Monday's ruling.

Reindeau and Couch go before Chaney Wednesday morning for their preliminary hearings.

Bodman, Scott. "Teen Will be Tried as Adult for School Fires." *The Cullman Times* 24 September 1996: no page/section.

Mother of two arson suspects fears for family

Scott Bodman

The mother of two men accused of burning West Point and Dowling Schools says several incidents since her sons' arrests have left her fearing for the safety of her family.

Melody Beard, the mother of Andy John Reindeau and Mark Lee Reindeau, filed a report with the Cullman County Sheriff's Department Tuesday morning after another one of her sons, 12-year-old Adam Beard, was almost run down by a vehicle in front of her residence.

According to Beard, the incident is only the latest in a string of frightening occurrences that have taken place since her sons were arrested on Sept. 5.

"This is not the first time my family has been threatened," the angry mother said.

Beard said that over the past three weeks, unknown persons have thrown fire bombs into her yard, beaten her dog and tampered with the brakes on her car.

"I fear for my whole family," she said.

Philip Lambert, chief investigator with the Sheriff's Department, said investigators were looking into Beard's report.

"We'll try to determine who it was, but the evidence we have at this time is going to make it hard to do that," Lambert said.

Lambert said Beard has never reported any of the other incidents.

"She hasn't filed any other complaints with us," he said.

The Reindeau brothers, along with Jason Couch, were arrested in connection with the fires that destroyed West Point High School and Dowling School after a three-day investigation by local, state and federal agencies.

Andy John Reindeau and Couch go before District Judge Kim Chaney this morning for their preliminary hearings.

Chaney decided Monday that 17-year-old Mark Lee Reindeau, who is also known as Mark Beard, should be tried as an adult after a juvenile court session that served as his preliminary hearing.

Beard, who has proclaimed her sons' innocence from the time of their arrests, said she would not testify on their behalves.

"Why should I testify to help incriminate my kids," Beard said.

Beard, who claims that racism is the motive behind the prosecution of her sons, said she has sought help from state and national officials in an effort to prove their innocence.

She said one high-ranking state official told her that her sons would "be walking the street" after their trial.

Bodman, Scott. "Mother of Two Arson Suspects Fears for Family." *The Cullman Times* 25 September 1996: 1A, 7A.

Judge sends arson case against teens to grand jury

Scott Bodman

A preliminary hearing for two Cullman County teens accused of torching West Point and Dowling Schools landed the men one step closer to trial Wednesday morning.

District Judge Kim Chaney has determined that there is probable cause to bind Andy John Reindeau, 18, and Jason Couch, 19, over to a grand jury, where they will most likely be indicted for arson.

Both men, along with Mark Lee Reindeau, are charged with two counts of second-degree arson in connection with the fires that destroyed West Point and Dowling Schools earlier this month.

Chaney's decision hinged on recorded conversations with Couch and Mark Lee Reindeau in which they reportedly confessed to burning the two schools during the early morning hours of Sept. 2.

An attorney for Andy John Reindeau claims the confessions, which implicate his client in the fires, were coerced and that there is insufficient evidence to convict him.

"Those statements were extracted from them under extreme duress. . . . They don't have any physical evidence. . . . Probable cause in this case is almost non-existent," George Miller told the judge.

District Attorney Len Brooks presented only the confessions and reports from the Bureau of Alcohol, Tobacco and Firearms on the cause and origin of the fires to establish probable cause.

Two deputy state fire marshals who investigated the fires told the court they believed the fires were intentionally set.

The fact that no physical evidence was presented linking the teens to the fires stirred indignation in Reindeau's attorney.

"Until more evidence is presented, I think [Andy John Reindeau] shouldn't even be considered a suspect in this case," said Miller.

Brooks would not comment on any specific evidence but said he presented just enough at Wednesday's hearing to establish probable cause.

When asked about Miller's allegations of coerced confessions, Brooks said, "I feel good about the shape the evidence on behalf of the state of Alabama is in, including those statements."

Brooks said Miller "would not be doing his job" if he failed to raise questions about the confessions.

Despite the lack of physical evidence, Miller said Chaney's ruling was not unexpected.

"The proceedings here today didn't come as any surprise," he said.

Miller believes Reindeau's past brushes with the law have prejudiced Cullman County officials against him.

"They don't have a very good history, but that doesn't mean they burned those schools," Miller said.

He went on to say that he intended to request a change of venue for Reindeau's trial, as he would not receive a fair trial in Cullman County.

The teens' mothers echoed Miller's sentiments.

Melody Beard, Reindeau's mother, said she was not surprised at Chaney's decision.

"I was expecting it because this is Cullman County," Beard said.

Couch's mother, Dorothy Gilley, said she hoped the trial would be moved.

"We're going to fight to prove that our son is innocent if it takes the rest of our lives," Gilley said.

Ed Coey, Couch's attorney, would not comment on the case.

Meanwhile, the district attorney said he was pleased with Chaney's decision and was confident that the state will prove its case against Couch and the Reindeau brothers.

As for a change of venue, Brooks said he thought that would be unnecessary.

"We have good jurors in this county. . . . I feel like [a fair trial in Cullman County] is very possible," said the district attorney.

The grand jury, a panel of 18 Cullman County citizens, convenes Sept. 30. Its job will be to determine whether there is enough evidence present to send the men on to a jury trial.

Mark Lee Reindeau, who is only 17, was adjudicated as an adult in juvenile court Monday.

He, too, has been bound over to the grand jury.

According to Brooks, the juvenile court session served as his preliminary hearing.

In a separate matter, Chaney revoked the elder Reindeau's probation on an attempted third-degree burglary conviction handed down just weeks before the tragic school fires.

Reindeau pleaded guilty in that case in exchange for a suspended one-year jail term and probation.

One of the stipulations of the judge's decision, however, was that Reindeau not be involved in the commission of a crime while on probation.

In finding probable cause to bind Reindeau over to a grand jury, Chaney determined he had violated the agreement.

"The court finds that you willfully violated your terms and conditions of probation," Chaney told Reindeau.

He was sentenced to one year in the Cullman County Jail for the violation.

Bodman, Scott. "Judge Sends Arson Case Against Teens to Grand Jury." *The Cullman Times* 26 September 1996: 1A, 8A.

Lawyer wants to silence Couch confession

Gail Crutchfield

The defense attorney for the third school arson suspect continued Friday trying to prove the confession made by Jason Couch is inadmissible in his upcoming trial.

G. Edward Coey questioned the Sheriff's investigator who interviewed Couch in the days following the fires of West Point High School and Dowling Junior High School last October.

Circuit Judge Don Hardeman has not yet made a decision to suppress Couch's confession or to change the location of the trial as Coey has requested.

Couch is the last of three charged in the school fires to go to trial.

He is also charged in a rash of burglaries occurring the same day.

Couch's court date is set for Nov. 17.

Mark Lee Reindeau and Andy John Reindeau are now serving 90 year prison sentences for those same crimes.

The defense has made a motion to suppress the confession made by Couch on the afternoon of Sept. 5, 1996.

The confession was reportedly made shortly after Couch failed a polygraph test and heard a taped confession of Mark Lee Reindeau.

Sheriff's investigators Charles Dansby and Shane Chambers were the detectives who questioned Couch in the early morning hours that day after Couch and the Reindeau brothers were arrested as suspects.

In Friday's hearing, District Attorney Len Brooks set out to prove Couch's statements were taken legally and can be admitted as evidence.

Dansby said Couch had been advised of his constitutional rights the morning of the interview.

He also denied the use of coercion, promises of reward or the use of threats in exchange for Couch's cooperation and statement.

"Did he ever admit to any involvement to you concerning the crimes we're here about today? Did he deny his involvement?" Brooks asked.

"Yes. Many times," Dansby said.

In his cross examination, Coey grilled Dansby about the interview, attempting to prove his client's statements were coerced.

Coey pointed out a statement made by Couch late in the interview. "I'm about to freeze to death, man. Can I put my stuff on, wherever it's at?" Coey quoted Couch as saying.

Coey implied Couch sat through the interview shirtless and without shoes after his clothing was taken away.

"Isn't that a form of coercion or duress to be under a bad physical environment?" Coey asked.

"Couch was not under a bad physical environment," Dansby responded. "We were in an office, not an interview room. It was properly heated."

Coey also questioned Dansby about telling Couch the back seat of his car would be tested to find traces of gasoline.

He also asked Dansby about showing Couch the polygraph machine insinuating those actions were used to scare Couch into confessing.

Coey then asked Dansby if his asking Couch to "play pretend" would give Couch ideas about what they wanted him to say.

"Isn't this some type of psychological game to get him to say something?" Coey asked.

"It's no more a game of me getting him to say something tha[n] what you're trying to get me to say," Dansby responded.

Hardeman could rule on the defense motions as early as next week.

Crutchfield, Gail. "Lawyer Wants to Silence Couch Confession." *The Cullman Times* 1 November 1997: no page/section.

Judge denies Couch's motion on confession: Arson trial set to begin Monday

Gail Crutchfield

The trial for arson suspect Jason Couch will begin as planned Monday with jury selection, and selected jurors will hear his confession.

Couch faces charges of arson and burglary for a Labor Day 1996 crime spree.

Two other suspects, brothers Mark Lee Reindeau and Andy John Reindeau, have already been convicted and sentenced to 90 years each for their part in the crimes.

Judge Don Hardeman Monday denied defense motions to move the trial and to suppress Couch's confession.

The motion to suppress the confession was made on the grounds it was given voluntarily and was not in violation of the defendant's rights.

It was revealed during the Oct. 29 hearing that Couch confessed to being in the back seat of his car while the Reindeau brothers set fire to Dowling Junior High School and West Point High School.

Couch said in his confession [that] Mark Lee Reindeau made threatening gestures toward him with a gun and told him to stop asking questions and "go along with it."

Couch later recanted that confession.

"The change of venue was denied at this time but may be revisited upon failure to select a fair and impartial jury," District Attorney Len Brooks read from the judge's ruling.

A pool of about 200 potential jurors will be whittled down to 12 plus at least two alternates.

Brooks said during the hearing they had no problems finding an impartial jury in the previous trials.

"There were no surprises," said Defense Attorney Edward Coey of the judge's ruling.

He and the District Attorney's office are each preparing for the start of the trial. "We're going to have folks answer a lot of questions about pre-trial publicity, their association with the county school system, law enforcement, fire fighters, anything that has emotional ties," Coey said.

Crutchfield, Gail. "Judge Denies Couch's Motion on Confession: Arson trial set to begin Monday." *The Cullman Times* no date: no page/section.

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Couch hearing set for today: School arson suspect's trial slated for Nov. 17

Gail Crutchfield

Jason Couch, the third suspect in the Labor Day 1996 fires that destroyed West Point High School and Dowling Junior High, will be in the courtroom today for pre-trial hearings.

Couch's trial, where he will face two counts of second-degree arson, four counts of third degree burglary and one count of breaking and entering an automobile, is scheduled for Nov. 17.

Brothers Mark Lee Reindeau and Andy John Reindeau were both convicted and sentenced to 90 years each on the same charges facing Couch.

Today's hearing will be to hear motions to suppress Couch's confession and for a change of venue.

Both Reindeau brothers made similar motions during their trials.

Motions for a change of venue and to suppress evidence in each Reindeau trial were denied.

In addition, all were denied youthful offender status.

Mark Lee Reindeau was found guilty March 24 and Andy John Reindeau was found guilty June 17. Both have appealed their convictions.

Crutchfield, Gail. "Couch Hearing Set for Today: School arson suspect's trial slated for Nov. 17." *The Cullman Times* no date: no section/page.

Couch gets 60 years

Gail Crutchfield

Convicted arsonist Jason Couch has been sentenced to 60 years in prison for his part in the Labor Day 1966 fires at West Point High School and Dowling Junior High School.

Circuit Judge Don Hardeman passed down the sentence Tuesday.

Couch, 20, received the maximum sentence on each of the two counts of arson and two burglary charges he was convicted of in November. He received 20 years for the arson convictions and 10 years for each burglary.

The Crane Hill man was also ordered to pay more than $3.5 million in restitution and $34,000 in fines.

"Of course he got the maximum," his attorney Edward Coey said. "We were not surprised.

"He took it stoically," the attorney said. "We knew what to expect, but we plan to go on with the appeal."

"He's devastated," Couch's mother, Dorothy Gilley said. "He can't believe he's been punished for something he didn't do.

"We know for a fact that he was at home the time those fires occurred," she added.

Gilley said the judge's refusal to allow a change of venue and his denial to allow an interview between Couch and two county investigators to be admitted as evidence were the reasons her son was convicted.

"If he hadn't withheld those statements, my boy would have come home," she said.

"They should have moved (the trial) out, but the judge and the DA weren't fair."

However, District Attorney Len Brooks said Couch received a fair trial and verdict.

"I am very pleased with the verdict," he said. "I hope this will allow some closure as far as the victims and the people of Cullman County as to these tragic events."

"Now we can put that behind us," said West Point High School Assistant Principal Darrell Brock.

"They're about to pour a wall for the new school and they're nearly through with the renovations of the new gym."

As the last of three suspects convicted for the crimes, Couch's sentencing brings an end to the more than 15-month ordeal.

Brothers Andy John Riendeau and Mark Lee Riendeau were each sentenced to 90 years in prison and ordered to pay millions of dollars in restitution.

Andy John Riendeau is now serving his sentence at Ventress Correctional Facility. Mark Lee Riendeau is being held at Easterling Correctional Facility. Both prisons are in Barbour County in South Alabama.

Couch will initially be returned to Elmore Correctional Facility.

In addition to closure, Brooks said he hopes the sentencing will keep others from committing such crimes.

"The people responsible for burning these schools and committing these crimes have been sentenced to a total of 240 years in a penitentiary.

"I hope that serves as a deterrent to anyone who would consider committing such senseless crimes.

"That if they do, they will be apprehended, prosecuted, convicted and appropriately sentenced."

Couch could be up for parole in about 20 years, when he will be 40 years old.

Crutchfield, Gail. "Couch Gets 60 Years." *The Cullman Times* 11 December 1997: 1A, 8A.

School arsonist gets 90-year sentence

Johnny Kampis

Circuit Court Judge Don Hardeman sentenced convicted arsonist and burglar Andy John Riendeau to 90 years in prison Tuesday afternoon.

In addition, Riendeau must pay nearly $5 million in restitution, fines, victim compensation, and court costs.

When asked by the judge if he had anything to say before the sentencing, Riendeau replied, "I didn't do it."

Last month, Riendeau was convicted by a jury of two counts of second-degree arson in connection with fires that damaged West Point High School and destroyed Dowling Junior High School.

He was also convicted of four counts of third-degree burglary and one count of breaking and entering a vehicle.

The sentence Hardeman gave Riendeau was the maximum he could impose.

Defense attorney Joe Morgan III said he was not surprised.

"I was of the opinion he would be sentenced to the maximum amount of time," he said.

Morgan said he felt this was because of public outrage toward the crimes. He said he would appeal and repeated a point he had made many times during the trial.

"There is no physical evidence to connect [Riendeau] to the crimes," he said.

Mark Lee Riendeau, the brother of Andy John Riendeau, was sentenced to 90 years in prison for the same crimes in April by Circuit Court Judge Frank Brunner.

Melody Beard, the mother of the Riendeau brothers, said her boys were not the ones responsible for the crimes.

"My sons are innocent and I'm going to prove it," she said following the sentencing. "The real criminals are still running the streets."

She appeared angry when talking to reporters following her son's sentencing hearing.

"The judge had his fun, now I'm going to have mine," Beard said. She would not elaborate on what her statement meant.

Meanwhile, District Attorney Len Brooks felt justice was served.

"The judge giving this defendant the maximum sentence is a just sentence," he said.

Brooks feels Riendeau has shown no remorse for his crimes.

"He has maintained an attitude of complete defiance toward any authority," he said.

Morgan replied that Riendeau showed no emotion because he told him not to.

Also, Morgan argued Riendeau had no reason to show remorse if he did not commit the crimes.

Brooks said he believed the sentence was deservedly harsh due to Riendeau's behavior while in jail before the trial.

"Based on evidence in the case, he attempted to bribe a witness and frame someone else. He attempted to escape from jail," Brooks said.

Riendeau's former cellmate testified that Riendeau offered him $20,000 to pin the blame on someone else.

In addition, Riendeau briefly escaped from the Cullman City Jail while awaiting trial.

Brooks said this sentence should serve as a deterrent to others who think about committing such crimes.

Jason Couch, a third suspect . . . [incomplete]

Kampis, Johnny. "School Arsonist Gets 90-year Sentence." *The Cullman Times* 2 July 1997: 1A+

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Couch found guilty of burning schools

Gail Crutchfield

A jury Thursday night found Jason Couch guilty of burning West Point High School and Dowling Junior High.

Jurors deliberated for five and a half hours before convicting him of arson and of the burglaries at Hale's Grocery Store and Jones Chapel Junior High School.

He was found not guilty of two more charges of burglary and one charge of breaking and entering a vehicle.

"I think he was devastated," said defense attorney Ed Coey of Couch's reaction to the verdict.

Couch, 20 of Crane Hill, was accused of participating in a crime spree culminating in the burning of the two schools on Labor Day, 1996.

Brothers Andy John Reindeau and Mark Lee Reindeau are each serving 90 year sentences for their part in the crimes.

Couch will be sentenced on Dec. 9. He could receive a sentence of from two to 60 years.

The eight men and four women who decided Couch's fate listened to two full days of testimony in the four-day trial along with two female alternate jurors.

Members of the jury said a confession made by Couch the day after the fires led them to their verdict.

"His statement really did it," said jury foreman Doug Nix, 46, of Vinemont. "That's really all we had to work with."

District Attorney Len Brooks played the confession on the second day of trial to prove Couch's involvement in the crimes.

In the statement, Couch said he was "wasted" in the back seat of his … [incomplete]

Crutchfield, Gail. "Couch Found Guilty of Burning Schools." *The Cullman Times* 21 November 1997: 1A+.

Local school left off state's funding list: Officials still hopeful West Point will get money to rebuild

Beth Lakey

Some $4.7 million in state funds will be given to 18 school systems, and Cullman County is not among them.

State Superintendent of Education Ed Richardson and State Finance Director Sage Lyons, as members of the Alabama Public School and College Authority, approved the outlay this week.

Money for the schools came from the same fund that could have helped rebuild burned West Point High School.

Rep. Neal Morrison (D-Cullman) had previously said money was available in that fund to reconstruct what was destroyed by arson last Labor Day.

Dowling Junior High School was totally destroyed by the same arsonists, but local school officials opted not to rebuild the small school in the Crane Hill community.

Morrison said he was disappointed to learn the Authority had not allocated money to Cullman County.

However, all hope is not lost.

"After talking with Bill Fuller, it appears there might be light at the end of the tunnel," Morrison said Thursday.

Fuller (D-Chambers County), chairman of the Ways and Means Committee, was at the Authority's meeting.

He has pledged his support to get money for the burned schools and managed to get himself and Morrison on the Authority's next meeting's agenda.

Morrison said the date of the meeting has not been announced.

"We might pull this thing off after all," Morrison said of getting the money needed to get West Point students out of portable classrooms.

Billy Coleman, principal of West Point, said he is still holding on to the hope that the money will come from somewhere.

"I hope we'll get it," Coleman said. "I can't believe anyone needs it more than we do."

Morrison has said he will reintroduce a bill into the Legislature that would give the schools money to rebuild.

Gov. Fob James previously vetoed a bill that would have given $3 million to replace the losses of the two schools.

Instead, West Point received $542,000 which is significantly less than the $4 million needed.

After speaking with the governor during his trip to Cullman Tuesday, school and county officials are hoping their lease did not fall on deaf ears.

The money allocated to the different school systems is from interest earned by the state on a $215 million education bond issue approved by the Alabama Legislature in 1995.

The allotment of discretionary funds approved are as follows:

- Wilcox County -- $1.5 million
- Winfield -- $1 million
- Tallapooosa County -- $280,000
- Jefferson County -- $257,000
- Randolph County -- $250,000
- Tuscaloosa County -- $200,000
- Macon County -- $200,000
- Hale County -- $167,000
- Tallassee -- $161,203
- Madison County -- $150,000
- Tuscaloosa City -- $150,000
- Barbour County -- $100,000
- Oxford -- $100,000
- Attalla -- $75,000
- Huntsville -- $50,000
- Walker County -- $50,000
- Lauderdale County -- $35,000
- Lamar County -- $35,000

The Associated Press contributed to this report.

Lakey, Beth. "Local School Left Off State's Funding List: Officials still hopeful West Point will get money to rebuild." *The Cullman Times* no date: no page/section.

West Point dedicates new school

Beth Lakey

Smiles and laughter have replaced the sobs and tears.

In the past two years and seven months, the West Point community has mourned the loss of part of its school and has rejoiced in seeing the new facility open earlier this year.

It was Labor Day weekend 1996 when the word went out that fire had destroyed a large portion of West Point High School.

Principal Billy Coleman was enjoying a quiet, relaxing weekend on Lake Martin when he was notified.

"When I got back here, the school was pretty much gone," he said of the smoldering embers he remembers seeing.

But rather than dwelling on the loss, Coleman, the faculty, staff and students chose to change the one thing they could—their attitude.

It is that positive attitude that made Sunday's dedication of the new building a reality.

"During these two and a half years, we haven't skipped a beat," Coleman said.

"This facility is a dream," Coleman said. "We're excited about what the future holds."

As the embers died out, the community, school officials, along with the local legislative delegation went to work.

Portable classrooms were brought onto campus; textbooks, computers and other supplies were donated so the students could get back to school.

"As soon as news of the fire broke out, I heard from the legislative delegation," said Superintendent Jan Farley.

While West Point graduate and former state Sen. Don Hale, former Rep. Tom Drake, and Rep. Neal Morrison tried to get help on the state level, local businesses and individuals also pitched in what they could.

"It's a great day," Hale said of the new building at his alma mater. "I'm sorry we had to have the school burn down to get this new school."

State Sen. Zeb Little credited Hale, Drake and Morrison with making the dream of a new school come true.

"They (the legislators) worked tirelessly," Little said during the dedication ceremony. "It is a credit to them to get the help you needed."

Little, who said he was getting ready to leave for the lake when he first heard about the fire, has been impressed with the attitude of school officials and students.

"A lot of times people look at a problem and question, 'Why?' and others see opportunities and say, 'Why not?'" Little said.

Morrison, who had not even been in office a year at the time of the fire, remembers wondering what he was going to do to help.

So, he got right on the phone calling the governor at the time, Fob James, and others to get some much-needed supplies and portable classrooms.

"They understood the predicament we were in," said county school board member Steve Freeman of those who helped.

Next on the agenda was getting the money to build a new building to replace the classrooms and gymnasium destroyed by what was determined to be arson.

The Cullman County school system's $1.7 million insurance policy only went so far in financing the $3.5 million building project.

Taking care of the financing was a long process.

"You don't build a school in just a few months or a few days," Farley said.

Since that time, the building has been constructed and students are now learning in a beautiful, spacious facility.

"You've got new bricks and mortar, but all the bricks and mortar do not make a building," Morrison said. "It's the people inside."

Although the building has been replaced, there are those things like trophies and photos that can not be recovered.

"Actually, we haven't lost anything," Morrison said. "Those memories are still here. Yes, it would be nice to go back and look at the physical things."

While Coleman offered many thanks to a number of individuals, he said there is one who should be given the credit.

"The one reason all this has come about, the underlying foundation is God," Coleman said.

Lakey, Beth. "West Point Dedicates New School." *The Cullman Times* no date: 1A, 6A.

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CASE STUDY 6: HARPER LODGE AT DENALI MCKINLEY PARK, ALASKA, 1996

BACKGROUND INFORMATION AND GUIDED DISCUSSION QUESTIONS

CASE STUDY 6: HARPER LODGE at DENALI

The hotel involved in this incident was constructed and operated by the Princess Cruise Line. The facility was located outside of the Denali National Park and Preserve in Alaska. The facility was constructed in the 1980's and consisted of numerous buildings in the complex. All buildings were of wood frame construction. The building involved in the fire was located in the wing which contained the office, meeting rooms, and numerous guest rooms.

The summers in this area are generally cool and damp with average high temperatures in the mid 60's. Winters are extremely cold with temperatures falling to -40°F and below.

Fire protection for the area is provided by volunteer organizations. The area is extremely rural with the minimum response distance of the departments being approximately 24 miles.

At the time of the fire, the water storage tanks on site were empty due to a broken underground main.

After the fire, litigation was pursued by the owners of the facility against the Alaska State Fire Marshal's Office. The allegation was that the fire marshal's office failed to conduct a proper plan review of the facility at the time of construction. After four plus years of litigation, the determination was that the building was not constructed in accordance with the approved plans. Changes had been made which involved the installation of two fuel oil fired furnaces in the office/meeting room areas. Ultimately, the case was dismissed.

After the fire, the destroyed/damaged buildings were rebuilt within six months.

Harper Lodge at Denali
McKinley Park, Alaska

ORIGINAL REPORT

Introduction:

Harper Lodge at Denali is owned and operated by Princess Tours, headquartered in Seattle, Washington. The Lodge was constructed in 1986-1987 and opened for business on May 23, 1987. The buildings are located on the banks above the Nenana River, just one mile from the entrance to Denali National Park in Alaska. The lodge is located on a level site just off Highway 3.

Buildings and equipment were found in excellent condition with excellent care and cleanliness prevailing throughout all areas.

An insurance map dated August, 1987 is issued as part of this report.

Occupancy & Activity:
This is a 157-guest room lodge featuring a full-service restaurant, cocktail lounge, gift shop, and meeting room.

Ninety employees operate the lodge four months out of the year, from the third week of May through the third week of September. The facility is locked up and winterized the remaining months of the year. A caretaker living on-site makes daily inspections of the premises during non-operating periods.

Hotel operations are conducted 24-hours a day, seven days per week, four months
out of the year as previously mentioned. The full-service restaurant with a capacity of

120 patrons operates from 5:00 a.m. until 10:00 p.m., seven days per week, May-September. The lounge has a capacity of 36 patrons and typically operates from noon to 12 midnight, seven days per week, four months a year. There is no live music or dancing in the lounge.

A full-time housekeeping staff operates on a continuous basis. Maintenance is contracted with Lindal Construction Co., the hotel's general contractor, out of Fairbanks. A gift shop operated by the hotel is located adjacent to the lobby area of Building No.1 and operates daily from 8:00 a.m. to 11:00 p.m.

Construction:
There are four buildings on site, all of wood frame construction and one or two stories in height. Buildings No. 1 and No. 2 are connected via a covered bus loading area; Buildings No. 1 and No. 3 are connected by a covered walkway and deck. The total square footage is approximately 74,122 sq. ft. with the area breakdown as follows:

Building No. 1 - Hotel, Lobby, Office	33,270 sq. ft. = 44.9%
Building No. 2 - Hotel	19,028 sq. ft. = 25.7%
Building No. 3 - Restaurant & Lounge	6,164 sq. ft. = 8.3%
Building No. 4 - Employee Housing	15,660 sq. ft. = 21.1%
Total:	74,122 sq. ft. = 100.0%

Attic areas of the buildings are draft stopped every 9,000 sq. ft. In addition, the four buildings are sprinklered throughout including attic and crawl space areas (the 450 sq. ft. water treatment room at the end of Building No. 1 is unsprinklered, but cut off from the remainder of the building by a 1-hr. fire rated wall).

Fire Divisions:
Buildings 1, 2 and 3 are interconnected via covered walkways, decks, or drive-thrus; the walkway and drive-thru bus loading areas are sprinklered. Building No. 4 is detached with approximately 65 feet of clear space to Building No. 1. There are, then, two major fire divisions at this location. Buildings 1, 2 and 3, however, constitute three good fire areas based on sprinklered separation distances of 32 feet and 34 feet. (Refer to the accompanying diagram.)

In considering loss possibilities, the following definitions apply:

> Maximum Foreseeable Loss (M.F.L.) - The fire loss potential for a facility from a single incident assuming all private protection impaired, and reliance on fire divisions and public protection response only.
>
> Normal Loss Expectancy (N.L.E.) - The fire loss potential for a facility from a single incident with all public and private protection equipment and services available and operative.

The Maximum Foreseeable Loss, assuming all sprinkler systems to be inoperative, based on wood frame construction and response from volunteer fire departments is estimated at 80% of the location's total building and personal property values involving Buildings 1, 2 and 3.

The Normal Loss Expectancy, May-September, assuming sprinkler systems to operate as intended is estimated at less than 10% of total building and personal property values. (During the winter months, the entire facility is shut down including all electricity and water supplies.)

Exposures:
There are no significant foreign exposures to the site in any direction. The Park's Highway, or Highway 3, is located immediately northeast of the facility; the Nenana River flows approximately 72-ft. below the site to the southwest. Land in other directions is primarily open forested area.

Common Hazards:
Electric power is provided by Usibellie Power Company through overhead transmission lines to ground level transformers located outside Building No. 1. Electric wiring is in metal conduit and appears to be in overall compliance with the National Electric Code. All branch circuits are protected by circuit breaker overload equipment. Emergency lighting is installed in public assembly areas and Building No. 4's corridor. There is no emergency generator; however, one could be obtained if necessary.

Building heat is provided by electric baseboard units in guest rooms and electric forced air furnaces in the office area of Building No. 1. There is no ventilation system.

Housekeeping throughout the facility was noted to be excellent; refuse is deposited in outside trash dumpsters and picked up two times a week by a disposal firm out of Healy. Employee smoking is restricted to designated areas only and no smoking

is allowed in any public area. Management strictly enforces the employee no smoking rule.

Special Hazards:
Cooking equipment within the kitchen area of Building No. 3 is U.L. and AGA listed. The equipment list consists of grills, a range, a broiler, and three deep fat fryers. The cooking line including the deep fat fryers are situated under a hood and duct system protected by a dry chemical extinguishing system. (Refer to the attached Restaurant Property Supplement for additional details.)

Hotel supplies are stored in Building No. 4 on metal racks with solid shelves to 8-feet. The warehousing area of this building occupies approximately 1,000 sq. ft. Commodities are stored in cardboard cartons for the most part and the area is protected by automatic sprinklers. Additional maid storage facilities and kitchen storage facilities are located in Buildings 1, 2 and 3. Housekeeping was noted to be neat and orderly in all areas.

Oil fired hot water heaters are provided each building; all units are equipped with pressure relief valves. Rooms containing the hot water heaters are protected by automatic sprinklers. Oil supply tanks are located below ground.

Laundry dryers and kitchen cooking equipment are L.P.G. fueled from 2,000-gal. tanks located outside Buildings 2, 3, 4.

Public Protection:
The property is located within the Tri-Valley Fire District of Alaska, graded Protection Class 9 by the Insurance Services Office. The District is under the protection of volunteer fire departments with the nearest responding station approximately two miles distant. Fire fighting equipment includes a 750 gpm or 1,000 gpm pumper stationed at the Denali National Park Hotel and a 3,000-gal. tanker and 750 gpm pumper used mutually by the hotel and McKinley Village fire companies. Response time is estimated at five to ten minutes. Additional response and fire fighting equipment is available from two other volunteer fire companies, McKinley Village located nine miles away and Healy at ten miles distance.

Private Protection:
Automatic sprinkler protection is provided for all buildings including attic and crawl space areas. The 450 sq. ft. water treatment room at the end of Building No. 1 is not sprinklered, however. Ninety-nine percent of the site's total square footage is sprinklered, then.

The four buildings are protected by four 4-in. Crinnell or Gem Model No. F3021 dry pipe valves with Model F311 accelerators. The systems are of light or ordinary hazard pipe schedule design. Control of the systems is provided by OS&Y valves at the system risers. 165° F. heads of 1/2-in. orifice size are installed. Waterflow, low and high air pressure supervision, and valve tampering is provided with alarms locally monitored at an annunciator panel at the front desk of Building 1.

Fire protection water is supplied through 4-in. underground mains by a horizontal centrifugal fire pump taking suction from two 7,500-gal. water tanks. The fire pump has a diesel engine driver and is rated 500 g.p.m. at 125 p.s.i. at 3,000 r.p.m. The pump is controlled by a Metron controller, a U.L. listed unit.

The fire pump takes suction from two above ground steel water storage tanks. Water to the tanks is supplied by three deep water wells through 2 1/2-in. connections. The wells are rated 95-100 gpm at 60 p.s.i.

The pressure in the water system is maintained by a centrifugal electric driven Metron jockey pump. The pump maintains the system pressure at approximately 115 p.s.i.

An automatic heat/smoke detection system is installed throughout; all individual hotel rooms are equipped with smoke detectors. Manual fire alarm stations are located throughout the premises. The alarm system is tested on a monthly basis.

Fire and trouble alarms are transmitted to the front desk where a System 3 Universal alarm control panel is located. The annunciator panel indicates fire and/or circuit trouble initiated by the sprinkler systems, fire pump, heat/smoke detectors and manual pull stations.

Multipurpose dry chemical fire extinguishers are located throughout the facility and are readily accessible. Arctic Fire Equipment out of Fairbanks performs annual servicing of the fire extinguishers; extinguisher placement is checked monthly by hotel employees during operating periods.

A written emergency procedures program is in effect and provides specific instructions to employees regarding various emergency situations. Evacuation plans and procedures are posted in all guest rooms and public areas.

Sprinkler Leakage:
Stock and/or equipment is moderately susceptible to sprinkler leakage damage. Sprinkler systems appeared to be adequately supported and secured as required by NFPA standards. Waterflow of the sprinkler systems is monitored at the front desk, which is attended 24-hours per day.

Extended Coverage Perils:

Wind Storm - The area is not normally subject to tornados or hurricanes. The 100 year mean recurrence interval wind speed according to Factory Mutual data sheet 1-7 is 60 miles per hour.

Aircraft - A small airport located approximately one mile distant from the lodge is available for short flights to Anchorage and flight seeing tours of the Park.

Explosion - The hazard of explosion is inherent in the use of L.P.G. gas as cooking fuels.

Vandalism - During non-operating months, the facility is completely locked; most doors have key blocks. The windows of the restaurant and employee housing buildings are all boarded for additional security. Surveyor's tape is strung across the first floor doors and end-of-building doors on second floors. A caretaker living on-site makes daily tours of the facility when not in operation. In addition, there is a State Trooper stationed nearby. The area is sparsely populated and there is only one highway through the region. During the winter months, traffic is very light and vandalism is not expected to be a problem.

Harper Lodge at Denali, McKinley Park, AK Page 7

CASUALTY/GENERAL LIABILITY REPORT

Building:
This is a four building complex featuring two guest room buildings, a restaurant/cocktail lounge building, and an employee dormitory. Except for the restaurant building, the other three structures are two story in height. All construction is of wood frame materials. Building No. 1 consists of 96 guest rooms, the hotel lobby, offices, gift shop, and meeting room. Building No. 2 includes of 61 guest rooms and the hotel laundry. Building No. 3 is a restaurant/cocktail lounge. Building No. 4 contains 49 employee rooms and a small warehousing facility. Building No. 1 is connected to Buildings 2 and 3 via sprinklered drive-thrus or covered walkways respectively. (See the accompanying site plan for details.) All guest rooms exit to the exterior of the buildings, with stairways as indicated on the attached site plan. The employee housing building has a central corridor to which each individual room exits. There are two interior stairways, remotely located, in the employee housing building. The interior corridor is provided with battery powered emergency lighting. Exit doors to the outside are equipped with appropriate hardware and swing in the direction of exit travel.

Floors and stairways are in excellent condition; floor coverings consist of carpeting and hardwood. The hardwood floors are polished with furniture polish and then buffed. Wet floor signs are used when the floor cleaning is conducted. Walkways outside Buildings 1 and 2 are provided with carpet runners. Sturdy handrails are provided on all stairs and steps were noted to be in excellent condition.

Bathroom facilities include tub and shower combinations utilizing shower curtains rather than glass shower doors. Plastic mats are in place to prevent slipping in the shower. The jacuzzies in the VIP suites are provided with grab bars.

Grounds:
A one-way looped road provides access from the main highway. The road is unpaved but in good condition with appropriate traffic control signs. (Future plans call for paving 2/3 of the road.) Limited parking is available outside Buildings 1 and 2 in designated areas. Additional parking is available up on the Highway. The grounds are adequately lighted by exterior mounted building lights. There is no swimming pool; however, there are two small hot tubs on the deck outside Building No. 1. In-house personnel assure that the hot tubs are

properly secured and turned off during evening hours. The lodge is situated in natural surroundings, i.e., native spruce trees, weeds and overgrown shrubbery are not a problem. Snow and ice removal are also of no concern as the facility is non-operational during winter months.

The hotel treats its own water and sewage. Chemicals associated with the treatment processes are located in tanks within a locked room or fenced enclosure. L.P.G. fuel tanks for cooking and laundry facilities are similarly located within fenced enclosures.

Operations:
The Lodge operates a four month season from the third week of May through the third week of September. Facilities include a restaurant with a 120 patron seating capacity and a cocktail lounge with a 36 patron capacity. The restaurant operates from 5:00 a.m. to 10:00 p.m. daily; the lounge is open from noon to 12 midnight. There is no live music or dancing in the lounge. The legal drinking age in Alaska is 21. The hotel manager states that liquor service to intoxicated persons is not a problem and that liquor sales represent a very small percentage of total food and beverage sales; the hotel generally caters to an older clientele.

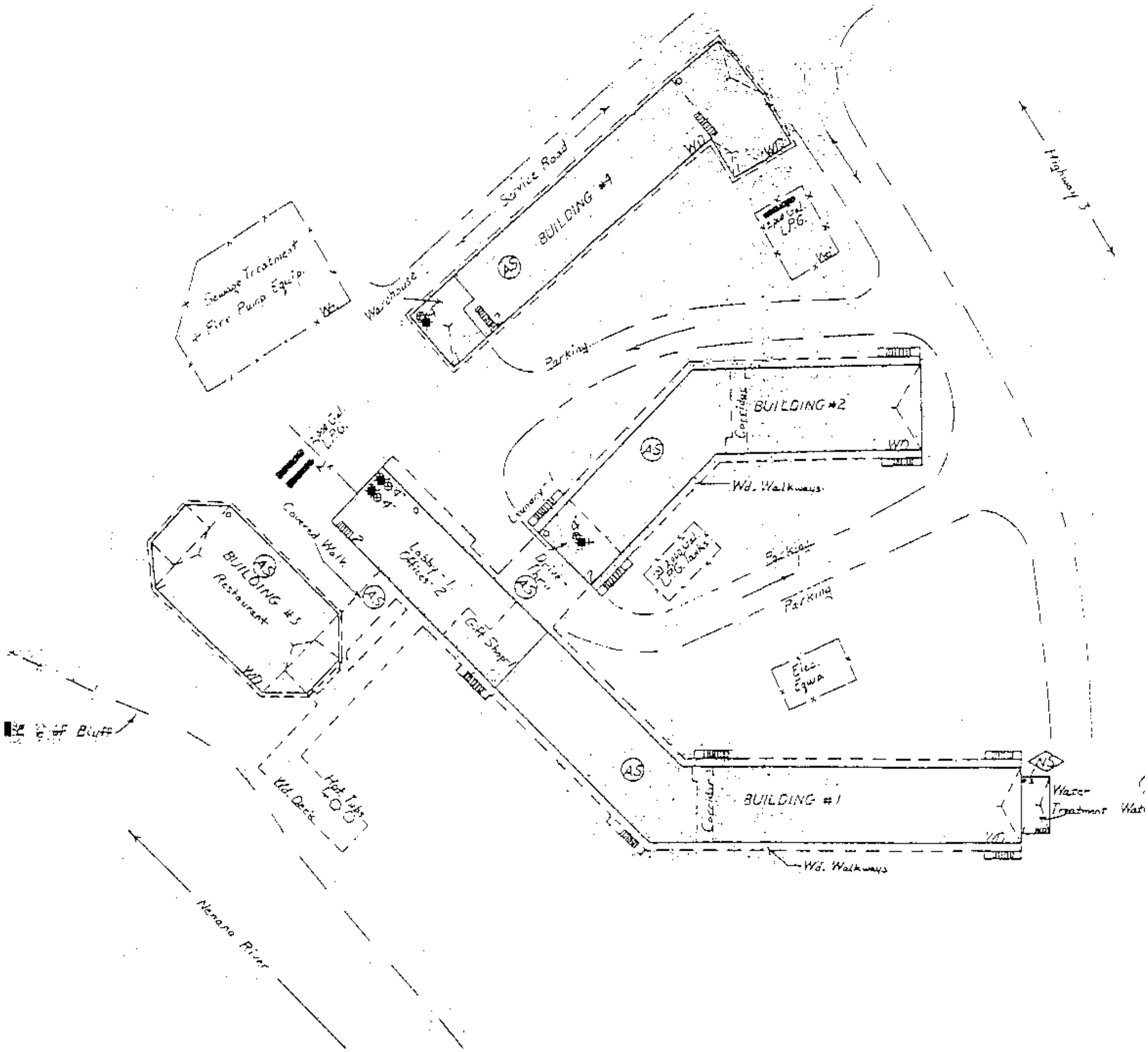
Courtesy shuttle service between the Lodge and Park activities and train station is available to patrons. Sight seeing tours of the Park can be arranged through tour operators in the hotel lobby.

Security service is provided by hotel employees, basically consisting of walk-through tours of the facilities during evening hours. There are no security guards, per se. There are no fire arms on the premises. Management is concerned about guest security, though. Master locks are installed on all guest doors and the master key is kept in a locked cabinet. The maids have the keys only for the rooms they work. Management keeps a strict key list for the maids. Additional room keys are made only with a special requisition from the hotel manager.

Fire Protection & Prevention:
The facility is 99% sprinklered by dry pipe equipment. Automatic heat/smoke detection systems are also installed throughout. Alarms or trouble signals from the fire extinguishing and detection systems are locally monitored at the front desk in the lobby of Building No. 1. All fire alarms are audible by electric bells installed inside and outside the buildings.

Harper Lodge at Denali, McKinley Park, AK Page 9

A written emergency procedures plan is in effect for all employees. In addition, evacuation plans and procedures are posted in all guest rooms and public areas. First aid and medical attention is available from four EMT's on the site or from a physician's attendant and two nurses located in the immediate area. Helicopter air lift service to Fairbanks hospitals is also available.


Service Road
BUILDING #4
Warehouse
Sewage Treatment
Fire Pump Equip.
Parking
Highway 3
BUILDING #2
Corridor
Wd. Walkways
BUILDING #5
Restaurant
Covered Walk
Lobby - 1
Offices - 2
Gift Shop
Parking
Elec. Equip.
BUILDING #1
Water Treatment
Wd. Walkways
Wd. Deck
Hot Tubs
Nenana River
Bluff

STATE OF ALASKA
DEPT. OF PUBLIC SAFETY

17-2xx INV. REPORT

CASE NO. 96-17577

Reporting Agency	Detachment	Invest. Unit	Reporting Officer	Perm I.D.	Person/Offense Link Code
CANTWELL AST	D	CANE	Trooper Roger B. Ellis	RBE0	

Offense Code	UCR#	Type Of Offense	Date Reported	Time Reported
9545		Structure Fire - NON Suspicious	03/20/96	0710

Date Occurred	Appr	Time Occurred	Appr	Relation of Victim to Offender	Alcohol or Drugs Involved	Weapon/Cause	Situation Code
3/20/96		0700	X	NA	No	NA	NA

Location Of Offense/Activity	Patrol Zone
Denali Princess Lodge, mile 238 Parks Highway, Denali Park	HHJA

OFFN#	Offense Code	UCR#	Type Of Offense	Date Reported	Time Reported

Date Occurred	Appr	Time Occurred	Appr	Relation of Victim to Offender	Alcohol or Drugs Involved	Weapon/Cause	Situation Code

Location Of Offense/Activity	Patrol Zone

OFFN#	Offen	UCR#	Type Of Offense	Date Reported	Time Reported

	Appr	Time Occurred	Appr	Relation of Victim to Offender	Alcohol or Drugs Involved	Weapon/Cause	Situation Code

Location Of Offense/Activity	Patrol Zone

OFFN#	Offense Code	UCR#	Type Of Offense	Date Reported	Time Reported

Date Occurred	Appr	Time Occurred	Appr	Relation of Victim to Offender	Alcohol or Drugs Involved	Weapon/Cause	Situation Code

Lo[illegible] f Offense/Activity	Patrol Zone

PERS#	Role(s)	Name	Sex	Race	Ht	Wt	Hair	Eyes	DOB	Appr Birth Yr
	V	Denali Princess Lodge								

Residence Address	Residence Phone	Driver's License Number	State

Work Address	Work Phone	Occupation
PO Box 110, Denali Park, Alaska 99755	683-2282	Motel / Lodge

Date Interviewed	Advised of Rights	Yes	No	By	Other Identification No.	Type of Identification

Statement Taken	Yes	No	Crim Recrd	Yes	No	FWP Rec	Yes	No	Blood Alchl	SOC SEC NUMBER	"S" in OFFN#	Juv Disp

CHARGED WITH	A	B	C	D	E	Violent Crime or DV Notice Given
	P_ W_ S_	P_ W_ S_	P_ W_ S_	P_ W_ S_	P_ W_ S_	VC / DV
CITATION #						Supplemental Form Used Re: Info on This Page

PERS#	Role(s)	Name	Sex	Race	Ht	Wt	Hair	Eyes	DOB	Appr Birth Yr
2	C	David Schmoker	M	W	73	160	BRO	GRN	06/01/61	

Residence Address	Residence Phone	Driver's License Number	State
PO Box 110, Denali Park, AK 99755	683-1304	6361791	AK

Work Address	Work Phone	Occupation
Denali Princess Lodge	683-2282	Maintenance Supervisor

Date Interviewed	Advised of Rights	Yes	No	By	Other Identification No.	Type of Identification

Statement Taken	Yes	No	Crim Recrd	Yes	No	FWP Rec	Yes	No	Blood Alchl	SOC SEC NUMBER	"S" in OFFN#	Juv Disp
		X			X			X		521-17-3413		

CHARGED WITH	A	B	C	D	E	Violent Crime or DV Notice Given
	P W S	P W S	P W S	P W S	P W S	VC / DV
CITATION #						Supplemental Form Used Re: Info on This Page

STATE OF ALASKA
DEPT. OF PUBLIC SAFETY

CASE NO. 96-17577

CHECK IF PROPERTY VALUES LISTED BELOW ARE SUPPLEMENTS TO ORIGINAL REPORT ___

2-201A INV REPORT

VEHICLE INFO	NUMB	LICENSE PLATE NO.	STATE	VEHICLE IDENTIFICATION NO.	YEAR	MAKE	MODEL	BODY STYLE

COLOR	NUMBER OF OCCUPANTS	MALE	FEMALE	EVIDENCE FOUND IN VEHICLE	YES	NO	VEHICLE STATUS	IMPOUND	STOLEN	SEIZED	SUSPECT

AIRCRAFT INFO	NUMBER	REGISTRATION (N) NO.	MAKE	MODEL	YEAR	COLOR	LANDING GEAR TYPE

AIRCRAFT STATUS		STOLEN	SEIZED	SUSPECT	WATERCRAFT INFO	NUMBER	USCG OR DOCUMENTATION NO	NAME OF WATERCRAFT

VAKE	LENGTH	TYPE	COLOR	ADF&G NUMBER	HULL SHAPE	HULL MAT'L

PROPULSION	WATERCRAFT STATUS	IMPOUND	STOLEN	SEIZED	SUSPECT	PHOTOS	SCENE Video / VICTIM	AUTOPSY / EVIDENCE	OTHER

PERMITS	WAIVER RIGHTS / DIAGRAM	ALCOH INF RPT / IMPL CONSENT	OTHER	EVIDENCE SEIZED	YES	NO
						X

PROPERTY LOSS VALUES BY TYPE AND OFFENSE

	TYPE		OFFN#	TYPE		OFFN#	TYPE		OFFN#	TYPE	
	K	$21,000,000.00			$			$			$
OFFN#		$	OFFN#	TYPE	$	OFFN#	TYPE	$	OFFN#	TYPE	$

TOTAL PROPERTY LOSS/RECOVERY - EACH OFFENSE

$LOSS	$RECOVERED	OFFN#	$LOSS	$RECOVERED	OFFN#	$LOSS	$RECOVERED
21,000,000.00	0						

NARRATIVE:

On 03-20-96 at approximately 0700 hours a motorist alerted the maintenance employees of the Denali Princess Lodge that smoke was coming from the roof area near a smoke stack of the main lobby building. The maintenance supervisor, David Schmoker observed smoke from the area described then immediately observed flames from inside the building. The Tri Valley, Cantwell, Denali Park, McKinley Community Volunteer, Anderson, Clear AFB, and Nenana Fire Departments responded to the scene. It took approximately 7 1/2 hours to bring the fire under control. Four main buildings were destroyed. The lobby/office/gift shop, motel wings #1, & 2, and the Summit Dining room/lounge. Five buildings were saved by fire department personnel.

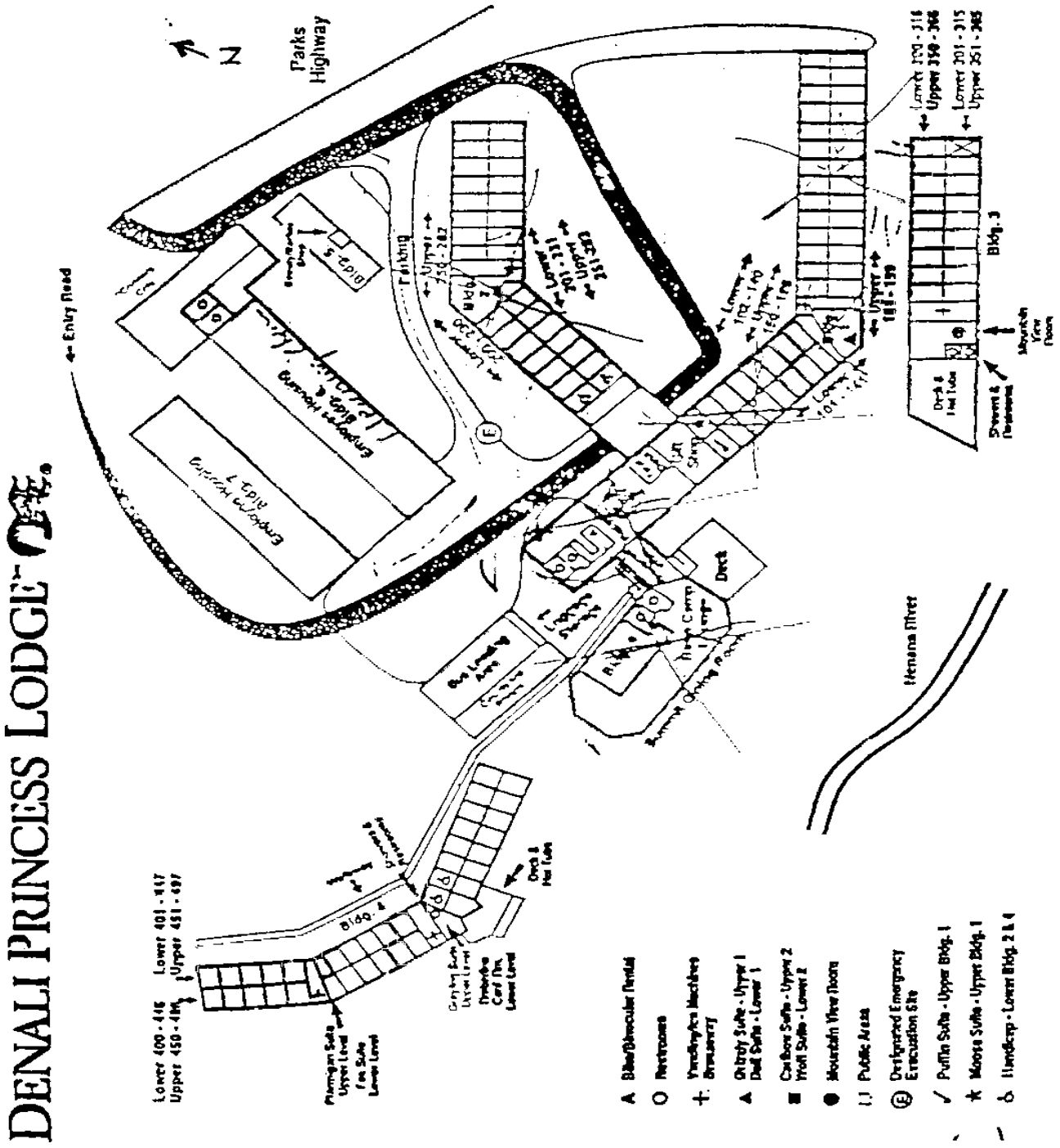
The fire is believed to have started in the furnace under the lobby floor. State Fire Marshals are investigating and will supplement their reports to this report.

CASE CLOSURE	ARREST	PROS.DECL	UNFOUNDED	NO O/LEADS	EXCEPTION	CASE REF.	REF TO/COPIES TO 4/11/96
					XX	Fire Marshal	Fire Marshal, Fbks

REPORTING OFFICER	PERM.IDENT	REVIEWED/APPROVED BY	PERM.IDENT.	DATE CLOSED
Trooper Roger B. Ellis	RBEO	[signature]	ST 144	4-11-96

96-17577

Tim R. Ellis
Denali Princess Lodge



DEPARTMENT OF PUBLIC SAFETY

FILE NO. SUPPLEMENT 96-17577

ALASKA STATE TROOPERS, H DETACHMENT, FMOA POST.

INVESTIGATED BY DFM G. MACDONALD DATES INVESTIGATED 20-22 MARCH 19 96

TITLE OF CASE FIRE-BUSINESS-NONARSON

On 20 march 1996 at approximately 0800 hours Assistant State Fire Marshal C. Weger notified Deputy Fire Marshal G. MacDonald that a fire had been reported at the Denali Princess Resort in McKinley Park. Weger stated he did not know the extent of the fire loss, but the Alaska State Troopers from Healy and Fire Marshals from Fairbanks were enroute.

At approximately 0850 hours Weger dispatched MacDonald to the Denali Princess Resort to assist with the determination origin and cause of the fire, stating that at least one other building was now on fire.

At approximately 1215 hours MacDonald arrived at the Denali Princess Resort site. Numerous fire suppression units were on site as well as Alaska State Trooper R. Ellis, and Deputy fire Marshals W. Winston and L. Davis from the Fairbanks office of the Division of Fire Prevention. Several buildings of the complex were actively burning with the suppression units attempting to keep adjoining buildings from catching fire.

MacDonald met first with Ellis who stated he had been on scene since approximately 0800 hours. Ellis stated he had seen the fire spread from the main lobby building to the other buildings. Ellis stated the Chief from Tri-Valley Fire Department, Healy, was the Incident Commander. MacDonald met with Chief C. Keith of Tri-Valley Fire Department. Keith stated the suppression efforts were being concentrated on protecting exposures at Building 4. MacDonald met with Winston and Davis to coordinate investigation activity. Winston stated he had been on scene since approximately 1100 hours. Winston stated he had met with several Princess employees, and further, understood several additional Corporate officers were on the way to McKinley Park from the Princess corporate offices. The princess personnel had provided Winston with building plans of the property. Winston was informed the plans had not been kept up to date. Winston had also met with the first in responders to gather their information. Winston and Davis took MacDonald through the property area to explain were witnesses had identified the original fire, then described the fire spread. The fire had originated in the at the north end of the lobby building. This building had been a 2 story "panabode-type" structure. The lobby was located on the first floor with employee offices on the second floor. In addition to the offices and lobby areas, this portion of the building contained the fire sprinkler valves, electrical utility closet, furnaces, and rest rooms. Several witnesses had identified the area of original fire development, at this point the area was still too hot to enter. Winston stated the sprinkler system was not active at the time of the fire. Apparently the company shuts the system down in the winter when the property is "vacated". The sprinkler system had not been turned back on when then furnaces were started and remodel work begun by company staff. The fire departments were involved with protecting additional exposures and in the suppression of active fire, and were therefore not available to cool the point of origin. Photographs were taken of the area. The fire departments and owners agents were in the process of coordinating scene security to include the point of origin. MacDonald departed the property at approximately 1800 hours to await entry into the point of origin.

DATE TYPED 07.22 96 INDEXED BY	APPROVED BY [signature] DATE 7/23/96	___ PENDING ___ COMPLETED	COPIES TO: AST-HEALY-AST ELLIS

DEPARTMENT OF PUBLIC SAFETY

FILE NO. SUPPLEMENT 96-17577

ALASKA STATE TROOPERS, H DETACHMENT, FMOA POST.

INVESTIGATED BY DFM G. MACDONALD DATES INVESTIGATED 20-22 MARCH 19 96

TITLE OF CASE FIRE-BUSINESS-NONARSON

On 21 march 1996 at approximately 1145 hours MacDonald arrived on scene and met with Winston. Winston stated a private investigation firm for the owner and insurance company would be on scene shortly. The investigators decided to wait and coordinate with the private investigators per Alaska Statute.

At approximately 1145 hours Investigator Ed Hartley from Tim Riddle and Associates arrived and met with the investigators. Following a briefing the scene investigation began with photograph and diagramming. Based on witness statements, the area for specific examination was limited to that portion of the lobby building from the electric closet to the north/west end of the building. At approximately 1345 hours the investigators began examination of the debris at the area of origin. The metal roofing was removed from the area to be investigated. Largely, all combustible products of the structure and contents had been consumed. Portions of the sprinkler system, electrical components, office equipment, and two furnaces were apparent. The investigators started in the northwest corner of the building remains and examined the residue. The larger debris examined, then removed to an area adjacent the site. No apparent anomalies were noted in the components of the building until the furnaces were examined. Investigation company owner and investigator, Tim Riddle arrived later in the day to assist with the investigation.

On examination of the furnace components the chimney pipe units appeared normal. The single wall portions of the chimney had burned through for both the upper and lower furnaces. The upper furnace was examined first. This unit had been on the second floor in a closet area near the front wall according to the building plans. The unit was an oil burner "upright" forced air unit. No anomalies were noted in the exterior or fire box portions. However, the nozzle had melted off the gun unit and the solidified portion was found in the tube accessing the fire box. No anomalies were noted in the motor or gun units. The lower furnace had been located in the crawl space directly below the upper furnace. In the building collapse the upper furnace had fallen on the lower furnace. The lower furnace was a horizontal oil fired forced air type. No anomalies were detected in the unit. Fuel lines feeding both furnaces had melted away, residue of the copper lines section was found .

The furnaces were removed from the scene for further analysis and stored in a remote building. Riddle and Associates took control of the furnaces for the company.

CONCLUSION

Based on witness statements the area of origin was identified as the lobby building in the vicinity of the furnaces and/or furnace chimney and fuel shaft.

The cause of the fire was most probably due to a malfunction of the furnace in the crawl space with fire spread through the chimney shaft into the second floor and attic areas.

DATE TYPED: 07.22/96 INDEXED BY	APPROVED BY: Clet DATE: 7/23/96	___ PENDING ___ COMPLETED	COPIES TO: AST-HEALY-AST ELLIS

Tri-Valley Volunteer Fire Department

CORRECTED TO 1996-008

Fire Report

Date 3/20/96	Run # 0965		Times
Type of Situation [redacted], STRUCTURE	Action Taken TRIED INERAT ATTACK THEN WENT TO EXSPOSED	Rec'd 7:06 AM	0706
		At Scene 7:30 AM	07:30
Address MILE 238, PARKS HWY, DENALI PARK, AK		To Scene 24 min	
		Completed 800AM 3/21	09:00
Occupant Name DENALI PRINCESS HOTEL/LODGE	Telephone	In Station 8:30 AM 1	08:30
		Total 25.5 HRS	
Owner Name PRINCESS TOURS ~~HOTEL~~	Address	Telephone	
Received From HOTEL EMPLOYEE VIA TELEPHONE - 911	Personnel Responding COLIN, TOM, GORDON, RUSTY, KARI JANIE, COLEEN, JEREMY, GRANT, RICK, JEFF, BECKY JOHN, JENNIFER, CINDY, DEB (16)		
Units Responding ENG 1,2,4 TANKER AND 2			

ATTORNEY GENE

Number of Injuries 0 NO	Number of Fatalities 0

JUN 24 1998

STATE OF ALASKA
4th JUDICIAL DISTRICT

Complex HOTEL, SEASONAL, 280 ROOMS	Mobil Property Type N/A	
Area of Fire Origin LOBBY	Equipment Involved in Ignition HEATING STOVE (FURNACE)	
Form of Heat Ignition [redacted]	Type of Material Ignited CLASS A	Form of Material Ignited WOOD
Method of Extinguishment HOSE LINES WITH WATER FROM ENG. TANKS	Level of Fire Origin GROUND	Estimated Dollar Loss (21.3) 25 MILLION

Number of Stories TWO	Construction Type WOOD FRAMING	
Extent of Flame Damage TOTAL LOSS LOBBY, 150 ROOMS, RESTRANT	Extent of Smoke Damage	
Detector Performance WAS NOT ON AT THAT TIME	Sprinkler Performance WAS NOT ON AT THAT TIME	
If Smoke Spread Beyond Room Of Origin	Type of Material Generating Most Smoke WOOD	Avenue of Travel OUT + AWAY TO NORTH
	Form of Material Generating Most Smoke WOOD	

If Mobil Property	Year	Make	Model	Serial No.	License No.
If Equipment Involved In Ignition	Year	Make N/A	Model	Serial No.	

Describe Incident in Detail on Back Side of Form

Officer in Charge (Name, Position, Assignment)	Date
Member Making Report (If Different) THOMAS TAKE III	Date 3/21/96

Narrative of Event

Called To Princess Hotel For Fire apone arival Found
the LoBBy of Hotel Fully in volved Pulled Two 1½ pre conect
From Eng # 1 Started Interor atack. Had Eng # 2 go to the
South side of Building #2 pull 2½ and charge Sprinkler sistem
And Pull 1½ For Backup Layed 35' Ladder And Roof Ladder And
Start Trench cut on Conecting Roof Line park service went to
South side of Building # 1 To Fight Fire mcKinly vilage asked Eng #1
Cantwell set up on the norther side of Restrant And did Exsposer
Control For The down wind Building and stop The Fire Thare the canopy
Conecting Roof of Building 1 and 2 give way and came in to Building # 2
That started Building # 2 we tride to make a stop at the Breezway
of the Building at the Fire wall But was unable to stop we then Pulled
off and went to Exsposer control park service, Eng # 2 Being supplyed
By usaBelly 14000 gal Tanker To save the maintince Building and was
able to stop Fire there we had dozer tare the comon walk way conecting
Building # 1 To the most southern Building and Had Exsposer control there
then we had ERA Helecoptor drop water on the Building # 1 to Help
stop Fire there was unable to save Lobby and 150 rooms and Restrant.

mutual aid - mcKinley vilage, park service, Cantwell, Anderson, Clear,
ERA, ARR, USABelly, Nenana, Steese, Red Cross, Hc price

96-008 **TRI-VALLEY FIRE DEPARTMENT**

Date 3/20/96	Run # 96	Vehicle # 72	Mileage In 39186.2	Mileage Out 39164	Total Miles 11/28/9
Called By Denali Princess	Type of Incident stucture fire	Location Denali Princess			Time Rec'd
Name			SSAN / DL#		Time Out
Address					On Scene
Next of Kin N/A			Phone #		To Clinic
DOB	Age	Sex	Weight		At Clinic
					To Hospital
Allergies N/A					At Hospital
					End of Call
Medications					**Total**

~~Chief Complaint:~~ fire support was rendered by Amb #12 ~~pt~~ at
~~History:~~ stucture fire - Denali Princess - Lobby fully engulfed in flames upon arrival fire advanced to kitchen/restuarant behind & tourist rooms to south & east
first aid was given to two minor incidents

~~Exam:~~ firefighter - friction blisters ~~tx~~ - bandages
dozer operator - foreign body in the (R) eye - tx - N/C [illegible]

~~Assessment:~~
~~Treatment:~~

O2 Therapy N/A	IV Therapy N/A		
Rate (Liters/Min) N/A	Size ____ Location N/A	☐ Backboard	☐ Vacuum Splint N/A
☐ Cannula ☐ Mask ☐ BVM	Fluid ____ Amount ____	☐ C-Collar	☐ Traction Splint
		☐ Spyder Straps	☐ Other Splints
		☐ Mast Pants	☐ KED
		☐ Other	

Vitals	Time										
B/P											
						N/A					
#5											
#6											
#7											

Equipment Left at Hospital	Receiving PA/MD	Personnel
N/A		Lucie Lasell EMT III
	Hospital Signature	Coleen Thompson EMT III
	N/A	Becky Merrill EMT I
		Lead EMT Lucie Lasell EMT III

CASE STUDY 7: ST. MATTHEW LUTHERAN CHURCH WILLIAMSPORT, PENNSYLVANIA, 1995

BACKGROUND INFORMATION AND GUIDED DISCUSSION QUESTIONS

CASE STUDY 7: ST. MATTHEW LUTHERAN CHURCH

Williamsport is a small, uncongested, relaxed city of 35,000 located in the Susquehanna Valley. The community is considered to be the cultural hub of an 80 mile radius in central Pennsylvania.

On the Job: Pennsylvania

Philip A. Holmes

A relaxing quiet Sunday morning abruptly ended for Williamsport, PA, firefighters on Feb. 12, 1995, when a five-alarm fire erupted in a century-old church in the Newberry section of the city.

Platoon A Chief David Snyder and the 10 other firefighters on his shift were fighting a losing battle almost from the moment they arrived at St. Matthew Lutheran Church.

Firefighters were on the scene for less than two minutes when an explosion rocked the north side of the church, turning the sanctuary into a ball of flames and blowing more than a dozen stained-glass windows out onto the street.

Lieutenant Dean Hienbach and Firefighter David Dymeck, pulling a 2½-inch line off an apparatus, dived for cover to avoid being struck by an entire double-case window that flew past them. "As we started to go into the church the backdraft occurred," Heinbach said.

Lieutenant Harold Anthony said the explosion made the sanctuary "look like the gates of hell. From ceiling to floor, there was nothing but fire."

The alarm was called in by the congregation's pastor at 8:32 a.m. after he discovered a fire in a Boy Scouts meeting room in the basement of the church. No one else was in the building at the time.

Jeff Tempesco, a 911 dispatcher for the Lycoming County Department of Emergency Services, received the call and told the pastor to leave the building. Tempesco activated the emergency tone that sounded in all three city firehouses and then announced over the radio, "Station 1, Ambulance 1, District Alarm, St. Matthew Church, Pearl and Linn Streets in Newberry, for a fire in the basement."

Moments after the dispatch, "the 911 telephone lines just lit up," Tempesco said. One of the calls came from off-duty city Firefighter William Dochter, who told Tempesco he could see heavy smoke from his home, just two blocks from the church. The dispatcher relayed this information to Snyder, who was responding on Rescue 1 with Inspector Mark Webster.

First-arriving Firefighters Fred Hunsinger and Doug Gipe, operating Engine 3-1, were faced with heavy smoke billowing from a door on the north side of the building. The pastor told the men that the fire was in the basement room just left of the stairwell.

Gipe donned self-contained breathing apparatus (SCBA), grabbed a 1¾-inch attack line and descended a flight of stairs to the basement while Hunsinger connected a line to a hydrant in front of the church. Anthony, Engineer Eric Smith and Engine 4-1's crew

arrived and laid more hose to supply their apparatus. They were soon joined by Heinbach, Dymeck and Engineer Vince Rundio, who arrived on Engine 1. Rescue 1 pulled up and Snyder established a command post.

Heinbach and Dymeck were going to join Gipe in the basement with a 2½-inch line when the backdraft occurred at 8:37 a.m.

"Give me 10 off-duty men, county, we just had a flashover in the top floors of the church," Snyder radioed to the dispatcher. Snyder explained, "With the heavy smoke that was coming from the steeple and all the windows, I knew that this fire was well beyond the capability of just the on-duty crew." The explosion knocked off Gipe's helmet and "a wave of heat" sent him stumbling down the basement stairs as he was trying to pull the attack line farther into the building. Dymeck then entered the basement, and he and Gipe advanced the line into the fire room, which measured 20 by 40 feet.

"We had real thick, black smoke whenever we pushed the line toward the fire," Dymeck said. Heinbach and Anthony manned a second attack line in the basement, but conditions deteriorated rapidly and all four soon had to pull out.

"I could hear stuff dropping. Ceiling tiles and other interior components were falling on the basement steps. I was sure we had some fire above us," Heinbach said. All four firefighters then made a valiant attempt to control the blaze in the sanctuary, hoping to prevent the flames from spreading to an adjoining two-story Sunday school building that had an above ground basement.

"We tried to stop the fire from getting into the school building, but the lines weren't even fazing the fire," Dymeck said. "The fire was just eating up the water." Added Gipe, "Everything in the sanctuary that could burn was burning."

At 8:40 a.m. Snyder ordered a general alarm (the equivalent of a three-alarm assignment), bringing all available off-duty personnel to the blaze. At the same time portions of the church roof started to collapse.

Assistant Chief Jon E. Kemp arrived at 8:45 a.m. and was the incident commander for the duration of the firefighting effort, while Chief Matthew J. Kitko took over operations when he soon arrived. Kemp ordered all lines and firefighters out of the church. "I had written off the church itself, and my initial strategy when I arrived was to focus on saving the two exposures – the Sunday school building and the parsonage," Kemp said.

The church with the adjoining school building extended 40 by 100 feet. A 2½-story parsonage, which had been converted into a home for the mentally handicapped, measured 30 by 40 feet and was just south of the church. The three buildings shared what Kemp called "a common roof system." All the occupants of the parsonage were evacuated safely.

"When the fire involved the church it followed the path of the common roof system and also traveled the top of the cockloft portion of the Sunday school building," Kemp said.

At least three hoselines were advanced into the school building, but conditions soon forced firefighters to retreat once again. Master streams, including deluge guns, were set up in front of the church and on two sides of the school building, while an interior attack continued in the parsonage.

Kemp ordered a fourth alarm at 8:46 a.m., bringing on the scene additional manpower and equipment, including Old Lycoming Engine 14, DuBoistown Engine 8, South Williamsport Engine 9 and Ladder 11, and Loyalsock's cascade system (Mobile Air 18). A fifth alarm was struck at 9:10 a.m., summoning South Williamsport Engine 110 and Hepburn Engine 15 to the blaze.

Williamsport Platoon Chief Kermit R. Grove served as water supply officer, while Platoon Chief John Bruno was put in charge of stopping the fire in the parsonage. Williamsport Tower 1, manned by Firefighters John Chapman and Todd Arthur, set up a master stream at the southeast corner of the church, and Ladder 11's crew was positioned at the northeast corner of the fire building. A task force involving Woodward Tanker 2, Loyalsock Tower 18, Old Lycoming Squad 14 and South Williamsport Ambulance 11 manned Williamsport fire headquarters, handling other emergency calls in the city.

Five firefighters advancing lines in the parsonage were knocked down a stairwell when a flashover occurred in the attic. "The flames went right over our heads. We all went running for cover," Heinbach said.

Firefighter John McCann, who suffered a minor shoulder injury in the fall, recalled, "As we got to the top of the stairs the whole attic lit up. We dived down the stairs, face first, to get out of the way. It was scary. Just before the flashover everything got pitch black." Although the attic was destroyed, the firefighters stopped the flames from reaching the lower floors of the parsonage.

In addition to battling flames, firefighters had to contend with bone-chilling cold that froze several of their lines and coated their gear and two pieces of apparatus with ice.

The fire was declared under control at 1:32 p.m.

"If the whole church had collapsed at the time of the backdraft, we very well might have lost someone," Heinbach said. "It's just lucky we weren't in the sanctuary then or we could have had some real problems."

According to Kemp, "The backdraft clearly played a major role in the spread of the fire."

Investigators determined that the fire started in the ceiling of the Boy Scouts meeting room where a circuit was electrically burned.

"Due to the amount of physical damage done to the building, there is not one point we can go to and say that this particular circuit faulted and caused the fire," Kemp said. "We know the fire started in that area, and it is possible that the circuit faulted after becoming involved." He estimated the fire went undetected, "burning in concealed spaces, for at least 30 minutes to an hour" before it was discovered. "What we believe happened during that time was that products of combustion (smoke and heated gases) filled the spaces between the interior and exterior walls as well as the spaces between the ceiling of the sanctuary and the church roof. When the church doors were opened oxygen was then introduced to those concealed spaces, causing the backdraft," Kemp said. Damage was estimated at $1.2 million.

Kitko and Kemp praised the effectiveness of the incident command system.

"The command system is very important when you're faced with this kind of situation," Kemp said. "Any deviation from the system will result in failure."

"Had the church been equipped with a fire-alarm system, the fire might have been detected earlier, giving firefighters a better chance to save the property," Kemp said. "Anything you can do to have early-warning detection obviously in the fire department's and the occupant's best interests," he added.

Holmes, Philip A. "On the Job: Pennsylvania." *Firehouse* December 1995: 52-54, 56.

This article is reprinted with permission of the publisher. Philip A. Holmes is a reporter and photographer for the Williamsport, PA, *Sun-Gazette* with a lifelong interest in the fire service.

CASE STUDY 8: JEFFERSON DORMITORY WILLIAMSBURG, VIRGINIA, 1983

BACKGROUND INFORMATION AND GUIDED DISCUSSION QUESTIONS

CASE STUDY 8: JEFFERSON DORMITORY

Williamsburg is a community of approximately 12,000. The community is located midway between Richmond and Norfolk and is approximately 150 miles from Washington, D.C. The area of the city is approximately 9 square miles. The local fire department responds to a variety of situations including fires, hazardous materials releases, medical emergencies, structural and confined space rescues, and other situations that may arise. Additionally, members are trained and certified in fire code compliance and plans review.

On the Job: Williamsburg

Fire Devastates Colonial Campus Dormitory, Causing $5.5 Million in Damages

Deborah Pulliam

A deep-seated electrical fire caused $5.5 million in damages to the second oldest dormitory at the College of William and Mary in Williamsburg, Virginia. The college, one of America's oldest, was founded in 1693. No students in the fully occupied building were injured, but seven of the 114 responding firefighters suffered minor injuries in a six-hour battle to contain the blaze.

Shortly after 1 a.m. on January 20, 1983, a student saw smoke in the hallway of the Jefferson Dormitory and pulled a local call box, automatically notifying campus police. The building was equipped with call boxes, heat-activated sprinklers, standpipes and a recently installed smoke detector, which was activated.

Campus police immediately notified the Williamsburg Fire Department on a private tie line, and two engines and an assistant chief responded. The duty captain originally gave the order for a local alarm which is standard for an alarm sounding in a dormitory, but before firefighter/ paramedic Andy Masowich could call for the apparatus, a student phoned the department directly and confirmed that there was smoke in the building. Masowich sent a full assignment, calling for a total response of two engines, one ladder, a squad and an ambulance.

Built in 1921, Jefferson Dormitory had a masonry exterior, and measured 213 feet by 44 feet, with 16-inch brick walls. Interior support construction was of heart pine. The 92 rooms, housing 185 students, were on three floors and part of the basement. The attic was used solely for storage.

The building underwent extensive renovation in 1975, when metal lath, suspended ceilings were installed in the corridors. Acoustical tile and metal-frame track ceilings were installed in the student rooms, dropping the original 15-foot ceilings to about eight feet.

The two engines and the chief arrived on the scene within two minutes and reported nothing showing outside the building. Students, meanwhile, were evacuating the building in a smooth and orderly manner; they said later that they assumed the alarm was just another drill. The only resident who did not simply walk out of the building was a man on the second floor who avoided the smoke in the stairwells, stepped out onto a tiny grating over the front door, and waited until a ladder was put up.

Assistant Chief Bert Geddy and Captain Pat Reinecke were directed by a student resident assistant to the west end of the building, where they immediately noticed a light haze of

smoke and strong smell of paper burning. The latter turned out to be trash burning in an air shaft.

The basement also showed a light smoke condition, but when Reinecke pulled a basement ceiling tile, no fire was discovered there. Smoke was also found in a kitchen on the second floor, which turned out to be directly above the source of the fire.

At 1:31 a.m., a second alarm was requested, summoning Fire Chief J. Robert Bailey. Seventeen minutes later, a third alarm was struck.

As Geddy and Reinecke continued to investigate inside, a firefighter outside reported heavy smoke coming from a basement vent. Increasingly heavy smoke was filling a room next to the kitchen, where the fire had originated.

Meanwhile, Geddy noticed discoloration and blistering on a sideboard in the room and adjacent hallway, and he ordered a 1½-inch line charged and an ax brought in. A cut was made in the baseboard and, as it turned out, almost directly behind the point of origin in the next room.

"I made the cut and we had fire," recalled Assistant Chief Geddy, "so I got on the radio and requested a special call for manpower. I knew we were in trouble."

A second line was stretched into the basement beneath the fire. Initially, firefighters attempted to confine the blaze and get ahead of it, but it became evident that the fire had made strong headway.

"We made the cut in the hallway, and everywhere we cut, we had fire," recalled Geddy. When ceiling tiles were pulled in the basement, heavy fire was found, even though Reinecke had checked the area minutes before and found nothing.

That basement fire was extinguished, but 15 minutes later, when light fixtures began to fall on firefighters, more fire was discovered above, in another false ceiling. Flames were now running the length of the west wing of this upper false ceiling and the 1¾-inch lines had no effect on them.

"The fire ran vertically and horizontally through existing holes in the previous ceilings," said Chief Bailey. "In most places, there were two air spaces, and in many cases, three."

Firefighters attempted an interior attack for about an hour and a half before the first floor began to sag and a large crack appeared in the front wall. All personnel were ordered out of the first floor and basement.

The sprinklers were activated intermittently, but were more of a hindrance than help since the fire was in false ceilings.

Williamsburg's 100-foot aerial ladder was in position for ventilation and then a ladder pipe was set up for external attack as the fire spread. Master streams were set up on the center stairwell, front and back, in an attempt to keep the fire from spreading into the east wing. Eventually, the fire spread into the attic and ran the length of the building. A team of firefighters with two 1¾-inch lines went up the east stairwell and fought the blaze.

At the height of the fire, an exterior attack utilizing three ladder pipes and several 3-inch and 1¾-inch hand-lines were flowing a total of 4560 gpm.

The 14-degree Fahrenheit weather complicated operations, as portable radios, airpacks and regulators froze, and the fireground became extremely unsafe and uncomfortable. The building's slate roof also caused problems since it prevented ventilation. The weight of the roof hampered procedures, and when it finally collapsed, tiles landed as far as 75 feet away.

The fire necessitated extensive mutual aid. Neighboring James City County sent three engines and a ladder truck to the scene. Another engine covered the station and responded to two calls during the course of the fire. In all, 24 on- and off-duty paid and 21 volunteer firefighters responded to the scene from the county. Bailey also requested an engine from York County, bringing in eight paid and four volunteer firefighters.

The city of Newport News, whose department had never before responded to a fire in Williamsburg, provided a third ladder truck and engine with a total of 10 men, and Camp Peary, a military installation in York County, supplied an engine and two men. When Willamsburg's portable cascade system was exhausted, Newport News Shipbuilding and Drydock sent an air unit.

"I don't think we could have had better aid," said Chief Bailey.

By 7:30 a.m., Bailey declared the fire under control, though it was not completely extinguished until about noon. The ladder truck and one engine were in place until the building was turned back over to college officials the next day.

The Williamsburg Fire Department, with 23 paid employees and 35 volunteers, protects a town of about 10,000 people, including the college which has a resident population of about 2,000. The college accounts for about 10 percent of the department's annual fire calls. (Unlike many college campuses, though, false alarms are not a real problem here.) The area also includes a state mental hospital with a resident population of 1,000, and extensive museum buildings and historical collections.

The cause of the Jefferson Dormitory fire was later pinpointed by a representative of the state fire marshal's office to a refrigerator motor on the first floor. Chief Bailey estimated that the fire had burned for [at] least an hour in false ceilings before the smoke was noticed.

This was the largest fire in Williamsburg since the nearby Phi Beta Kappa Hall auditorium burned in 1954. "This fire wouldn't be much for some departments," said Geddy. "But it was a large fire for a small department."

Because William and Mary is a state school, the department does not have a say in student fire drills, which are required twice a semester in each dormitory. Occasionally students will ask the department to participate in drills. However, Chief Bailey said, "We will be observing more in the future," and he added that pre-fire planning for the college will be more concentrated. "Even though we're not held responsible for the fire inspections on campus," he said, "we do need them and we have to step them up. When they're renovating on campus, we need to be there."

Pulling, Deborah. "On the Job: Williamsburg." *Firehouse* May 1983: 30-32.

This article is reprinted with permission of the publisher. Deborah Pulliam is a reporter and a firefighter with the Williamsburg FD.

CASE STUDY 9: GORDON'S MARKET UNION, MAINE 1997

BACKGROUND INFORMATION AND GUIDED DISCUSSION QUESTIONS

CASE STUDY 9: GORDON'S MARKET

Union is a small farming community about 15 miles inland from the coastal tourist destinations of Camden, Rockland, and Rockport. The fire department is volunteer.

On the Job: Maine

Bill Packard

On the afternoon of Aug. 18, 1997, an alarm was transmitted to the Union, ME, Volunteer Fire Department that would test all of its resources and manpower, as well as those of the majority of the departments in the Knox County Mutual Aid Association.

Union is a small farming community about 15 miles inland from the coastal tourist destinations of Camden, Rockland and Rockport. At 4:18 p.m., an alarm was transmitted from the Maine State Police Headquarters in Augusta for a structure fire in Gordon's Market on Union Common. Gordon's Market is a grocery store on the first floor of a two-story, 60-by-80-foot, balloon-construction building. A Masonic Temple is located on the second floor of the building, with an open attic above. The east side and rear of the building was sided with asphalt shingles.

As Chief Paul Doughty turned the corner by the fire station, a quarter mile from the fire, he observed large volumes of black smoke and immediately called for mutual aid. At the same time, Assistant Chief Bill Packard saw the black smoke from about a mile away as he responded, and asked for a second alarm. Doughty arrived on scene at 4:21, Packard a minute later, and already they had requested 12 mutual aid companies.

Upon arrival, they found the loading dock area on the east side of the store fully involved with fire that was extending up the asphalt-shingle siding, as well as under the floor at the rear of the store. The department's Engine 5, a 3,000 gallon pumper/tanker, was positioned in front of the store, and the 3,000 gallons of water onboard was directed into the door of the loading dock from the truck-mounted deck gun. This had no effect on the fire. The municipal water system of Union is very limited for firefighting and despite recent improvements a flow of 660 gpm was not going to be enough to contain this fire. A four-inch line was laid from the best hydrant to Engine 1 (a 1,250-gpm pumper), then an external attack was started on the east side of the building with a 2½-inch handline and the truck-mounted deck gun.

As the mutual aid companies began arriving, it was a tremendous challenge to assign appropriate roles to engines and tankers, and keep track of manpower and equipment. As companies were being positioned, Doughty and Packard determined that an aerial device was needed, so a special call was made, which brought a 100-foot aerial from Rockland. Warren Engine 3 was positioned to the west of the fire building to pump two 2,000-gallon portable tanks that were supplied by tankers. Appleton Engine 1 laid a four-inch line from the scene 1,500 feet to the St. George River, then laid a four-inch line from Warren Engine 3 past the west side of the building to make an attack on the north side of the building, as well as protecting the Studio 4 beauty salon, a two-story wood structure 30 feet west of the fire building.

Originally, it was planned to supply Rockland Ladder 1 with the four-inch supply line laid to the St. George River; however, Union Engine 4 and two mutual aid pumpers were

unable to draft from a dry hydrant located on the road near the river. Therefore, it was necessary for lines to be laid by hand to a landing on the west shore of the river to pumpers that were set up to draft. Because of this delay and the increasing volume of fire, it was decided to shut the hydrant feeding Union Engine 1 and open another hydrant to the west of the fire building and pump that with Waldoboro Engine 3. While the flow was not satisfactory, it was adequate to cool the fire and protect the exposure.

By this time, Rockport Chief Bruce Woodward had gone to the river to establish a workable water supply. Waldoboro Engine 1 and a South Thomaston engine were positioned on the ramp at the shore of the river. After establishing draft, they pumped two four-inch lines up the hill to [the] fire scene, with Rockport Engine 23 and Waldoboro Engine 3 relay pumping. The hydrant system was then returned to Union Engine 1 at the east side of the building for a short time but Waldoboro had also sent its aerial, so it was decided that the aerial would be more effective on the east side of the building. Once again, the hydrant system was shut down and hooked into Waldoboro Ladder 1. As that water-supply system was being set up, a sophisticated water shuttle was supplying water from two locations about a mile away. Appleton Fire Chief Al Hutchinson and Hope Fire Chief Clarence Keller coordinated the shuttle operation, which worked well, given the number of tankers involved, as well as the fact that many units were from the far end of the county and had never trained in this area.

Tankers from Union as well as Appleton, Cushing, Hope, Lincolnville, Nobleboro, Owlshead, St. George, South Thomaston and Washington shuttled water for about 3½ hours. At the height of the fire, it was estimated that units were flowing 2,000 gpm for one hour--quite a feat, considering only 600 gpm came from the hydrant system. Almost 900 gpm came up from the river and another 500 gpm was trucked in.

At 8 p.m., mutual aid companies were dismissed and mop-up was begun. The last engine left the scene at 1 a.m. the following day but a fire watch remained throughout the night.

Three firefighters were transported to the hospital, one for smoke inhalation and two for heat stress. All three were treated and released that night. The beauty shop 30 feet west of the fire building was not damaged. While the fire building was lost, there were no serious injuries, no damage to exposures and no damage to equipment. In all, it is estimated that 150 firefighters and 16 pieces of apparatus worked to control the fire.

An investigation by the State Fire Marshal's Office determined that the cause of the fire was arson; however, no arrests have been made.

Packard, Bill. "On the Job: Maine." *Firehouse* April 1998: 46-48.

This article is reprinted with permission of the publisher. Bill Packard is assistant chief and an 18-year member of the Union, ME, Volunteer Fire Department.

CASE STUDY 10: CENTENNIAL CONDOMINIUMS AUSTIN, TEXAS, 1996

BACKGROUND INFORMATION AND GUIDED DISCUSSION QUESTIONS

CASE STUDY 10: CENTENNIAL CONDOMINIUMS

The city of Austin, Texas, has a population of approximately 774,000 persons. Fire protection is provided by a career department. The department has 39 active fire stations.

On the Job: Texas

Jay K. Bradish

A fast-moving fire that was reported just after midnight destroyed a condominium building in Austin, TX, that was home to more than 200 University of Texas students. It took firefighters nearly 13 hours to control the six-alarm blaze.

The Centennial Condominiums at 501 West 26th St. was a three-story wood-frame structure measuring 132,000 square feet and occupying three-quarters of a city block. The building contained 75 apartments of mixed sizes and was constructed in 1984, before sprinklers were required. The roof was made of wood-frame trusses with multiple hips and valleys and a common attic space, except for two fire partitions. A vertical chase in the middle of the structure ran from the ground to the attic and served as a trash chute that emptied into an underground dumpster.

Reinforcements Ordered In

At 12:14 a.m. on Dec. 14, 1996, the Austin Fire Department's Engine 3, with a three-man crew under the command of Acting Lieutenant Dan Inman, was dispatched to the building on a still alarm. The crew assumed this would be another dumpster fire, as firefighters had responded to one at that location about seven hours earlier.

Advancing a rack line to the underground dumpster, the crew found heavy smoke but no fire. Looking up the trash chute, firefighters saw that it was fully involved. Inman requested a heavy box alarm at 12:18, bringing to the scene Engines 2 and 9, Trucks 1 and 3, Smoke Buster 7, Rescue 17 and Acting Battalion chief Kevin Baum. While enroute, Baum and the crew of Engine 2 could see flames venting from the roof on the west side of the building. Engine 2 laid a five-inch supply line from a hydrant at the corner of Nueces and West 26th streets to the middle of the block on the north side of the structure. This engine supplied water to Engine 3.

Upon arrival, Baum immediately requested a second alarm. Engines 1, 10, and 50; Truck 6; Rescue 21; Acting Battalion Chief Billy Cartwright; Battalion Chief James Ash and Acting Shift Commander Greg Keyes responded at 12:23. Baum could see from the street that the fire had already consumed most of the attic space on the north side of the structure as the soffit lines were glowing red. Residents on the third floor could be seen looking out their windows, unaware of the fire burning over their heads.

Baum immediately ordered all units except Engine 3 to the third floor to conduct search and rescue and to evacuate the residents. All responding second-alarm companies were ordered to assist with search and rescue. The crew from Engine 3 was directed to advance 200 feet of three-inch line and a bundle consisting of two 150-foot sections of two-inch line to the third floor and position cutoff lines for an offensive attack. Engine 9

laid supply line from a hydrant at the corner of Guadalupe and 26th streets south on Guadalupe.

Truck 3, a 105-foot aerial, was positioned on Guadalupe Street (the east side, designated as Sector II) ahead of the fire for possible master stream operations. Engine 9 crew members advanced a three-inch bundle line to the third floor on the north side of the courtyard to protect firefighters who were on the third floor performing search and rescue. A report of an occupant trapped in Apartment 218 was communicated to Baum and he assigned Truck 1 to this search and rescue but members found no one in the apartment.

Flames Spread Rapidly

A third alarm was requested by Baum at 12:29 as he could see fire spreading quickly. The column of vented fire was also increasing dramatically. Engines 4, 12 and 14 responded with Battalion Chief Johnny Johnson.

As the crew from Engine 3 was attempting to deploy the bundle on the third floor, an explosion occurred, and the elevator dropped from the third floor to the ground. This increased the fire significantly and Inman, the officer on Engine 3, advised command that their position was untenable and they were abandoning their position. The bundle and all equipment were left on the third floor and destroyed by fire.

Acting Lieutenant James Abbott from Engine 2 also advised command that his crew's position on the third floor was rapidly becoming untenable. Firefighters from Trucks 1 and 6 also confirmed this. The third floor had been searched and evacuated with the exception of two apartments. These two units were adjacent to the center of the structure where the fire originated. Personnel from Truck 1 and Engine 2 attempted entry but were driven out by extreme heat. Baum ordered all firefighters off the third floor at 12:36 and initiated elevated master stream use from Trucks 1 and 3 in an attempt to stop the rapid progress of the fire.

Keyes then arrived on scene and assumed the role of incident commander. He requested a fourth alarm at 12:38, sending Engines 6, 18 and 32 to the scene. Sector II (the southeast corner) and Sector IV (the northeast corner) were established with Ash in command of Sector II and Johnson in command of Sector IV. Keyes requested a fifth alarm at 12:48. Engines 11, 17 and 19 responded on this alarm. Truck 19 was special called at 12:59 and at 1 a.m. Truck 15 was dispatched. At 1:06, Assistant Chief Les Bunte arrived on scene and took command. Bunte requested a sixth alarm at 1:32 for Engines 5, 7 and 16.

Sector II units included Engines 1, 2, 4, 7, 18 and Truck 3. After a thorough reconnaissance of the structure, Engine 2's crew found a locked entrance on the south side. Crews from Engines 1 and 2 forced entry and Ash advised command that it might be possible to stop the fire's progress in the attic from the third floor. Three-inch line was

laid to the third floor from Engine 1 to supply the bundle lines. After ceilings were pulled, crews placed a pair of two-inch lines into operation into the attic space.

Truck 3, supplied by Engine 1, placed its aerial master stream into operation onto the main body of fire that was venting from the roof. The interior attack from this location proved successful and stopped the southerly progress of the fire on the east side of the structure. The fire was extending down to the second floor and was moving laterally below the crew's position on the third floor. Ash had four crews operating on the third floor. Crews from Engines 9 and 18 had split a bundle and were operating on the first and second floors. Interior operations on Sector III were not successful and the crews in Sector II were fighting the fire on two sides.

Interior Crews Withdrawn

Ash realized that he did not have the manpower or water supply to fight the fire on multiple fronts, and called off interior operations. All firefighters and lines were withdrawn from the interior of Sector II and assumed defensive positions from the street with emphasis on protecting the exposure. Defensive operations continued for the duration of the incident.

Sector IV units included Engine 5, 6, 12, 16, 17, 19 and 22 and Truck 19. This sector experienced the most significant fire growth during the early stages and quickly began to experience structural collapse and extension to cars parked on the street. Once Johnson received resources, he ordered rack lines and bundles from Engines 12, 14 and 119 extended to the southwest corner of the building. The building had been laddered with 24- and 35-foot ladders for the purpose of gaining interior access so that an interior attack could be initiated. By the time the necessary units were in position, however, the fire had already progressed to a point where it was impossible to execute this strategy.

All efforts were placed on saving the south exposure, located only eight feet away. Crews from this sector were moved to Sector III after it was established. Engines 14 and 19 operated their deluge guns and supplied hand lines in this sector. Truck 19, a 100-foot aerial being supplied by Engine 19, operated its aerial master stream on the west side of the building.

Sector III operations were not implemented until after Baum had seen the progress that the crews were making in Sector II. Initially assigned to this sector were Cartwright and Engines 14, 32 and 50. After a meeting between Baum and Johnson, the crews from Sector IV were redirected to Sector III. Firefighters entered the structure and advanced to the third floor in an effort to stop the fire spread. By the time these crews were in position, the area was untenable and [they] were unsuccessful in stopping the fire. Sector III was abandoned and the crews retreated and started defensive operations to protect the exposure for the duration of the incident.

Sector I operations included the north side of the building and one-half of each of the wings. Baum was in command of Engines 3, 9 and 10 and Trucks 1, 6 and 15. Engines 3 and 9 were operating their deck guns and several handlines for suppression. Truck 6, also a 105-foot aerial, was placed at the northwest corner of the structure and supplied by Engine 3. Truck 15, a 100-foot aerial positioned on Nueces Street and supplied by Engine 3 was used to protect the north exposure, a state building across West 26th Street.

Within two hours of the initial alarm, all operations were defensive. At the height of the fire, five aerial master streams, five deck guns, one monitor and numerous handlines were in operation. Even though the water department had boosted water pressure as high as possible, and Engine 22 was relay pumping from a 12-inch main three blocks away on Rio Grande Street, the overall gallons per minute on the fire was insufficient. Units attempted to alternate stream usage in order to conserve pressure but communication between units was a constant problem.

Bunte declared the fire contained at 3:44 A.M. but flare-ups and structural collapses still were occurring. Units started picking up and being released at 3:58 with relief crews being rotated in. Keyes declared the fire under control at 1 P.M., almost 13 hours after the initial call. At least one crew remained on the scene until the investigation was completed the evening of Dec. 18.

Dime-Size Ember Blamed

Investigators from the Austin Fire Department and the U.S. Bureau of Alcohol, Tobacco and Firearms (ATF) concluded that the cause of the was an ember from the earlier dumpster fire. It is suspected that an ember, roughly the size of a dime, had lodged itself between the first and second floors in an area that would have been very difficult for units on scene to detect.

According to the ATF, this ember emitted energy equivalent to a 60-watt light bulb and grew at approximately one-hundredth to one-thousandth of an inch per minute. The ember was located in the vertical chase, built in balloon construction; as it grew, heated gases were discharged into the common attic.

After about seven hours, the flammable atmosphere expanded into the instant of flashover and fire rapidly spread within the vertical chase and extended into the attic and adjoining structural elements. Utility closets were located next to the trash chute on each floor. The closet on the third floor contained several cans of paint and paint thinner.

Once the fire had extended into this closet, it quickly heated the combustible liquids. The resulting fireball was driven under pressure into the common attic and began an incredibly fast transmission of heat, fire and gases throughout the structure. Two existing partitions, rated at two hours, were overwhelmed by the rate and direction of fire travel. The fire was able to consume the entire attic space of the structure very rapidly.

Even though the structure was destroyed, no injuries were reported and none of the exposures suffered major damage. Damage was estimated at $15 million.

Bradish, Jay K. "On the Job: Texas." *Firehouse* January 1998: 36-38, 40.

MODULE 3: PROJECT IMPACT: COMMUNITY EFFECTS AND APPLICATIONS

TERMINAL OBJECTIVE

The students will be able to describe Project Impact Fire Services Partnership for Disaster Prevention.

ENABLING OBJECTIVES

The students will:

1. *State the purpose of Project Impact Fire Services Partnership for Disaster Prevention.*
2. *State the four Project Impact steps.*
3. *Identify committee members for a Project Impact Team.*

INTRODUCTION

Knowing the Three E's of fire prevention, identifying your community's various target hazards, and developing an understanding of fire's potential impacts are only the beginning of fire prevention. You have completed only the first step. You must now work to influence your community positively and to "sell" fire prevention as something every community needs to address before a fire occurs.

Remember, in your community people naturally look to you to be the most knowledgeable source of fire safety information. In a survey conducted by the Pew Research Center for People and the Press in 1997, Americans where asked who they trusted "a lot." The survey revealed that 78 percent listed "their fire department." The only "group" to be listed higher was "people in your immediate family," who earned a trust rating of 84 percent. State and local governments came in at 14 percent and 9 percent, respectively.

You must identify those individuals, groups, agencies, and others who have a vested interest in fire prevention in your community and work with them to change the way your community approaches fire and life safety. Through this entire process you are both the "expert" and the "cheerleader."

OBJECTIVES

At the completion of this module, you will be able to:

- State the purpose of Project Impact Fire Services Partnership for Disaster Prevention.
- State the four Project Impact steps.
- Identify committee members for a Project Impact Team.

PREVENTION PROGRAMS AND STRATEGIES

Project Impact: Building Disaster Resistant Communities

One program that is available to assist in the prevention process is the Federal Emergency Management Agency's (FEMA's) Project Impact: Building Disaster Resistant Communities. The goal of Project Impact is to reduce the personal and economic cost of disasters by bringing together

community leaders, citizens, and businesses to prepare for and protect themselves against disaster.

Disasters occur everywhere in the United States, and the direct costs are staggering. More significant than the direct costs, however, are the indirect and long-term costs. It takes years for businesses, individuals, and the government to recover financially and emotionally from disasters.

Project Impact recognizes that all types of disasters have both direct costs and indirect, long-term consequences. The initial emphasis of this program focused on natural disasters such as floods, hurricanes, and tornadoes, but its concepts are being applied usefully to fire prevention.

Project Impact Fire Services Partnership For Disaster Prevention

In April of 1999, a memorandum of understanding was issued to establish a Project Impact Fire Services Partnership for Disaster Prevention. Fire risk analysis, as part of a community's overall risk analysis, is one of the primary objectives of this program. The agencies who signed the memorandum of understanding were

- FEMA;
- Congressional Fire Services Institute (CFSI);
- International Association of Arson Investigators (IAAI);
- International Association of Black Professional Fire Fighters (IABPFF);
- International Association of Fire Chiefs (IAFC);
- International Fire Services Training Association (IFSTA);
- International Society of Fire Service Instructors (ISFSI);
- National Association of Hispanic Fire Fighters (NAHF);
- National Association of State Fire Marshals (NASFM);
- National Fallen Fire Fighters Association;
- National Fire Protection Association (NFPA);
- National Society of Executive Fire Officers (NSEFO);
- National Volunteer Fire Council (NVFC);
- North American Fire Training Directors (NAFTD);
- Women in the Fire Service (WFS);
- Aircraft Rescue and Firefighting Working Group;
- U.S. Department of Defense (DOD);
- Navy Fire and Emergency Services (NFES);
- Department of Defense Fire Protection Programs;
- Fire Apparatus Manufacturers' Association (FAMA);
- Fire Department Safety Officers Association (FDSOA); and
- Fire Equipment Manufacturers Services Association (FEMSA).

You can see that Project Impact is supported by many agencies. In many disasters, families, businesses, and the government could have been better prepared and protected themselves from some of the loss. FEMA's Project Impact program promotes preparation and prevention. Not every disaster can be prevented, but everyone can be prepared.

Why Use Project Impact?

Since Project Impact is a Federal program, it has a support system already in place on which to build a prevention program. In addition, funding is available to communities that use Project Impact for assistance in fire prevention. For applications and forms, visit the FEMA Web site (www.fema.gov). This site further explains Project Impact and provides the necessary forms to apply for funding.

PROJECT IMPACT'S FOUR STEPS

Project Impact encompasses the following four steps:

Build Community Partnerships

This is a very simple concept. If a major fire were to occur in **your** community, everyone must pull together. Together we can accomplish more than we can individually. The partnership is not adversarial, but a cooperative effort to make your community a disaster-free community. This partnership should include the local community, government officials, and other individuals involved in the community.

Examples are

- fire departments and Scouting;
- mutual aid;
- boroughs and townships; and
- cities and counties/parishes.

Assess Risk

Next the community should assess its vulnerability to fire. The community should assess the vulnerability of:

- businesses;
- industries;
- hospitals;

- schools;
- municipal buildings;
- parks; and
- other places where a fire could cause the most devastation.

Any fire is costly, but those that could have been prevented easily are even more devastating. Many fires can be avoided if the community joins together to:

- inspect buildings,
- enforce codes, and
- educate all people about fire and fire prevention.

Anyone in the community may assess risk. If a family is dining out and notices one exit door is chained, they may note this violation to the appropriate authorities. The family may not have the authority to take specific action, but they can check with their fire department, casually mention the danger to the owner, or somehow let someone with authority know about the chained door.

Windows painted shut, debris blocking doors, and overcrowded buildings are all fire risks that anyone can see and decide to do something about. Assessing risks is an important part of preventing fire.

Examples of risks are

- doors that are chained shut;
- doors that are blocked by debris;
- overcrowded clubs, restaurants;
- windows that are painted or nailed shut; and
- burglar bars that cannot be removed.

Prioritize Needs

Once the community identifies target hazards, it should prioritize the appropriate resources to use and the actions to take to reduce the impact of fire and its aftermath. Individuals cannot become fire vigilantes; however, if you are not the person in authority, find out who is responsible.

The entire community needs to:

- analyze the risks that it has identified;
- decide who is responsible; and
- decide what it is going to do to minimize the risks.

The community may have difficulty effecting changes in privately owned facilities, but by working together, change can occur.

Refer back to Activity 1.2: Apply the Three E's to the Target Hazards. How and why did you prioritize the target hazards the way you did? What criteria did you base your list on?

Continue Community Support and Actions

The community must remain focused on the prevention objectives. Once the community is galvanized into action, it can begin to educate people about fire prevention in homes and private facilities. The community must publicize opportunities for additional involvement and community support. It should keep citizens informed about what the community has accomplished and the benefits arising from those efforts.

Class Brainstorming

What are some other examples of continued support in your community?

BUILDING YOUR PROJECT IMPACT TEAM

The Team

Project Impact is a partnership and alliance program. This partnership should reflect

- local government leaders and agencies;
- civic and volunteer groups;
- business; and
- individuals.

Communities can identify persons to serve on a committee for disaster resistant communities. The committee should select a person to oversee Project Impact who can ensure success and spearhead the effort. This program is a long-term effort that must involve the entire community to work effectively. The following community segments should be represented on the committee:

- industry and business;
- infrastructure: transportation, utilities, and housing;
- volunteer and community-based organizations;
- health care;
- government;

- workforce; and
- education.

Can you think of anyone else?

Recruitment

Recruiting persons to serve on the committee should be easy if everyone understands the objectives of the committee and the importance of individual contribution. Business people are often community leaders, and their responsibilities are complementary and interwoven. This relationship is beneficial because:

- Loss-reduction efforts taken by the local government support corporate risk-reduction efforts.

- Corporate risk-reduction efforts often support local government risk-reduction efforts.

The committee will assist in selecting the best solutions for disaster resistance plans. If local businesses have already developed a successful plan, perhaps they could share it and assist other businesses in reducing loss of time or jobs in the event of a disaster.

Committee Criteria

When your community is recruiting and selecting members of the committee, remember that the committee members must

- have the authority to make decisions on behalf of their respective organizations;
- understand and respect natural hazards;
- understand community vulnerability;
- acknowledge that citizens, agencies, businesses, and individuals are responsible for addressing risks;
- have some knowledge of how to address community risks;
- have the desire to address risks and mitigate them; and
- have the ability to communicate Project Impact to colleagues, partners, and others.

This program is a long-term effort that must involve the entire community if it is to work effectively. Because Project Impact is a partnership and alliance program, the members of the committee must be open to sharing ideas and information.

INDIVIDUAL ACTIVITY 3.1

You are to work individually or with other members of your hometown community. Use Activity Worksheet 3.1: Your Community Leaders to identify appropriate committee members from your community.

Choose the leaders in your community who would be most likely to fill the Project Impact Committee. You will have approximately 5 minutes to complete the worksheet.

Activity 3.1

Your Community Leaders

Purpose

To select appropriate committee members in your community to serve on the Project Impact Team.

Directions

You should identify (using real names) one or two individuals from your community to represent each of the community groups listed on the following Worksheet.

Example

Industry and Business: *David Smith or Processing Plant Manager.*

Activity 3.1 (cont'd)

Your Community Leaders Worksheet

Fill in the blanks below with the names of persons from your community who serve in leadership positions. If you do not know the person's name, include his or her business or industry name or place of employment. (Some of this information may be obtained from your courthouses.) You may list more than one individual for each section.

Industry Leader _____

Industry Leader _____

Transportation _____

Utilities _____

Housing _____

Volunteer committee _____

Volunteer committee _____

Healthcare _____

Healthcare _____

Government _____

Government _____

Workforce _____

Workforce _____

Education _____

Education _____

Other _____

Other _____

ADDITIONAL RESOURCES

As you and your department become more involved in fire prevention, your need for additional training and education will increase. The National Fire Academy (NFA) offers numerous courses in fire prevention and public fire education. The courses include 2-week resident programs, 1-week resident programs, 2-day direct delivery programs, and course materials that may be purchased from the National Technical Information Service (NTIS). A complete listing of these courses can be found in the NFA catalog or at www.usfa.fema.gov. You can also get additional information on Project Impact from the FEMA Web site.

MODULE SUMMARY

Project Impact can be a great asset to your fire prevention plan.

By now you should understand

- Project Impact and fire prevention;
- the four steps of Project Impact planning; and
- the individuals who should be members of your team.

MODULE 4: APPLICATION OF PREVENTION STRATEGIES

TERMINAL OBJECTIVE

The students will be able to describe the components in a successful marketing program to foster support from community leaders for a fire prevention plan.

ENABLING OBJECTIVES

The students will:

1. *State what a marketing plan is.*
2. *State why a marketing plan is needed.*
3. *State the components of a successful marketing plan.*
4. *Construct a rough outline of a marketing plan.*

INTRODUCTION

During this course, we've discussed the Three E's of fire prevention, target hazards, the types of impact fire has on a community, and the programs already available for fire prevention. We have identified the leaders in the community and the steps involved in Project Impact. Now we will move one step further and develop a marketing plan for promoting fire prevention as a valuable program in your own community. This module will provide information on marketing plans and allow you to begin developing your own marketing plan.

OBJECTIVES

At the conclusion of this module, you will be able to:

- State what a marketing plan is.
- State why a marketing plan is needed.
- State the components of a successful marketing plan.
- Construct a rough outline of a marketing plan.

WHAT IS A MARKETING PLAN?

Everything that is sold, whether it is a product, service, or idea, must be marketed to convince the public of the need for it. Fire prevention is no different. Fire prevention must be presented in such a way that the public sees the need to spend money or time on it. A marketing plan for fire prevention shows the cost effectiveness and benefits of preventing fires versus the high cost of fire suppression. Remember, fire costs are more than monetary. Other costs that cannot be measured in dollar amounts include

- legal;
- political;
- psychological; and
- organizational costs.

Other costs also affect the community a great deal.

Conceptual marketing campaigns in which the product is something that cannot be held or touched include

- Drug Free America campaigns;
- political campaigns;
- seatbelt awareness campaigns; and
- literacy campaigns.

WHY DO WE NEED A MARKETING PLAN FOR FIRE PREVENTION?

You know what a fire prevention plan is, but do you know why you need one? Fire prevention is not as glamorous as fire suppression. Marketing fire prevention is, for many departments, a break in tradition. Often the community understands why a new fire truck or other equipment is needed, but not why it should spend money and time on fire prevention. However, if the fire department is truly going to be successful in reducing the impact of fire in the community, it must be willing to read the handwriting on the wall.

- change happens;
- anticipate change;
- monitor change;
- adapt quickly to change;
- enjoy change; and
- be ready to change quickly again and again!

The community may find it difficult to see the long-term results that it would gain from fire prevention. Most people do not think about the tomorrows. However, fire prevention addresses the tomorrows. To convince people to support fire prevention, you must show them how fire prevention can save lives, property, and money. Fire prevention ultimately gives the community more money and time for other projects--education, street construction and repair, and many others.

Without an established plan, it is difficult to present fire prevention in a strong, positive manner. A marketing plan allows you to think ahead and be prepared for questions the community may ask.

Nothing great ever happens without a plan.

COMPONENTS OF A SUCCESSFUL MARKETING PLAN

Marketing programs must identify and "sell" to three basic market sectors: the department members, the community leaders, and the public. The marketing program must focus on the proactive measures that the community can take to help ensure public safety. Fred Dolan from the James County Fire Department near Williamsburg, Virginia, says that fire prevention is a sales job. Not only is fire prevention a marketable product, it is positive and cost effective.

The three steps for developing a successful marketing plan:

1. Step one of your marketing plan is to identify your product, in this case, fire prevention.

2. Step two is identifying your audience. To whom are you selling it? (For example, are you selling to the school board, parents, city officials, adults, or children?) Once you have decided to whom you are selling, you can move to step three.

3. Step three is packaging. Package the product and provide an attractive format to sell it. While deciding on a package, you must consider the budget and resources available to your department. The idea may sound great, but if the resources to complete it properly are not there, then it may not be the idea to use. Consider the best way to reach your audience within your budget.

(For example, should you use the newspaper, TV advertisements, billboards, posters, or training meetings?)

The United States Fire Administration (USFA) publication "A Marketing Menu: What Components Should Your Community Fire Prevention Program Have?" provides a variety of ideas for generating interest and support for a fire prevention program. The ideas range from simple to complex, from inexpensive to expensive. A reprint of this publication can be found in the Appendix of this module. Some possible formats in which to market fire prevention are

- Public Service Announcements (PSA's):

  - radio,
  - television,
  - cable TV, and
  - closed-circuit TV;

- print advertising:

  - newspapers,
  - magazines, and
  - employee publications;

- bulletin boards:

  - office,
  - schools,
  - church, and
  - community;

- posters;
- specialty advertising:

  - balloons,
  - calendars,
  - T-shirts, and
  - milk cartons;

- direct mail;
- workshops;
- seminars; and
- inservice training.

GOOD PACKAGING

When packaging the message for your community, you need to remember FAB: Features, Advantages, and Benefits.

Features are the good aspects of the product:

- special clearcoat paint on your automobile; or
- sprinklers in buildings for fire prevention.

Advantages explain why the features are worth having:

- The advantage of clearcoat over regular paint is that it provides a deeper shine.

- Sprinklers in a building will start spraying water on a fire while the fire is small, and before the firefighters arrive.

Benefits are the positive returns of the features and advantages:

- The clearcoat shine lasts longer, so the resale value of your automobile is higher.

- The sprinklers may put out the fire before the fire can grow and destroy most, if not all, of the building. The insurance rates may go down because there was less fire damage.

The **benefits** of the product you are selling (fire prevention) will have a greater influence on the buyer than the **features** of fire prevention.

When you package your fire prevention plan, focus on the benefits to the buyer:

- Parents want to hear about child safety.

- Business professionals want to hear about lower insurance costs.

- Publicly elected officials want to hear about how to protect the city and its image for tourism.

Contrary to popular opinion, one size will never fit all. You **must** tailor your presentation to whomever you are talking.

For example, if you are trying to get a fire prevention program in a public school, and the administrators are protesting, appeal to the parents. Parents will make it happen if it involves the safety of their children. Firestone was held accountable because of public outrage over the accidents caused by faulty tires. People were informed and were emotionally touched. There was a clear responsibility and a solution. Often fire prevention advocates do not inform the public of the number of people who die from preventable fires each year. Advocates must reach the public and explain how fire affects them personally.

Activity 4.1

A Marketing Plan

Purpose

To begin a draft of your marketing plan and receive feedback from your peers on possible modifications.

Directions

1. You will be divided into small groups.

2. Working as a group, fill in the blanks on the following Worksheets with the information requested, using data from the previous three modules and what you have learned in this module.

3. Use these data to complete a rough draft of your marketing plan.

4. After all small groups are finished, a representative from each will provide a 5-minute presentation of the group's plan. Your group will receive feedback from the class.

Example

Target Hazard Risk *(Module 1) Saint Someone's (school).*

Long-Term Impact *(Module 2) Would the school reopen; psychological for kids and department.*

Community Leader *(Module 3) Parents.*

Ways to Mitigate Loss *(Module 2) Enforcement.*

Step One (product) *Fire prevention in school.*

Step Two (audience) *School board and code officials.*

Step Three (packaging) (FAB) _____

What can my department afford? (Time and money) _____

What has been done or is currently being done? _____

Results? _____

Theme to be used _____

Method (For example, newspaper, radio, TV, posters, workshops, etc.) _____

Activity 4.1 (cont'd)

Worksheet

Target Hazard _____

Long-Term Impact _____

Community Leader _____

Ways to Mitigate Loss _____

Step One (product) _____

Step Two (audience) _____

Step Three (packaging) _____

(FAB) _____

What can my department afford? (Time and money) _____

What has been done or is currently being done? _____

_____

_____

_____

Results? _____

_____

_____

_____

Theme to be used _____

Method (For example, newspaper, radio, TV, posters, workshops, etc.)

_____

_____

_____

_____

_____

Activity 4.1 (cont'd)

Worksheet

Target Hazard _____

Long-Term Impact _____

Community Leader _____

Ways to Mitigate Loss _____

Step One (product) _____

Step Two (audience) _____

Step Three (packaging) _____

(FAB) _____

What can my department afford? (Time and money) _____

What has been done or is currently being done? _____

_____

_____

_____

Results? _____

_____

_____

_____

Theme to be used _____

Method (For example, newspaper, radio, TV, posters, workshops, etc.)

_____

_____

_____

_____

_____

Activity 4.1 (cont'd)

Worksheet

Target Hazard _____

Long-Term Impact _____

Community Leader _____

Ways to Mitigate Loss _____

Step One (product) _____

Step Two (audience) _____

Step Three (packaging) _____

(FAB) _____

What can my department afford? (Time and money) _____

What has been done or is currently being done? _____

_____

_____

_____

Results? _____

_____

_____

_____

Theme to be used _____

Method (For example, newspaper, radio, TV, posters, workshops, etc.)

_____

_____

_____

_____

_____

Activity 4.1 (cont'd)

Worksheet

Target Hazard _____

Long-Term Impact _____

Community Leader _____

Ways to Mitigate Loss _____

Step One (product) _____

Step Two (audience) _____

Step Three (packaging) _____

(FAB) _____

What can my department afford? (Time and money) _____

What has been done or is currently being done? _____

_____

_____

_____

Results? _____

_____

_____

_____

Theme to be used _____

Method (For example, newspaper, radio, TV, posters, workshops, etc.)

_____

_____

_____

_____

_____

Activity 4.1 (cont'd)

Worksheet

Target Hazard _____

Long-Term Impact _____

Community Leader _____

Ways to Mitigate Loss _____

Step One (product) _____

Step Two (audience) _____

Step Three (packaging) _____

(FAB) _____

What can my department afford? (Time and money) _____

What has been done or is currently being done? _____

_____

_____

_____

Results? _____

_____

_____

_____

Theme to be used _____

Method (For example, newspaper, radio, TV, posters, workshops, etc.)

_____

_____

_____

_____

_____

MARKETING VIDEO

This video shows how one fire department made a video to "sell" themselves to their "customer."

MODULE SUMMARY

In this module, we have discussed what a marketing plan is, why we need one, and the components of a marketing plan. You also began a draft of your marketing plan.

APPENDIX

A MARKETING MENU:

Listed below are some ideas for generating interest in your community program. They range from the simple-to-complex, inexpensive to expensive.

Brochure or Fact Sheet
Public Service Announcements
- Radio
- Television
- Cable
- Closed Circuit Television

Print Advertising
- Newspaper
- Magazine
- Employee Publication

News Release or News Conference

Feature or Op/Ed Article

Letter to the Editor

Editorial

Interview on a Talk Show

Special Television Programming
- Documentary
- Public Education Programming

Wire Services

Films

Slide Shows

Video Tapes

Annual Report

Newsletter

Speakers Bureau

Bulletin Board
- Office
- School
- Church
- Community

Posters

Flyers

Billboard

Lettered Sign
- Bank
- Hotel
- Fast Food Franchise

Specialty Advertising
- Balloons
- Calendars
- T-Shirts

Classified Advertising

Publications
- Chamber of Commerce
- Business
- Trade
- School

Direct Mail

Public Address System
- School
- Office
- Manufacturer
- Police

Grocery Bags (logo)

Milk Cartoon Panels

Talking Robot

Proposal

Progress Reports

Clipping/Scrap Book

Photographs

Staff Meetings

In-Service Training

Workshops

Seminars

Bus/Subway Posters

Target a single purpose and campaign theme.

Identify a press liaison or spokesperson(s) for the program.

Know exactly what it is you want to say, and why it is newsworthy.

Story angles for the media:
- Take positions on important issues
- React to decisions by the local government
- Meet to determine a major policy
- Adapt national reports and surveys for local use
- Conduct a poll or survey
- Inspect a project
- Pass a resolution
- Form and announce names of a task force/committee
- Issue a report
- Present an award
- Hold a contest

Develop a quality list of media contacts and cultivate them.

Organize a list of available props suitable for various presentations.

Develop credibility as information source and spokesperson.

Your knowledge is a valuable commodity. Use it to convince appropriate community organizations to get involved and to persuade your city management at budget voting time.

Telephone Scripts, Pitch Letters, Proposals, and Legislation:

Prepare telephone scripts, pitch letters and proposals to solicit community support (see Sampler Section for examples.)

Develop feature articles and local fire safety legislation to enhance your public education programs (see Sampler Section for examples.)

Press Release:

Look at local fire trends to cite recent figures in fact sheets, news releases, presentations and publications. Such data provides substantive evidence and credibility to your public education efforts.

If a story item is newsworthy enough to justify a press release, a press conference with accompanying visuals may also be appropriate.

If so, send a press release altering the media, community leaders and interested citizens.

Use press release to inform the public of your public education campaign's progress, or to highlight tan activity or outstanding sponsor.

Feature Article:

A list of feature article topics should be made, with strategies for placing the stories with the media. (Refer to the Story Angles List in this section for ideas!)

Write a letter to the editor or a guest column for a local newspaper.

Or, introduce a story idea to a reporter.

Public Service Announcements:

Create an overall theme and slogan, then produce appropriate brochures, flyers, and slide shows.

Public service announcements, both for print and broadcast media, can be a great boost for your public education program. Work with local advertising agencies and radio stations to produce materials for you on a pro bono ("free") basis.

Broadcast PSAs can be prerecorded on tape or left in script form, to be read on the air by local radio and television personalities.

PSAs should be formatted where possible to be adaptable as posters and outdoor signage.

Create information handouts on programs for journalists requesting additional information.

Fire Department Presentation Materials:

1. Fire Department Annual Report.
2. Fact sheets on local fire problems.
3. Fact sheet on Fire Department public education efforts.
4. List of information publications/materials available to the public, including materials from past public education campaigns.
5. Basic slide presentation that explains the Fire Department's functions (10-30 slides).
6. Materials from previous public education efforts (brochures, posters, stickers, PSAs, etc.).
7. Business cards
8. Props from previous public education program made especially for kids, e.g., fire safety coloring books, emergency phone stickers, plastic firemen's hats, home fire safety quiz.
9. Press clipping book or a scrapbook featuring fire department activities, emergency responses, awards; anything that portrays the department in a positive fashion.

How to Customize Materials for Specific Presentations:

1. Posters or artwork mounted on foamcore or artboard (graphs, pie charts, sample ads, diagrams, maps) that explain to prospective sponsors the Fire Department's rationale and suggested activities for new publication education programs.
2. Individual slides or vuegraphs for insertion in regular Fire Department's presentations--slides specific to proposed public education programs.
3. Budget outline for public education programs (to be distributed to potential sponsoring organizations).
4. Video or slide presentation of current fire prevention/public education functions--that demonstrates programs in action (depending upon fire department resources).
5. A prospectus (see next section) that summarizes Fire Department needs, program goals, and participant "opportunities."

The Prospectus: A Statement of Need:

A prospectus:

Presents an objective description of needs and opportunities for support.

Educates the "in-house" constituency by telling everyone in the fire department what resources the department is seeking from the community.

Provides a basis for comprehensive case-for-support statement (when needed).

Provides resource material for other publications and promotional pieces such as speeches, quotations, letters, proposals, and press releases, that will be used in the course of soliciting funds or other types of support.

Provides information for organizations and contribution leaders whose early input into the program is essential to its success.

A prospectus provides a brief description of:

The sponsoring organizations(s)

Program goals

Contribution goals

Volunteer involvement/ leadership

Rationale for the statement of need

Speakers Platforms:

Arranging fire department presentations during community meetings, school demonstrations and company fires safety presentations should be a normal part of your speaker's bureau.

Advertise the availability of such speakers.

Sample Letter of Agreement/Proposal:

Whether you are soliciting support from an organization or an individual, help both the volunteer and the fire department by developing a letter of agreement and/or a proposal.

Include timetables and evaluation criteria for performance.

Although a letter of agreement is not a binding document, both parties should sign it to demonstrate their agreement on the project objectives and the rewards. (See Sampler Section for examples.)

Include a title for volunteers--Special Events Chair, Public Relations Activities Member, etc.

Be specific when describing volunteer tasks --e.g., "Volunteer will be responsible for selling 10 event tickets, attending two lunch meetings at our offices and writing one final report."

Include a list of materials which the volunteer has agreed to supply--e.g., workshop materials, postage, etc.

List the meetings the volunteer is required to attend the location and transportation guidelines.

Draw a diagram of the chain of communication for your public education campaign.

Include a definition of "success"--e.g., the number of contacts made, the number of tickets sold, the amount of money raised, etc.

Describe the form of recognition the volunteer will receive.

Fire Department Presentations:

When making presentations to solicit support from cooperative organizations, be prepared. Be brief, to the point, and have ready any visuals necessary to get the message across. Remember, if your fire department is asking an organization to invest resources on its behalf, you must sell its program in a professional manner.

During the presentations, be certain to emphasize the positive public relations opportunities available to participants. Tell them about possible press events, attributions in press releases and program support materials and other visible benefits for donors.

Be ready to discuss previous examples of successful participation by community groups in fire safety programs. Be prepared to explain how the fire department will measure results of the project. This evaluation component is very important. It allows participating organizations to see the return on their investment. And remind participating groups of program progress through regular, written updates.

MODULE 5: SUMMARY

COURSE SUMMARY

Summary

Throughout this course, we have discussed

- the Three E's;
- target hazards;
- the types of impacts; and
- the results that fire may have on a community.

You were given an opportunity to develop and present a fire prevention marketing plan.

Use the Information

Take this information and use it to develop your marketing plan further and to build a fire prevention plan for your community. Ask any questions that you have.

Initiate Change

You can initiate change. We provided you with the basic tools. Now you must apply those tools if you expect to see any changes in your community.

COURSE EVALUATION

Remember, you are to complete the course evaluation before leaving (as required).

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