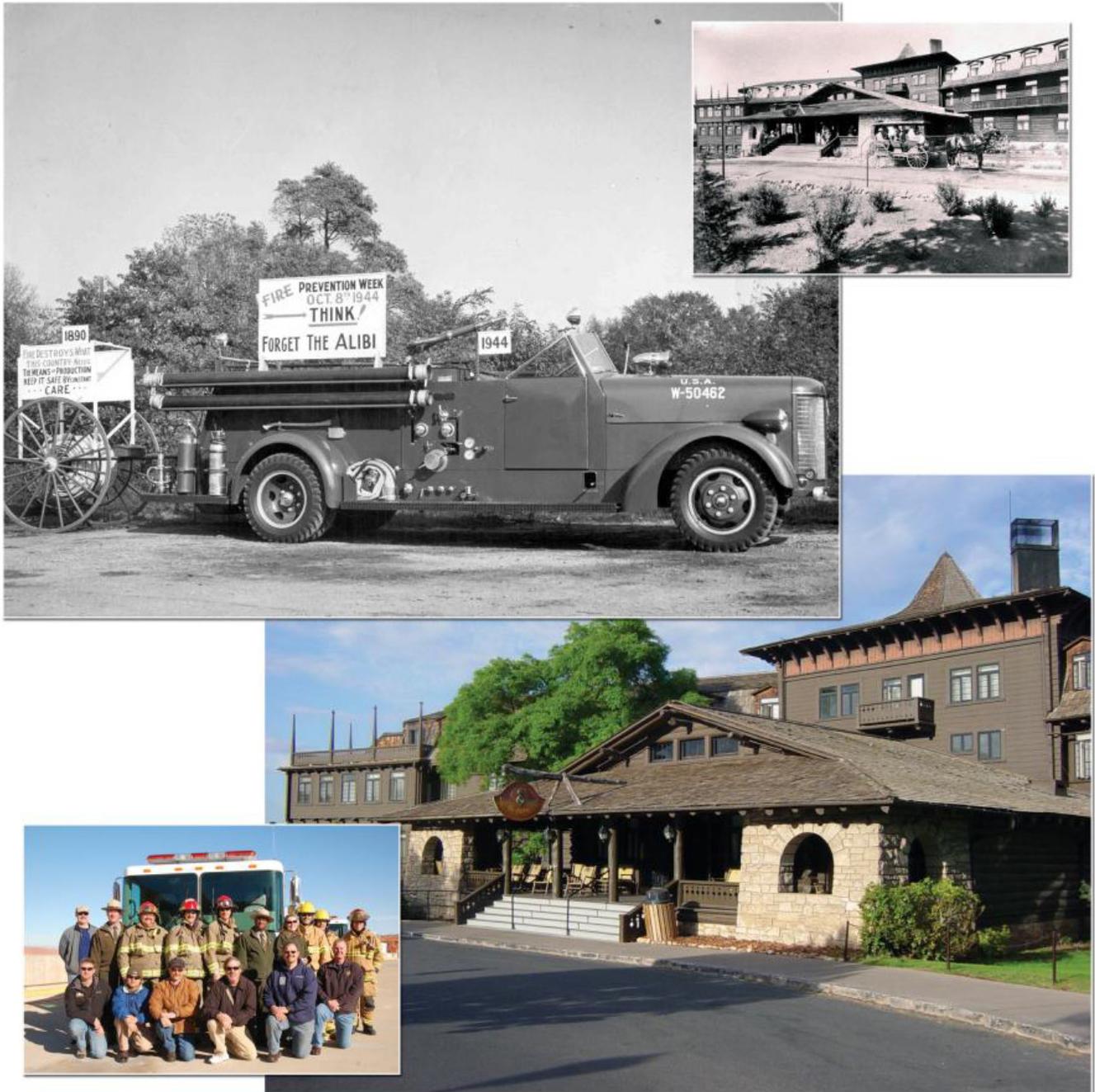




Structural Fire Program Strategic Plan: 2010-2015



Clock-wise, from top: Gateway NRA (1944); El Tovar, Grand Canyon National Park (circa 1908); El Tovar, Grand Canyon National Park (2005); Glen Canyon NRA (2010)

This multi-year strategy takes into account the unique and multifaceted mission of the National Park Service and specifically the responsibilities the NPS has for structure fire protection. It provides focused guidance to national, regional and park management on all aspects of a comprehensive structural fire program.

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Introduction and Purpose

The National Park Service (NPS) enabling legislation, as well as other statutes, charges the Service with preserving and protecting human life and the resources entrusted to its management. These resources include buildings and structures, irreplaceable cultural resources, valuable property, and infrastructure.

NPS maintains a structural fire program capability that meets the diversity and complexity of the different units of the System. The structural fire program provides Service-wide policy, standards, operational procedures, and accountability. The program ensures that all areas within the system have an appropriate level of structural fire protection that is provided in a safe and cost-effective manner by qualified personnel.

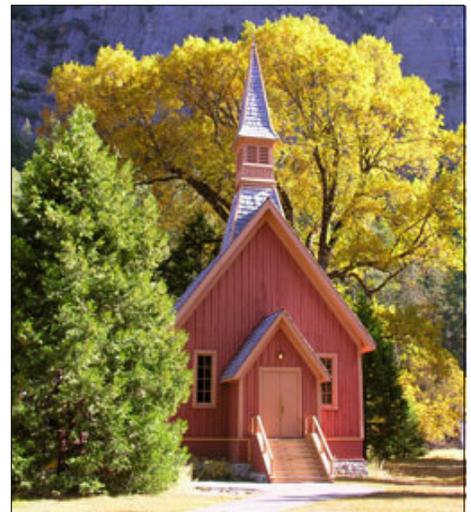
The Structural Fire Management Strategic Plan provides vision and philosophy to guide decisions about priorities, scope, and direction of the structural fire program. Program decisions, major initiatives, and work plans will be tied to this plan.

The Strategic Goals and Core Strategies of the Structural Fire Management Strategic Plan directly support the 2006 NPS Management Policies.

Role and Function

The National Structural Fire Program Office establishes Service-wide policy, standards, operational procedures, and accountability for structural fire prevention, education, protection, and suppression. It ensures that nationally accepted structural fire standards are integrated with other NPS programs.

The program functions under the Associate Director, Visitor and Resource Protection, through the Division Chief, Fire and Aviation Management. The program is staffed with Regional Structural Fire Managers in each Regional Office as well as the National Office staff located in Boise, Idaho.



Built in 1879, the Yosemite Valley Chapel is the oldest structure in the park still used by the public. It became the first structure in Yosemite National Park placed on the National Register of Historic Places.

Lower photo by K. Karst, DNC Parks and Resorts.

Guiding Program Philosophy

- *Never stop striving to achieve the highest standards of safety and professionalism for our employees, cooperators and visitors.*
- *Offer accurate and consistent leadership and direction for the structural fire program to increase the effectiveness of prevention, operations, and education efforts service wide.*
- *Focus on developing a culture that advocates fire prevention through education.*
- *Instill and institutionalize prevention as a priority in the NPS.*
- *Realize that many historic, cultural, and natural resources at risk from structural fire are irreplaceable.*
- *Educate our employees and park visitors about the mission of the structural fire program and the importance of the resources we protect.*
- *Serve and support our parks.*



Fire extinguisher training, Gateway National Recreation Area (top); Glen Canyon National Recreation Area (bottom).



Left: Antique fire truck at Alcatraz Island (Golden Gate NRA).



Right: New fire engine for Big Bend National Park in 2009.

Strategic Goals

Goal 1 - SAFETY AND LOSS PREVENTION: *Strive for no injuries or fatalities to employees, partners, and/or visitors due to a structural fire; minimize the damage or loss of any NPS structure due to a structural fire.*

1.1 CORE STRATEGY: Provide training and tools to help parks develop required Structural Fire Management Plans.

1.2 CORE STRATEGY: Provide training and tools to help parks complete their required annual fire and life safety building inspections.

1.3 CORE STRATEGY: Continue conducting comprehensive Fire Protection Condition Assessments (FPCA) for all NPS owned buildings.

1.4 CORE STRATEGY: Ensure that all NPS units have appropriate aid agreements in place to meet their structural fire responsibilities.

1.5 CORE STRATEGY: Ensure that all engine company responders meet minimal industry and agency standards and Homeland Security Presidential Directives (HSPD).

1.6 CORE STRATEGY: Foster the concept and further the development of a "single" NPS fire department to meet the unique needs and complexity levels of a geographically diverse program.

1.7 CORE STRATEGY: Ensure all fixed fire protection systems are properly designed, installed and maintained in accordance with NFPA standards and by qualified persons.



Desert View Watchtower at Grand Canyon National Park is one of the best and least altered remaining examples of the work of master architect and interior designer Mary Jane Colter. Structural fire protection is critical for the preservation historic structure.

Goal 2 - TRAINING AND PREPAREDNESS: *Ensure NPS employees, partners, and concessionaires are properly educated and trained to carry out their structural fire duties and responsibilities.*

2.1 CORE STRATEGY: Continue to support and deliver existing training programs.

2.2 CORE STRATEGY: Continue to assess the Service's structural fire training needs and develop as needed.

2.3 CORE STRATEGY: Identify and apply emerging and cost effective technologies to facilitate/deliver training and education programs.

Goal 3 - LEADERSHIP AND GUIDANCE: *Provide leadership, support, and guidance in structural fire program management to all levels of management and functional areas within the NPS.*

3.1 CORE STRATEGY: Develop a program review process for all units of the NPS that is commensurate with the complexity of the park's structural fire program and responsibilities.

3.2 CORE STRATEGY: Develop and improve management systems and process associated with facility management to ensure fire and life safety protection systems are considered and implemented within agency policies and other requirements.

3.3 CORE STRATEGY: Continually review and update agency program policy statements, documents and manuals to ensure that they reflect the latest codes, standards, technologies and ensuring management discretion is implementing required and common sense solutions.

3.4 CORE STRATEGY: Continually promote and equitably expand all aspects of the structural fire program Service-wide that are commensurate with the needs of the parks and the priorities of the Service.

3.5 CORE STRATEGY: Ensure program personnel understand the role and responsibility to actively participate in and support the Service's procedures and guidelines for the investigation of all structural fires in NPS facilities.

Goal 4 - COMMUNICATIONS AND EDUCATION: *Implement a consistent and ongoing communication and education campaign that will improve and enhance the awareness of the structural fire responsibilities within the culture of the NPS.*

4.1 CORE STRATEGY: Establish, create and utilize data management systems to provide the Service with comprehensive fire and life safety information to further awareness, effect change and to support DOI and agency goals.

4.2 CORE STRATEGY: Develop a consistent Service-wide initiative that better communicates the significant number and value of buildings, visitors, employees and partners that are at risk from a structural fire.

4.3 CORE STRATEGY: Develop a prevention, education and safety campaign that will "institutionalize" employee awareness and responsibilities for structural fire safety.



Bryce Canyon Lodge in Bryce Canyon National Park is a structural fire success story. At 5:21 p.m. on October 28, 2009 rangers respond to a call "We have a fire in the lodge", "flames & smoke are boiling out of the eaves."

The properly installed and maintained fire sprinkler systems stopped the fire from spreading throughout the attic and structure and prevented a complete loss.

The Union Pacific Railroad commissioned Gilbert Stanley Underwood to build lodges at Cedar Breaks, Zion, Bryce Canyon, and the North Rim of the Grand Canyon.

Underwood's greatest triumph was in defining the rustic style as envisioned by Stephen Mather, setting the tone for architecture in the National Park Service.

Bryce Lodge is Underwood's only remaining, completely original structure in the Grand Circle. Grand Canyon Lodge burned in 1932. Zion Park Lodge burned in 1966. The pavilion at Cedar Breaks was razed.

Implementation, Monitoring and Evaluation

Implementation of the *Structural Fire Program Strategic Plan* will be accomplished systematically by identifying annual programs of work, process and budget priorities that tie directly to achieving the strategic goals and core strategies of this plan. Annual programs of work should be developed that support these goals and strategies.

Monitoring and evaluation of this strategic plan will occur both annually and on a 5-year update schedule. Monitoring and documentation of successes and effectiveness will occur annually by the national office with inputs from the regions. This will allow for program adjustments and provide guidance to regions for the development of annual work plans. A comprehensive review and update of this strategic plan will occur at the end of a 5-year period following its release.

The process for accomplishing the above will be a team effort. The team for guiding the implementation, monitoring, and evaluation of this strategic plan will be made up of members from the National and Regional Structural Fire Program offices and liaisons identified from key stakeholder groups as needed.



Training is key to success for the future of the Structural Fire Management Program.

The Developers

This Structural Fire Strategic Plan update was a cooperative effort between the National Structural Fire Program Management Office, regional fire managers, and park fire managers providing a broad perspective from the field level to upper management.

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Top: The historic post hospital building (Building 19) was built in 1899.

Bottom: Eighty-six years later, in 1985, the structure was destroyed by an arson fire.

Only 13 of the original 100+ historic structures in the park remain today, many of which had been lost to fire.

***DON'T LET HISTORIC ASHES BECOME YOUR LEGACY. . .
WE ALL HAVE A RESPONSIBILITY TO PREVENT STRUCTURE FIRES!***