



# NPS STRUCTURAL FIRE PROGRAM STRATEGIC PLAN

2024-2029

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*"Together advancing fire protection for our national  
treasures and those who enjoy them"*

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## Executive Summary

The National Park Service (NPS) Structural Fire Program faces the vital task of safeguarding human life and the assets entrusted to its care. Among these assets are over 27,000 structures, many of which hold historical significance, alongside the world's most extensive collection of museums, housing over 44 million objects and specimens and 86,000 linear feet of archives. The NPS Structural Fire Program is dedicated to preempting structure fires through collaboration with regional structural fire marshals (RSFMs), facility managers, cultural resources managers, commercial services managers, park structural fire coordinators (PSFCs), and all NPS personnel and partners. Reflecting on a century of stewardship, valuable insights have been gleaned from past structure fires, some of which are highlighted in this document. Looking ahead, this strategic plan charts the course for the Structural Fire Program over the next five years, outlining its vision and principles to inform decision-making, establish priorities, allocate budgets, and formulate action plans.

### ***Vision and Core Values Development:***

The program's vision and core values are updated through a robust and inclusive process involving stakeholders from within the department. This inclusive approach allows the program to gather diverse perspectives, ensuring that the strategic plan represents shared aspirations. Through a collaborative workshop and surveys, the program has harnessed collective feedback to shape a vision with every member of the organization.

### ***Innovative and Forward Approach:***

To fulfill the program's commitment to innovation, the management has embraced cutting-edge technologies and best practices. The strategic plan identifies critical areas for transformation and innovative solutions to enhance the effectiveness and efficiency of the operations. From data-driven decision-making, the program strives to stay ahead in an ever-changing landscape. This forward approach allows us to anticipate challenges and capitalize on opportunities.

### ***Leadership in Service:***

The NPS Structural Fire Program stands committed to exemplifying authentic leadership in all operations. The leaders embody the principles of integrity, accountability, and empathy, setting a high standard for the entire organization. Through leadership development programs, the program will invest in nurturing the next generation of leaders who will steer the NPS Structural Fire Program into the future with unwavering dedication.

### ***Leading the Way:***

The NPS Structural Fire Program's Strategic Plan is dedicated to serving, protecting, and uplifting the national treasures it is privileged to protect. Guided by its vision and core values, the program pursues excellence, innovation, and impactful outcomes. The Structural Fire Program is shaping a safer and more prosperous future.



## Program Overview

The National Park Service Structural Fire Program is pivotal in upholding the integrity and safety of the diverse architectural treasures within the nation's parks. Charged with the dual mandate of preserving human life and safeguarding invaluable resources, the program operates at the nexus of conservation, heritage management, and fire prevention.

At its core, the mission of the NPS Structural Fire Program is to protect and preserve the structural heritage of our national parks. This entails ensuring the safety of visitors, staff, and resources through proactive fire prevention, preparedness, and response strategies. Principles of integrity, collaboration, innovation, and accountability guide us. The program endeavors to uphold the highest stewardship standards while fostering a deep appreciation for park structures' historical and cultural significance.

Central to the success of the NPS Structural Fire Program is its key goals, which encompass risk assessment and management, training and capacity building, and technology integration. The program identifies vulnerabilities and prioritizes mitigation efforts to safeguard high-risk areas and structures by conducting thorough risk assessments and developing tailored fire management plans. Moreover, integrating advanced technologies enhances the program's fire detection, monitoring, and suppression capabilities.

Collaboration lies at the heart of the NPS Structural Fire Program, as it recognizes that preserving the architectural heritage requires collective effort. The program leverages expertise, resources, and support to address complex challenges and share best practices through partnerships with facilities management, collections management, and other internal partners. Together, these collaborative endeavors strengthen the program's capacity to protect and preserve our national heritage for the enjoyment and enrichment of present and future generations.

The NPS Structural Fire Program stands as a testament to the commitment to safeguarding the legacy of our nation's parks. By embracing innovation, collaboration, and stewardship, the program ensures that these iconic landmarks continue to inspire, educate, and enrich the lives of visitors worldwide, now and for generations to come.



# Strategic Planning Process

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The National Park Service Structural Fire Program embarked on developing a strategic plan to guide its pursuit of a future anchored in stability and excellence. This report delves into the step-by-step process of crafting the strategic plan, illustrating each pivotal step integral to producing a robust foundation for the organization's future.

## Step 1: Foundation Development: Building a Vision Statement and Core Values

The first step in building an effective dynamic strategic plan is establishing a solid foundation that commenced with a workshop focused on communication, vision, and core values. The workshop created an atmosphere of open communication, encouraging participants to express their unique perspectives and aspirations for the National Park Structural Fire Program. The workshop laid the groundwork for establishing a shared vision, core values, and a communication/behavior agreement through interactive sessions and team-building exercises. These foundational elements set the stage for the subsequent steps in the strategic planning process. The following is a breakdown of each area covered in the Foundation Development process:



***Vision Statement Development*** – Developing a vision statement is vital for an organization to know its direction and why it exists. It allows everyone to see what the organization strives to attain and where it is going. It focuses on the potential inherent in the organization's future or what it intends to be. It will enable leaders to motivate employees with a shared vision that the organization can strive for in the days, months, and years ahead. It is a brief, encompassing statement that gives direction and reason for existence. In no longer than five to seven words, it lets everyone know why the organization exists and where it is going.

***Core Values Development***—Agreed upon core values are foundational to every organization. Core values help give every employee of the organization common goals daily. They also provide employees with a daily checklist of goals to achieve the organization's vision. Core values also assist each leader in communicating the purpose behind what they strive to attain daily.



## **Step 2: Survey**

In crafting a comprehensive strategic plan, the consultants employed a survey approach. The survey was distributed to stakeholders to help the program identify opportunities and potential threats that would inform the strategic direction. Additionally, the survey played a crucial role in shaping the workshop's content and focus. By understanding the perspectives, needs, and aspirations of those within the program, the consultants could tailor the workshop to foster a cohesive and collaborative environment, ensuring that the strategic plan's implementation had widespread support and engagement throughout the organization. The combination of the external and internal surveys provided a comprehensive and program-informed basis for the strategic plan, setting the stage for successful execution and sustainable growth.

## **Step 3: Establishing the Strategic Goals**

Drawing from the insights gathered through an organization-wide survey and the Foundation Development process, the next step involved identifying the strategic goals that would serve as the backbone of the NPS Structural Fire Program Strategic Plan. Individual input, team collaboration, and group interaction played a pivotal role as participants engaged in collaborative discussions to define these goals, ensuring they harmoniously aligned with the department's overarching vision. Each goal was meticulously crafted to reflect the department's aspirations, creating a transparent and purposeful direction for the organization.

## **Step 4: Assembling Components**

With the strategic goals and focus areas in place, the final step involved assembling all components into a cohesive and actionable document. Open communications played a crucial role during this phase, as participants engaged in extensive discussions to establish timelines, assign responsibilities, and identify measures of success for each initiative. Teamwork and collaboration ensured that all stakeholders felt a sense of ownership and commitment to the strategic plan's successful implementation. This comprehensive approach guaranteed the strategic plan encompassed a well-structured and coordinated program with a set of actions to lead the National Park Service Structural Fire Program toward its envisioned future.

The National Park Service Structural Fire Program exemplified open communications, teamwork, and collaboration in crafting a strategic plan that sets the course for its future success. The strategic plan's focus areas and goals reflect the department's commitment to accountability, community engagement, excellence, and public safety. The strategic plan, fortified by succession planning and preparedness, serves as a roadmap to a resilient future. As the NPS Fire Program implements its strategic plan, it is a testament to open communications, teamwork, and collaboration in shaping a successful and responsive public safety organization. Through this holistic approach, the NPS Structural Fire Program is poised to continue its legacy of safeguarding the community, fostering trust, and making a positive impact for years.



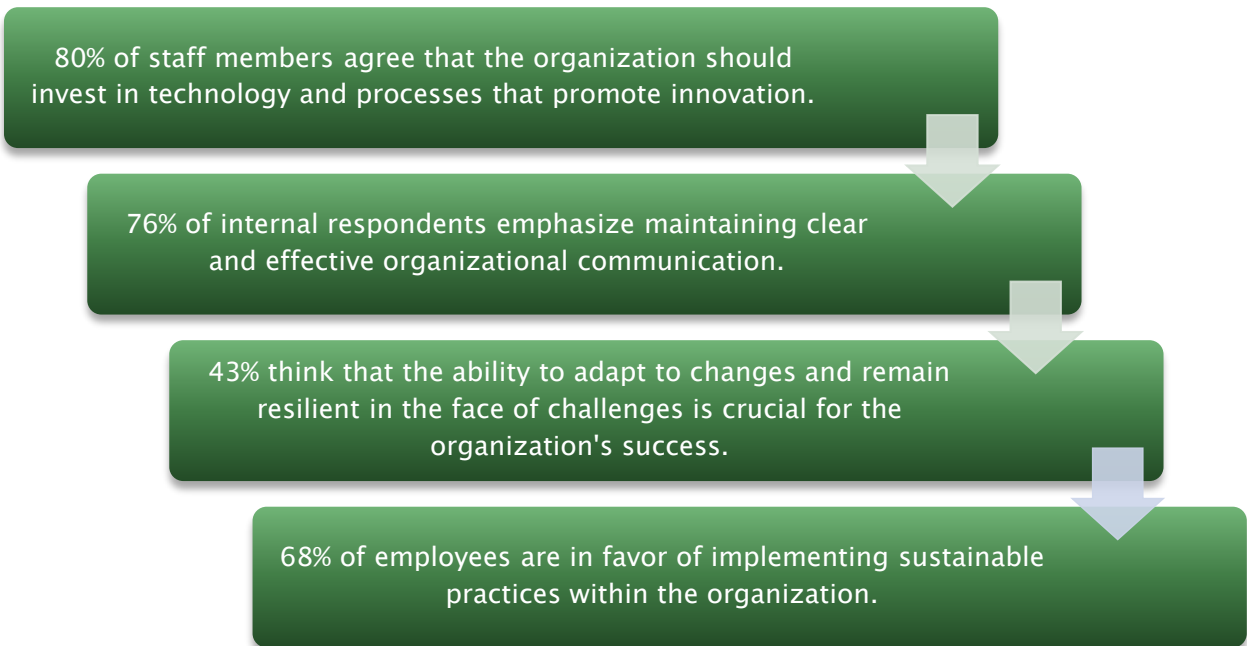


## Survey

The survey conducted for the strategic plan was paramount in shaping the organization's direction and success. This survey is an essential tool designed to gather valuable insights and feedback from the dedicated team members. The primary objective of this survey is to enhance the organization's overall performance, workplace culture, and employee satisfaction. It was conducted anonymously to encourage open and honest responses, ensuring that every member felt comfortable expressing their opinions and concerns without fear of reprisal.

The importance of the internal survey for the department's strategic plan cannot be overstated. It provided valuable information directly from the organization's staff, ensuring that the strategic plan was well-informed, realistic, and aligned with the needs and aspirations of those working on the front lines. By focusing on current programs, innovative goals, and leadership aspirations, the internal survey laid the groundwork for a strategic plan that was relevant and forward-thinking and embraced and supported by the entire organization.

The following summarizes the survey results and supports the goals that the program re-created through the survey and the first two days of the workshop:



## Vision and Core Values

The Structural Fire Program recognized the critical need for a compelling vision statement to drive its future growth and lead the fire service. To achieve this, a transformative workshop was organized, engaging key personnel from diverse programs and levels within the bureau.

**Creating Openness:** The workshop emphasized fostering open communications among participants. It provided a platform where every voice could be heard and valued, irrespective of rank or role. The participants gained valuable insights into the department's challenges and opportunities through candid discussions and active listening. By encouraging the free flow of ideas, the workshop laid the foundation for a shared understanding of the organization's strengths and the program's weaknesses, enabling a more comprehensive approach to crafting the vision statement.

**Fostering a Culture of Teamwork:** The workshop recognized the significance of collective effort. Teamwork was promoted through collaborative exercises and group activities, breaking down barriers that may have hindered practical cross-departmental cooperation. Acknowledging that each member's contribution was vital to the process, the workshop instilled a sense of unity and commitment among participants. This collaborative spirit bolstered individuals' confidence, ensuring the program actively shaped the department's future.

**Unleashing Collaboration:** The workshop's success was based on its emphasis on collaboration. Participants were encouraged to share their unique perspectives, allowing for a holistic evaluation of the organization's potential. Interdisciplinary discussions led to creative problem-solving, as the attendees' collective expertise was leveraged to address challenges effectively. The collaborative environment facilitated a sense of ownership and accountability, reinforcing that the vision statement was a product of the entire organization's effort.

**Crafting the Vision Statement:** Through the seamless integration of open communications, teamwork, and collaboration, the workshop took on the task of developing the vision statement. The diverse perspectives gathered during the workshop served as a rich tapestry of ideas. This assisted in determining why the department existed, where the program was going, its aspirations, and its impact on the community. The participants cohesively helped in shaping a visionary roadmap for the department's future.

**Leading the Way Towards the Future:** The visionary statement, born from the workshop's emphasis on open communications, teamwork, and collaboration, emphasizes that the program requires continual leadership to lead the way. The unified understanding of what is essential to everyone personally and professionally and the organization fostered a cohesive sense of purpose, steering the teams towards a shared vision. The workshop's impact transcended the mere formulation of a statement; it established a culture of open dialogue and collaboration that continued to thrive within the organization, fostering innovation and adaptive leadership.

The leadership in the workshop cultivated a united front in charting their path forward by creating an inclusive environment that valued every participant's perspective. The collaborative efforts of critical individuals led to a vision statement that resonated with the entire organization, inspiring a shared commitment to achieving its goals.





## Vision Statement

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*The vision of the National Park Service Structural Fire Program is to establish resilient and sustainable structures that harmonize with the natural and cultural landscapes of our national parks. Through innovative approaches and collaborative partnerships, the program aspires to ensure that these historic and contemporary landmarks serve as enduring symbols of our nation's heritage while providing safe and enriching experiences for visitors. By embracing the principles of preservation, safety, and community engagement, the program envisions a future where park structures thrive as integral components of our shared natural and cultural heritage.*

***“Together advancing fire protection for our national treasures and those who enjoy them”***

## Core Values

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*The core values of the National Park Service Structural Fire Program center around preservation, safety, and community. Preservation is paramount, reflecting our dedication to safeguarding park structures' historical and cultural significance for future generations. Safety is fundamental, guiding our efforts to ensure the program's well-being of visitors, staff, and resources through proactive fire prevention and robust emergency response protocols. Community is essential, driving collaboration with stakeholders, local communities, and partners to foster shared stewardship and ensure the sustainable management of park structures within the broader context of conservation and public enjoyment.*

***Integrity:*** *is at the heart of the National Park Service Structural Fire Program, guiding every decision and action with honesty, transparency, and adherence to ethical principles. The program prioritizes maintaining the highest standards of professionalism, ensuring the public's trust and confidence in the stewardship of precious resources.*

***Collaborative:*** *is fundamental to the program's approach, as it recognizes that stakeholders' diverse expertise and perspectives enhance the ability to address complex challenges effectively. The program amplifies the collective impact in safeguarding national treasures by fostering open communication, sharing knowledge, and working in partnership with communities, agencies, and organizations.*

***Innovation:*** *drives the pursuit of continuous improvement and resilience in the face of evolving threats and opportunities. The program embraces creativity and forward-thinking approaches to enhance structural fire prevention, protection, and response, leveraging technology, research, and best practices to improve the safety and sustainability of the program's resources.*

***Accountable:*** *underscores the commitment to owning the actions, decisions, and outcomes. The program holds the employees responsible for upholding public trust, achieving measurable results, and learning from successes and setbacks to drive ongoing improvement in the management and protection of park structures.*



## 2024 - 2029 Strategic Goals

Strategic goals are a roadmap that navigates an organization toward its desired future. In the context of the National Park Service, these goals provide a clear vision for the organization's mission and align its efforts with the needs and expectations of its community. Without strategic goals, an organization may lack a unified direction, leading to inefficiencies and a lack of focus. By defining specific and measurable goals, strategic goals enable the National Park Service Structural Fire Program to track its progress, assess its performance, and make necessary adjustments to achieve optimal outcomes. Moreover, these goals promote a sense of purpose and unity among National Park Service Structural Fire Program personnel, fostering a culture of



commitment and dedication to the community. By setting the stage for a program's defined path forward, strategic goals ensure that the program remains proactive, responsive, and adaptable in fulfilling its essential role in public safety.

By formulating strategic goals that encompass community engagement, excellence, leadership, mental/behavioral health, preparedness, public safety, recruitment/retention, reform, response, and succession planning, the NPS Structural Fire Program is poised to create a safer, more equitable culture. These goals are a blueprint for the program's actions and decision-making, fostering a strong sense of purpose, unity, and commitment among personnel. The NPS Structural Fire Program has meticulously developed its strategic goals through open communications, teamwork, and collaboration, aligning its efforts with the community's expectations and needs.

The five strategic goals for the National Park Service Structural Fire Program are:

- 1. Enhance Communication Effectiveness*
- 2. Optimize Resource Management*
- 3. Strengthen Human Capital*
- 4. Ensure Program Sustainability*
- 5. Enhance Professional Training Effectiveness*



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*Listed below are the primary objectives under each Goal.*

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### **Strategic Goals I: Enhance Communication Effectiveness**

1. Formulize and develop a communication plan.
2. Establish/Evaluate a quarterly newsletter.
3. Provide education for performance management.

### **Strategic Goal II: Optimize Resource Management**

1. Modernize the fire protection fleet.
2. Align staffing with industry standards
3. Secure sufficient program funding.

### **Strategic Goal III: Strengthen Human Capital**

1. Establish and maintain the staffing guide.
2. Standardize position descriptions (SPDs)
3. Implement effective succession planning
4. Establish a path for interns to advance
5. Identify staffing requirements.



### **Strategic Goal IV: Ensure Program Sustainability**

1. Develop and implement recruitment initiatives
2. Evaluate strategic contracts
3. Establish and sustain a record management system (RMS)
4. Enhance management of the Structural Fire Program.

### **Strategic Goal V: Enhance Professional Training Effectiveness**

1. Expand training opportunities for stakeholders
2. Enhance fire prevention education
3. Deliver high-quality training for park structural fire coordinators (PSFCs), regional structural fire marshals (RSFMs), and interested stakeholders.
4. Share lessons learned from significant incidents within the National Park Service Structural Fire Program.



## Strategic Goal - Charts

Goal charts were developed to provide a comprehensive overview that meticulously lists the goals, objectives, and tasks for organizational success. These charts will meticulously delineate the responsible programs executing these tasks, accompanied by clear delineations of timeframes and priorities. By presenting this information in a structured and transparent format, the program aims to foster clarity, alignment, and accountability across the organization, ensuring that each stakeholder has the requisite understanding to contribute effectively towards the collective objectives.

In a strategic plan, assigning ownership to specific departments or individuals, estimating costs, and prioritizing Goals are crucial. Here's an explanation for each:

**Owner:** Designating owners or specific departments ensures accountability and clear responsibility. When there is a designated owner, it's clear who is responsible for the initiative's success.

**Priority:** Prioritizing goals is crucial for effective resource management and goal alignment. Not all goals can be pursued simultaneously, so prioritization ensures that efforts are directed toward the most critical and impactful activities.

**Tasks:** Essential for accomplishing objectives as they provide specific actions to follow, ensuring clarity, accountability, and progress tracking toward the overarching goal

### Priority Level:

Priority levels from 1 to 4 delineate the importance and urgency of **objectives**, guiding decision-making, and resource allocation within this strategic plan:

- **Priority Level 1:** These are critical objectives directly aligned with the organization's daily mission. They require immediate attention and substantial resources to ensure successful implementation.
- **Priority Level 2:** These priorities are vital to the organization's success but may have a slightly lower urgency than Level 1. They contribute significantly to long-term objectives and require a considerable allocation of resources or impact on the budget.
- **Priority Level 3:** These priorities are essential for supporting Level 1 and 2 objectives, often involving tactical or operational tasks. While they may not be as urgent, they contribute to the overall success of the strategic plan and need time to develop or review.
- **Priority Level 4:** These priorities are the most urgent and significant in the program, often involving maintenance activities or minor improvements. Deciding on Level 4 priorities consists of evaluating their potential to enhance operational effectiveness and considering the resources needed for implementation.





### Timelines:

The following list defines each initiative with its subordinate goals and each goal with its subordinate objectives. Timelines are also listed in each aim as follows:

- **Annually:** Done each fiscal year and has a measurable outcome
- **Critical tasks:** to be completed in 90 days (CT)
- **Short-term:** more than 90 days but less than one year (ST)
- **Mid-term:** greater than one year but less than two years (MT)
- **Long-term:** more significant than two years but not longer than five years (LT)



Goal 1 -Enhance Communication Effectiveness					
<b>Objective 1</b>		<b>Formulize and develop a communication plan.</b>			
<b>Measure of Success</b>		Successful implementation and utilization of the plan, resulting in improved dissemination of critical fire management information and enhanced coordination among park personnel and stakeholders.			
<b>Task</b>		<b>Description</b>	<b>Owner</b>	<b>Timeframe</b>	<b>Priority</b>
Task	1.1	Identify and analyze key National Park Service Structural Fire Program stakeholders.	SFPO/CommEd	CT	1
Task	1.2	Develop a comprehensive communication plan outlining key message, communication channels, and strategies tailored to each stakeholder group. Establish clear objectives and goals for the communication plan, ensuring alignment with the overall objectives of the National Park Service Structural Fire Program.	SFPO/CommEd	CT	1
Task	1.3	Create a detailed timeline and action plan for implementing the communication plan. Assign roles and responsibilities to individuals or teams responsible for executing specific tasks within the communication plan.	SFPO/CommEd	CT	1
Task	1.4	Define key performance indicators (KPIs) to measure the effectiveness of the communication plan, such as reach, engagement, and perception among stakeholders. Implement systems for tracking and monitoring progress against KPIs regularly.	SFPO/CommEd	ST	1
Task	1.5	Establish feedback mechanisms to gather input and insights from stakeholders regarding their experiences with all elements of the communication plan. Use feedback to make necessary adjustments and improvements, ensuring its ongoing relevance and effectiveness.	SFPO/CommEd	MT	1
Task	1.6	Establish recurring communication between CommEd and SFPO.	SFPO/CommEd	CT	1
<b>Objective 2</b>		<b>Establish/Evaluate a quarterly newsletter:</b> This strategic objective focuses on implementing and assessing a quarterly newsletter focused on the National Park Service Structural Fire Program.			
<b>Measure of Success</b>		Development and distribution of a quarterly newsletter improving communication to the field.			
<b>Task</b>		<b>Description</b>	<b>Owner</b>	<b>Timeframe</b>	<b>Priority</b>
Task	2.1	Create a template framework including sections or topics covered.	SFPO/CommEd	CT	2
Task	2.2	Determine the proper platform for newsletter delivery based on the target audience.	SFPO/CommEd	ST	2
Task	2.3	Establish a process for newsletter creation and dissemination.	SFPO/CommEd	ST	2
<b>Objective 3</b>		<b>Provide education for decision management:</b> This strategic objective aims to educate each program level on policy and vision.			
<b>Measure of Success</b>		Identify the need and audience and produce a product that supports the expanded education to enhance decision management related to a structure fire.			
<b>Task</b>		<b>Description</b>	<b>Owner</b>	<b>Timeframe</b>	<b>Priority</b>
Task	3.1	Establish a community of practice for program levels.	SFPO/CommEd	MT	3
Task	3.2	Develop specific education products.	SFPO/CommEd	MT	3





Goal 2 -Optimize Resource Management					
<b>Objective 1</b>		<b>Modernize the Fire Protection Fleet.</b>			
<b>Measure of Success</b>		Assessing the acquisition and integration of updated firefighting equipment and vehicles will result in improved response times, enhanced operational efficiency, and increased safety for personnel and park visitors.			
Task		Description	Owner	Timeframe	Priority
Task	1.1	Conduct a comprehensive assessment of the current fire protection fleet.	OPM	MT	3
Task	1.2	Develop a committee to research and evaluate vehicles available on the market to determine the most suitable options for upgrading the fleet.	OPM/Field	MT	3
Task	1.3	Develop a procurement plan, budget allocations, and acquisition strategies for upgrading the fleet.	OPM/FC	MT	3
Task	1.4	Develop and implement training programs to familiarize personnel with the operation and maintenance of newly acquired vehicles.	TPM/OPM	MT	3
Task	1.5	Evaluate research and procurement processes for efficiencies and best practices for future use.	FC	MT	3
<b>Objective 2</b>		<b>Align Staffing with Industry Standards for the NPS Structural Fire Program.</b>			
<b>Measure of Success</b>		Execution of an NPS-accepted staffing level with supported resources to execute the program safely.			
Task		Description	Owner	Timeframe	Priority
Task	2.1	Establish minimum required staffing standards, including the fire prevention and protection job series and collateral positions.	FC	CT	2
Task	2.2	Establish a fire prevention workforce following industry standards.	FC	CT	2
<b>Objective 3</b>		<b>Secure sufficient program funding.</b>			
<b>Measure of Success</b>		Prepare and execute all steps within the budget process so that the program can quickly respond to senior leader inquiries and needs for the SF Programs.			
Task		Description	Owner	Timeframe	Priority
Task	3.1	Identify shortfalls in each resource area of the program.	FC	CT	1
Task	3.2	Work with VRP and NPS budget formulation offices to develop a plan to identify funding sources (traditional and non-traditional sources).	FC	ST	1
Task	3.3	Develop funding packages to address strategic readiness to action programmatic needs when it is found to be most opportunistic.	FC	ST	1

Goal 3 -Strengthen Human Capital					
<b>Objective 1</b>		<b>Establish and Maintain a Staffing Guide for the National Park Service Structural Fire Program.</b>			
<b>Measure of Success</b>		Publish and implement a staffing guide built on the on standards to support career growth and sustained development within the NPS.			
Task		Description	Owner	Timeframe	Priority
Task	1.1	Review best practices to determine an effective framework for structural fire positions.	Operations PM	CT	2
Task	1.2	Develop structural fire complexity criteria to drive proper staffing requirements.	Operations PM	CT	2
Task	1.3	Establish certification requirements based on staffing position.	Operations PM	CT	2



Task	1.4	Publish staffing guide for classification and hiring use.	Operations PM	CT	2
Task	1.5	Evaluate guide effectiveness, review, and amend as necessary.	Operations PM	Annually	2
<b>Objective 2 Standardize Position Descriptions (PDs) for the National Park Service Structural Fire Program.</b>					
<b>Measure of Success</b>		Complete the SPD work for ALL 0081 positions in the national office.			
<b>Task</b>		<b>Description</b>	<b>Owner</b>	<b>Timeframe</b>	<b>Priority</b>
Task	2.1	Identify the current structural fire protection and prevention positions in the NPS.	Operations PM/FC	ST	1
Task	2.2	Prioritize the development of SPDs based on current positions and the need to fill positions actively.	Operations PM/FC	ST	1
Task	2.3	Work with Human Resources to develop SPD IAW OPM guidance for fire protection and prevention PD development.	Operations PM/FC	ST	1
Task	2.4	Ensure all SPDs align with FLERT requirements for primary or secondary 6C coverage.	Operations PM/FC	ST	1
Task	2.5	Publish and store all SPDs for the NPS fire protection and prevention positions.	Operations PM/FC	ST	1
Task	2.6	Publish implementation guidance for use of all SPDs.'	Operations PM/FC	ST	1
<b>Objective 3 Implement Effective Succession Planning for the National Park Service Structural Fire Program.</b>					
<b>Measure of Success</b>		Build up the current internal workforce of the NPS and expand the external workforce to sustain the next generation's needs in support of the NPS.			
<b>Task</b>		<b>Description</b>	<b>Owner</b>	<b>Timeframe</b>	<b>Priority</b>
Task	3.1	In the development of SPDs, ensure that career progression is aligned.	Operations PM/FC	ST	3
Task	3.2	Develop professional development training avenues to ensure the appropriate minimum certifications/qualifications/opportunities to be eligible to obtain work at the next level.	Training PM/Operations PM	MT	3
<b>Objective 4 Establish a Path for Interns to Advance within the National Park Service Structural Fire Program.</b>					
<b>Measure of Success</b>		Implementation of an intern-to-work program for the NPS.			
<b>Task</b>		<b>Description</b>	<b>Owner</b>	<b>Timeframe</b>	<b>Priority</b>
Task	4.1	Develop a path using the workforce tools or other methods to recruit interns and, once the internship is complete, hire them for positions in the NPS Structural Fire Program (e.g., fire inspectors).	Prev PM/Op PM/FC	ST	4
Task	4.2	Use the intern program as a "How-to" guide to reinforce the intern-to-workforce plan.	Prev PM	ST	4
Task	4.3	Identify positions that meet the entry-level criteria and the minimum qualifications needed to be work-ready after completing an internship.	Prev PM/Op PM/FC	ST	4
<b>Objective 5 Develop a Professional Standards Career Path for the National Park Service Structural Fire Program.</b>					
<b>Measure of Success</b>		Publish and implement a staffing guide built on the standards to support career growth and sustained development within the NPS.			
<b>Task</b>		<b>Description</b>	<b>Owner</b>	<b>Timeframe</b>	<b>Priority</b>
Task	5.1	Analyze national and industry standards for identified NPS Fire Protection and Prevention job series positions.	Training PM/Operations PM	MT	1
Task	5.2	Ensure certification and qualification levels are commensurate with position duties and titles.	Operations PM/FC	ST	1
Task	5.3	Confirm that Professional Standards Career Path guidelines collaborate with the Staffing Guide.	Operations PM/FC	MT	1
Task	5.4	Provide training opportunities to support the established career path.	Operations PM/FC	MT	1



<b>Goal 4 - Ensure Program Sustainability</b>					
<b>Objective 1</b>		<b>Develop and Implement Recruitment Initiatives for the National Park Service Structural Fire Program.</b>			
<b>Measure of Success</b>		Reduce the average recruitment time by half. Create a hiring resource tool that supports rapid SPD and supporting document availability.			
<b>Task</b>		<b>Description</b>	<b>Owner</b>	<b>Timeframe</b>	<b>Priority</b>
<b>Task</b>	<b>1.1</b>	Identify and categorize barriers to recruiting permanent position hiring.	FC	ST	2
<b>Task</b>	<b>1.2</b>	Identify existing recruiting tools within the department not being used.	FC	ST	2
<b>Task</b>	<b>1.3</b>	Work with HR to develop new recruiting tools within existing policies.	FC	ST	2
<b>Task</b>	<b>1.4</b>	Communicate underutilized and/or new recruiting tools to program hiring officials.	FC	ST	2
<b>Task</b>	<b>1.5</b>	Evaluate the efficacy of the tools utilized and provide feedback to the field.	FC	LT	2
<b>Task</b>	<b>1.6</b>	Prepare recruitment videos, flyers, and/or the program web pages to advertise how employees can get involved as collateral duty structural firefighters.	CommEd	MT	2
<b>Objective 2</b>		<b>Evaluate Strategic Contracts for the National Park Service Structural Fire Program.</b>			
<b>Measure of Success</b>		Execute and maintain service-wide contracts for bureau use.			
<b>Task</b>		<b>Description</b>	<b>Owner</b>	<b>Timeframe</b>	<b>Priority</b>
<b>Task</b>	<b>2.1</b>	Gather field data on recurring program service contracts/purchases	Program Managers	MT-LT	4
<b>Task</b>	<b>2.2</b>	Analyze the aggregate data and identify overlaps or cost-saving opportunities.	Program Managers	MT-LT	4
<b>Task</b>	<b>2.3</b>	Evaluate contractual solutions to support park efficiency.	Program Managers	MT-LT	4
<b>Task</b>	<b>2.4</b>	Implement solutions based on the data and park requirements.	Program Managers	MT-LT	4
<b>Objective 3</b>		<b>Establish and Sustain a Record Management System (RMS) for the National Park Service Structural Fire Program.</b>			
<b>Measure of Success</b>		Reduce average recruitment time by half. Create a hiring resource tool that supports rapid SPD and supporting documents availability.			
<b>Task</b>		<b>Description</b>	<b>Owner</b>	<b>Timeframe</b>	<b>Priority</b>
<b>Task</b>	<b>3.1</b>	Within federal laws, potential commercial off-the-shelf options for use must be identified.	SF Program	ST	1
<b>Task</b>	<b>3.2</b>	Establish the need for an RMS to meet programmatic compliance.	SF Program	ST	1
<b>Task</b>	<b>3.3</b>	Obtain quotes and identify funding for the base and out years.	Operation Program	ST	1
<b>Task</b>	<b>3.4</b>	Solicit the RMS IAW with federal acquisition laws.	Contracting Office	ST	1
<b>Task</b>	<b>3.5</b>	Establish an implementation group to identify processes to address program needs.	Operation Program	ST	1
<b>Task</b>	<b>3.6</b>	Create implementation guidance to support field use.	Vendor	ST	1
<b>Objective 4</b>		<b>Enhance Management of the Structural Fire Program.</b>			
<b>Measure of Success</b>		Incorporate Strategic Plan Goals into the annual work plan. Ensure this is completed according to the annual performance standards.			
<b>Task</b>		<b>Description</b>	<b>Owner</b>	<b>Timeframe</b>	<b>Priority</b>



Task	4.1	Incorporate strategic plan tasks into the branch's annual work plan.	FC	ST	4
Task	4.2	Provide state-of-the-program presentation for accountability	FC	MT	4
Task	4.3	Influence policy and initiate change using reliable data and trends.	FC	Constant/CT	4
Task	4.4	Align programmatic work to be more efficient in annual work execution.	FC	ST-LT	4

<b>Goal 5 -Enhance Professional Training Effectiveness</b>					
<b>Objective 1</b>		<b>Expand Training Opportunities to Stakeholders for the National Park Service Structural Fire.</b>			
<b>Measure of Success</b>		Publish an annual training program that shares robust opportunities to learn and develop with the field through constant review and improvement through feedback.			
Task		Description	Owner	Timeframe	Priority
Task	1.1	Identify and network with NPS Structural Fire Program partners and stakeholders for training collaboration.	Training PM	ST	2
Task	1.2	Prioritize training needs, certifications, and resources.	Training PM	ST	2
Task	1.3	Research and select the most appropriate training program opportunities and availability.	Training PM	ST	2
Task	1.4	Develop a training schedule for opportunities for NPS programs, partners, and stakeholders, including 3rd party institutions.	Training PM	ST	2
Task	1.5	Execute training program courses of instruction and offerings.	Training PM	MT	2
Task	1.6	Evaluate feedback and outcomes, apply lessons learned, and return to Task 1.2.	Training PM	LT	2
<b>Objective 2</b>		<b>Enhance Fire Prevention Education for the National Park Service Structural Fire Program</b>			
<b>Measure of Success</b>		Take a greater proactive effort to prevent fire. Implement efforts to reduce fire loss significantly.			
Task		Description	Owner	Timeframe	Priority
Task	2.1	Develop an annual Fire Prevention work plan.	Prevention PM	ST	1
Task	2.2	Manage and execute the annual NPS Fire Prevention Week. The program includes activities, communication, training, and/or outreach.	Prevention PM	ST	1
Task	2.3	Schedule recurring Fire Prevention Program meetings/calls about fire prevention methods and best practices.	Prevention PM	ST	1
<b>Objective 3</b>		<b>Deliver High-Quality Training for Park Structural Fire Coordinators (PSFCs), Regional Structural Fire Marshals (RSFMs), and Interested Stakeholders.</b>			
<b>Measure of Success</b>		Revamp the PSFC/Inspector type training. Look at how to build training that focuses and updates to support the expanded role of the deputy fire marshal positions across the bureau.			
Task		Description	Owner	Timeframe	Priority
Task	3.1	Network with RSFMs and park structural fire program managers for training needs.	Training PM/Prevention PM	LT	4
Task	3.2	Establish minimum standards for continuing education for the fire prevention workforce.	Training PM/Prevention PM	MT	4
Task	3.3	Update the PSFC course to align with NFPA 1030 and offer at training at least twice per calendar year.	Training PM/Prevention PM	MT	4
<b>Objective 4</b>		<b>Share Lessons Learned from Significant Incidents within the National Park Service Structural Fire Program.</b>			
<b>Measure of Success</b>		Foster a better environment for data collection and utilization. Following trends analysis, share and implement actionable change to reduce loss.			
Task		Description	Owner	Timeframe	Priority



Task	4.1	Analyze NPS incidents, national/industry trends, and best practices.	Operations PM/Training PM/Prevention PM	LT	3
Task	4.2	Identify significant and impactful lessons learned and best practices to develop priority program messages and information further.	Operations PM/Training PM/Prevention PM	LT	3
Task	4.3	Develop methods for sharing lessons learned and trends from structure fire incidents (e.g., videos, articles, presentations).	Operations PM/Training PM/Prevention PM	LT	3
Task	4.4	Incorporate lessons learned to share via communication plan.	Operations PM/Training PM/Prevention PM	LT	3





## Appendix – Timeline

The timeline below outlines an essential roadmap for short-term and long-term objectives. This timeline is a reference point for stakeholders to track progress and ensure alignment with the overarching strategic vision. Breaking down the plan into manageable phases facilitates effective resource allocation, risk management, and adaptation to changing circumstances.

Goal	Objective/Task	Description	Critical Fiscal Year 2024	Short Term Fiscal Year 2024/2025	Mid Term Fiscal Year 2026	Long Term Fiscal Year 2029
1	1.1	Identify and analyze key National Park Service Structural Fire Program stakeholders.				
1	1.2	Develop a comprehensive communication plan outlining key messages, communication channels, and strategies tailored to each stakeholder group. Establish clear objectives and goals for the communication plan, ensuring alignment with the overall objectives of the National Park Service Structural Fire Program.				
1	1.3	Create a detailed timeline and action plan for implementing the communication plan. Assign roles and responsibilities to individuals or teams responsible for executing specific tasks within the communication plan.				
1	1.6	Establish recurring communication between CommEd and SFPO.				
1	2.1	Create a template framework including sections or topics covered.				
2	2.1	Establish minimum required staffing standards, including the fire prevention and protection job series and collateral positions.				
2	2.2	Establish a Fire Prevention Workforce following industry standards				
2	3.1	Identify shortfalls in each resource area of the program.				
3	1.1	Review best practices to determine the effective framework for structural fire positions.				
3	1.2	Develop structural fire complexity criteria to drive proper staffing requirements.				
3	1.3	Establish certification requirements based on staffing position.				
3	1.4	Publish staffing guide for classification and hiring use.				
4	4.3	Influence policy and initiate change using reliable data and trends				
1	1.4	Define key performance indicators (KPIs) to measure the effectiveness of the communication plan, such as reach, engagement, and perception among stakeholders. Implement systems for tracking and monitoring progress against KPIs regularly.				
1	2.2	Determine the proper platform for newsletter delivery based on the target audience.				





Goal	Objective/Task	Description	Critical Fiscal Year 2024	Short Term Fiscal Year 2024/2025	Mid Term Fiscal Year 2026	Long Term Fiscal Year 2029
1	2.3	Establish a process for newsletter creation and dissemination.				
2	3.2	Work with VRP and NPS budget formulation offices to develop a plan to identify funding sources (traditional and non-traditional sources).				
2	3.3	Develop funding packages to address strategic readiness to action programmatic needs when it is found to be most opportunistic.				
3	2.1	Identify the current structural fire protection and prevention positions in the NPS.				
3	2.2	Prioritize the development of SPDs based on current positions and the need to fill positions actively.				
3	2.3	Work with Classification to develop SPD IAW OPM guidance for fire protection and prevention PD development.				
3	2.4	Ensure all SPDs align with FLERT requirements for primary or secondary 6C coverage.				
3	2.5	Publish and store all SPDs for the NPS fire protection and prevention positions.				
3	2.6	Publish implementation guidance for the use of all SPDs.				
3	3.1	In the development of SPD, ensure that career progression is aligned.				
3	4.1	Develop a path using the workforce tools or other methods to recruit interns and, once the internship is complete, hire them for positions in the Structural Fire Program (e.g., fire inspectors).				
3	4.2	Use the intern program as a "How-to" guide to reinforce the intern-to-workforce plan.				
3	4.3	Identify positions that would meet the entry-level criteria and the minimum qualifications needed to be work-ready after the completion of an internship.				
3	5.2	Ensure certification and qualification levels are commensurate with position duties and titles.				
4	1.1	Identify and categorize barriers to recruiting permanent position hiring.				
4	1.2	Identify existing recruiting tools within the department not being used.				
4	1.3	Work with HR to develop new recruiting tools within existing policies.				
4	1.4	Communicate underutilized and/or new recruiting tools to program hiring officials.				
4	3.1	Within federal laws, potential commercial off-the-shelf options for use must be identified.				
4	3.2	Establish the need for an RMS to meet programmatic compliance.				
4	3.3	Obtain quotes and identify funding for the base and out years.				



Goal	Objective/Task	Description	Critical Fiscal Year 2024	Short Term Fiscal Year 2024/2025	Mid Term Fiscal Year 2026	Long Term Fiscal Year 2029
4	3.4	Solicit the RMS IAW with federal acquisition laws.				
4	3.5	Establish an implementation group to identify processes to address program needs.				
4	3.6	Create implementation guidance to support field use.				
4	4.1	Incorporate strategic plan tasks into the branch's annual work plan.				
5	1.1	Identify and network with NPS Structural Fire Program partners and stakeholders for training collaboration.				
5	1.2	Prioritize training needs, certifications, and resources.				
5	1.3	Research and select the most appropriate training program opportunities and availability.				
5	1.4	Develop a training schedule for opportunities for NPS SF Programs, partners, and stakeholders, including third-party institutions.				
5	1.1	Identify and network with NPS Structural Fire Program partners and stakeholders for training collaboration.				
5	2.1	Develop an annual Fire Prevention Week work plan.				
5	2.2	Manage and execute annual NPS Fire Prevention. The program includes activities, communication, training, and/or outreach.				
5	2.3	Schedule recurring Fire Prevention Program meetings/calls about fire prevention methods and best practices.				
1	1.5	Establish feedback mechanisms to gather input and insights from stakeholders regarding their experiences with all elements of the communication plan. Use feedback to make necessary adjustments and improvements, ensuring its ongoing relevance and effectiveness.				
1	3.1	Establish a community of practice for program levels.				
1	3.2	Develop specific education products.				
2	1.1	Conduct a comprehensive assessment of the current fire protection fleet.				
2	1.2	Develop a committee to research and evaluate vehicles available to determine the most suitable options for upgrading the fleet.				
2	1.3	Develop a procurement plan, budget allocations, and acquisition strategies for upgrading the fleet.				
2	1.4	Develop and implement training programs to familiarize personnel with the operation and maintenance of newly acquired vehicles.				
3	3.2	Develop professional development training avenues to ensure the appropriate minimum certifications/qualifications/opportunities to be eligible to obtain work at the next level.				



Goal	Objective/Task	Description	Critical Fiscal Year 2024	Short Term Fiscal Year 2024/2025	Mid Term Fiscal Year 2026	Long Term Fiscal Year 2029
3	5.1	Analyze national and industry standards for identified NPS Fire Protection and Prevention job series positions.				
3	5.3	Confirm that Professional Standards Career Path guidelines collaborate with the Staffing Guide.				
3	5.4	Provide training opportunities to support the established career path				
4	1.6	Prepare recruitment videos, flyers, and/or the program web pages to advertise how employees can get involved as collateral duty structural firefighters.				
4	4.2	Provide state-of-the-program presentation for accountability.				
5	1.5	Execute training program courses of instruction and offerings.				
5	3.2	Establish minimum standards for continuing education for the fire prevention workforce.				
5	3.3	Update the PSFC course to align with NFPA 1030 and offer at least training at least twice per calendar year.				
4	1.5	Evaluate the efficacy of the tools utilized and provide feedback to the field.				
4	1.6	Evaluate feedback, outcomes and apply lessons learned and return to Task 1.2.				
4	3.1	Network with RSFMs and park structural fire program managers for training needs.				
5	4.1	Analyze NPS incidents, national/industry trends, and best practices.				
5	4.2	Identify significant and impactful lessons learned and best practices to further develop priority program messages and information.				
5	4.3	Develop methods for sharing lessons learned and trends from structure fire incidents (e.g., videos, articles, presentations).				
5	4.4	Incorporate lessons learned to share via communication plan.				
4	2.1	Gather field data on recurring program service contracts/purchases.				
4	2.2	Analyze the aggregate data and identify overlaps or cost-saving opportunities.				
4	2.3	Evaluate contractual solutions to support park efficiencies.				
4	2.4	Implement solutions based on the data and park requirements.				
4	4.4	Align programmatic work to be more efficient in annual work execution.				

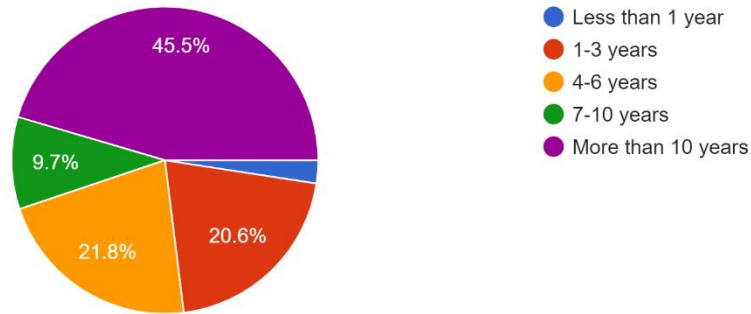


## Appendix – Survey Results

Listed below is the data from the survey that was discussed and reviewed at the workshop.

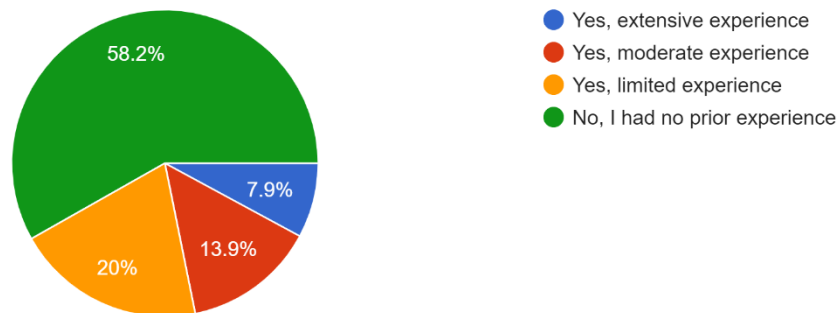
How long have you been employed with, or in support of the NPS Structural Fire Program?

165 responses



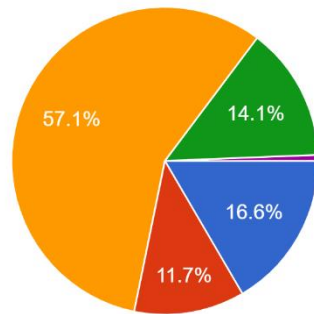
Did you have prior experience in structural fire management before joining the NPS Structural Fire Program?

165 responses



### What is your highest level of education?

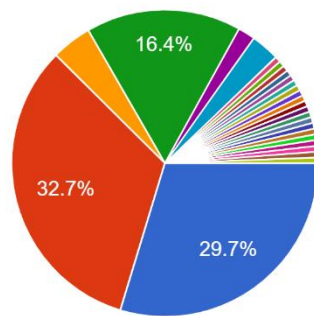
163 responses



- High School Diploma/GED
- Associate's Degree
- Bachelor's Degree
- Master's Degree
- Doctorate or Professional Degree

### What is your current position within the National Park structural fire program?

165 responses

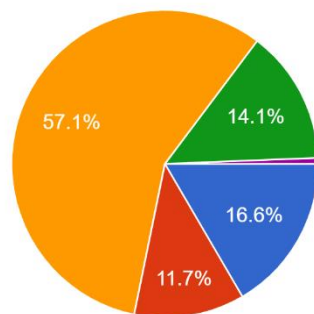


- Engine Company Park Fire Service
- Parks Structure Fire Coordinator
- Regional Structural Fire Marshal
- Park Management
- Regional Leadership
- WASO - Program
- Branch Chief of Emergency Services (...)
- Supervisory Park Ranger

▲ 1/4 ▼

### What is your highest level of education?

163 responses

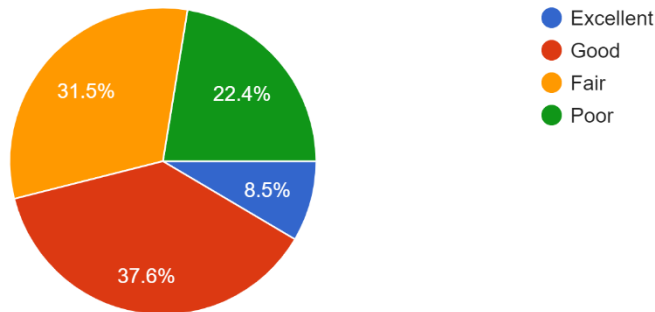


- High School Diploma/GED
- Associate's Degree
- Bachelor's Degree
- Master's Degree
- Doctorate or Professional Degree



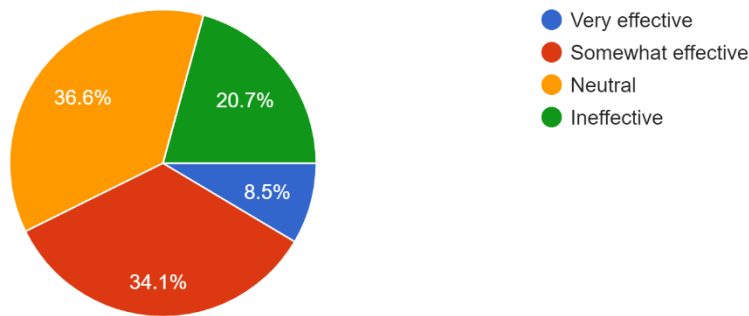
How would you rate the current effectiveness of communication and collaboration within the National Park structural fire program?

165 responses



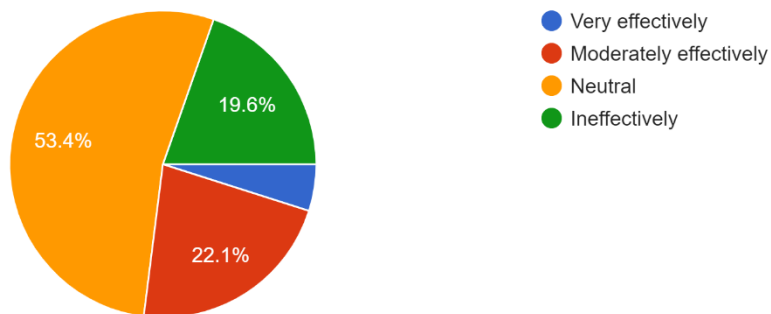
To what extent do you feel that the structural fire program effectively collaborates with other departments/divisions within the National Park Service?

164 responses



How effectively does the structural fire program engage with local communities and stakeholders in the National Park Service?

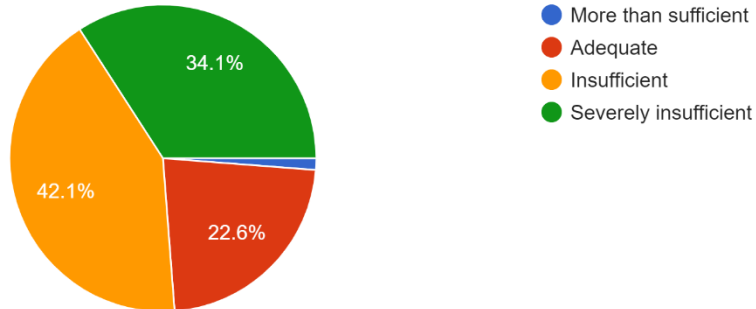
163 responses





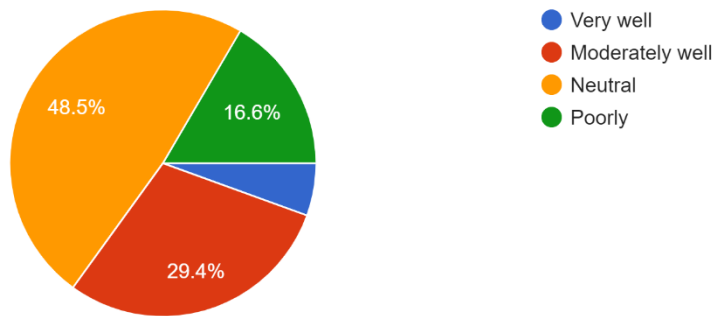
In your opinion, are the current resources allocated to the structural fire program sufficient to address the challenges and demands it faces?

164 responses



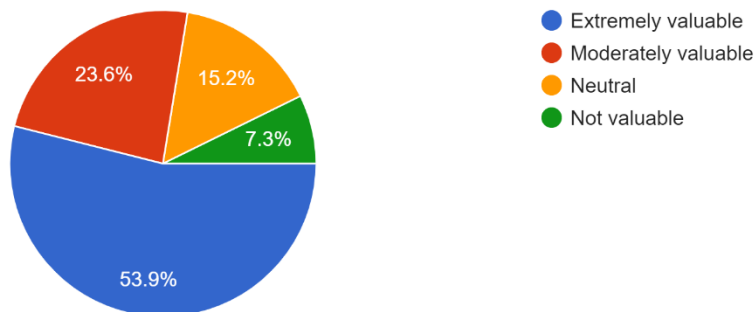
How well does the structural fire program embrace innovation for future emerging challenges in structure fire management.

163 responses



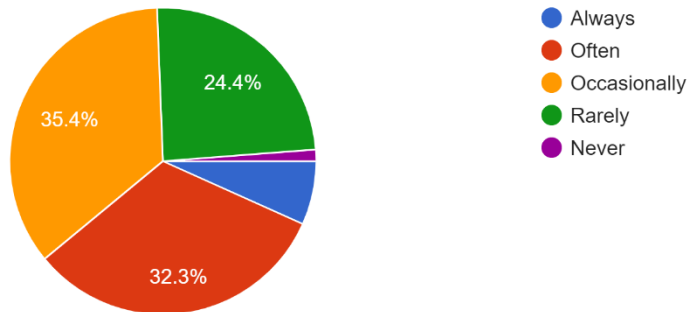
To what extent do you believe that ongoing training and professional development opportunities contribute to the success of the structural fire program?

165 responses



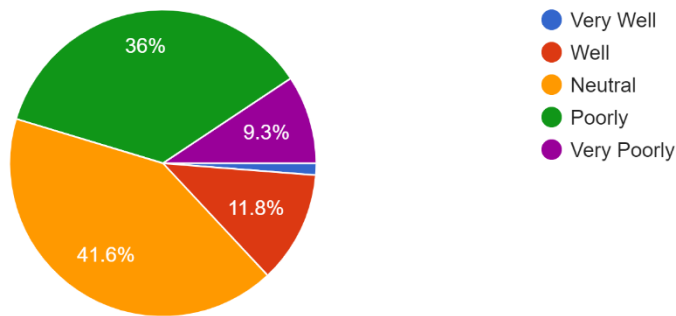
How often are fire prevention measures integrated into daily operations within the National Park Service?

164 responses



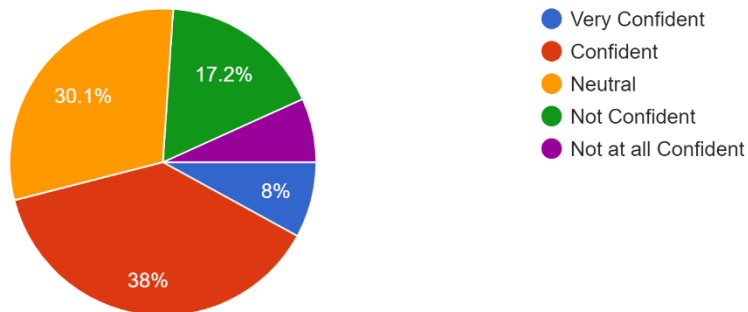
How well do you think communication is facilitated among different National Parks regarding the NPS Structural Fire Program?

161 responses



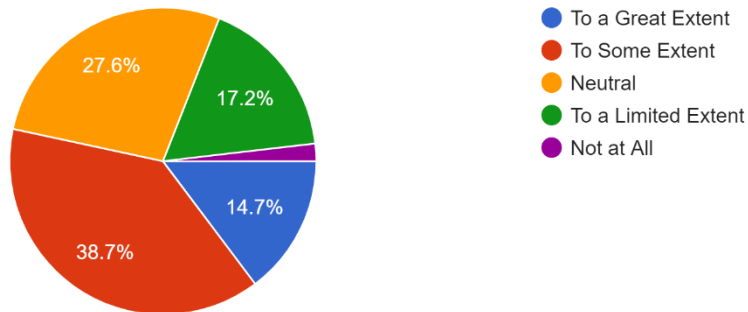
How confident are you in the safety protocols and procedures during NPS Structural Fire Program operations?

163 responses



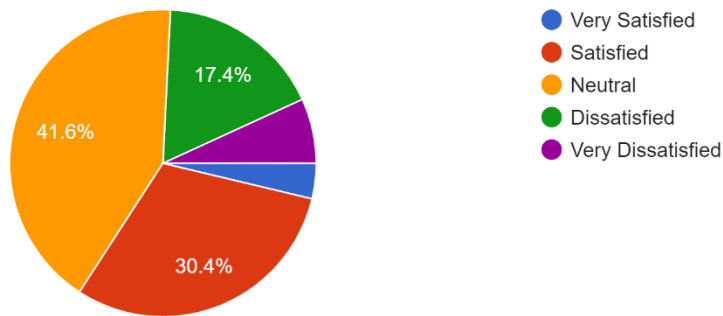
To what extent do you feel that different partnerships within the National Park Service collaborate effectively during fire emergencies?

163 responses



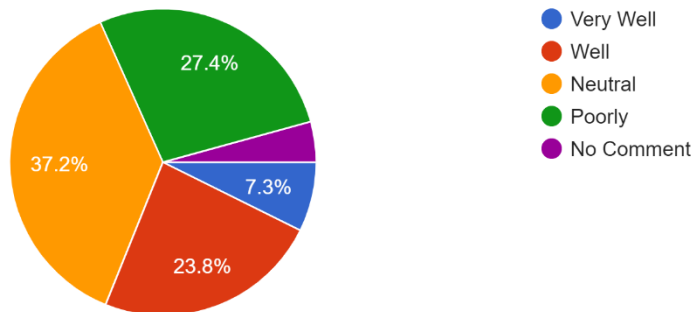
How satisfied are you with the current state of equipment and technology available for structural fire fighting?

161 responses



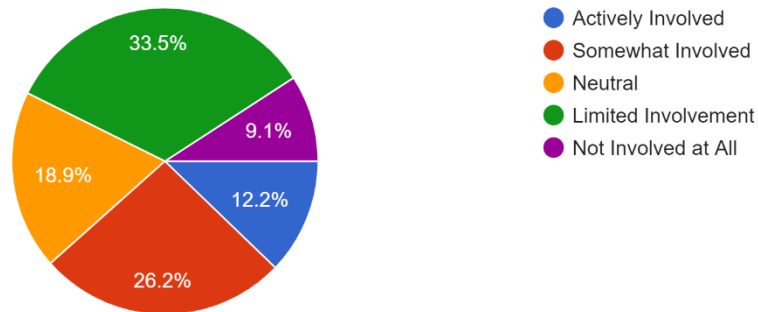
How well do you think the National Park Service responds to fire incidents, considering the coordination of resources and personnel?

164 responses



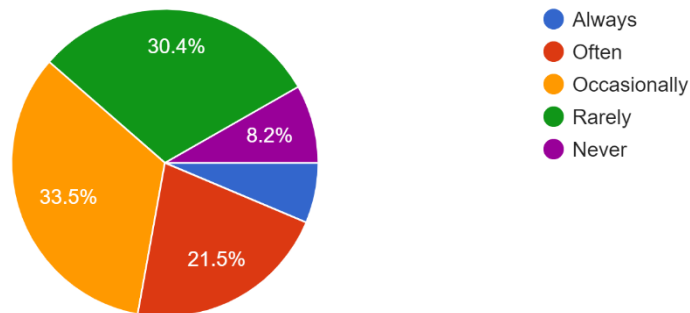
To what extent are local communities involved in fire prevention and management efforts within National Parks?

164 responses



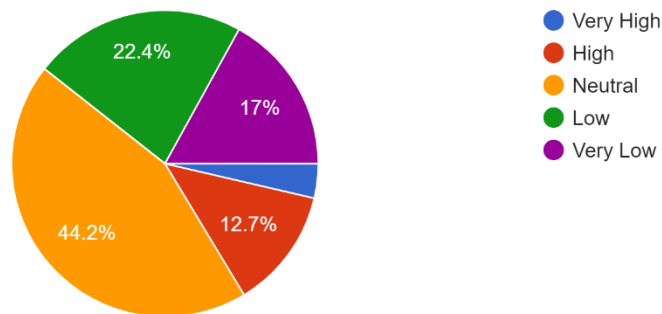
How often are comprehensive risk assessments conducted before structural fire operations?

158 responses



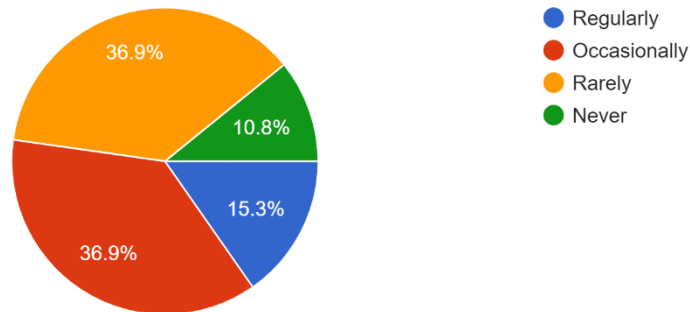
How would you describe the overall morale of the NPS Structural Fire Program staff within the National Park Service?

165 responses



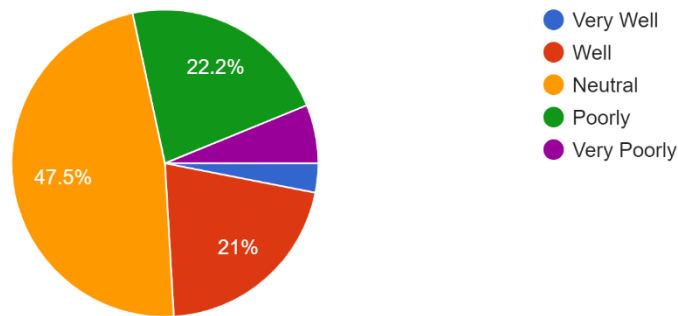
How often is the effectiveness of training programs evaluated, and are adjustments made based on feedback?

157 responses



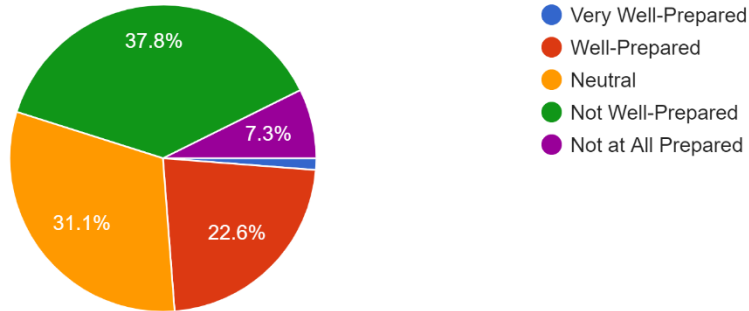
How well do you think the National Park Service communicates fire-related information to the public?

162 responses



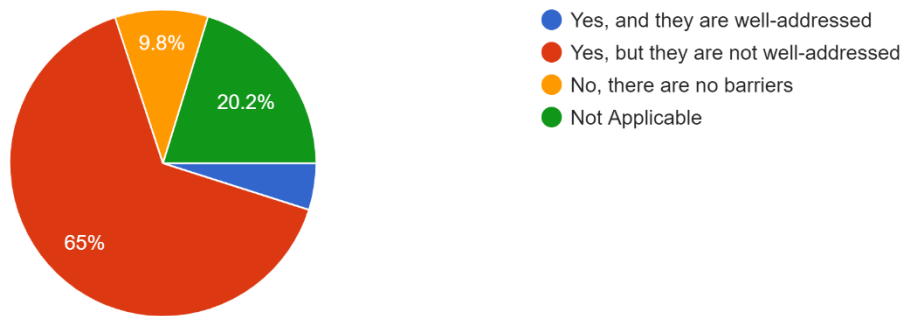
How well-prepared do you feel the park unit is for crisis situations, and is there room for improvement?

164 responses



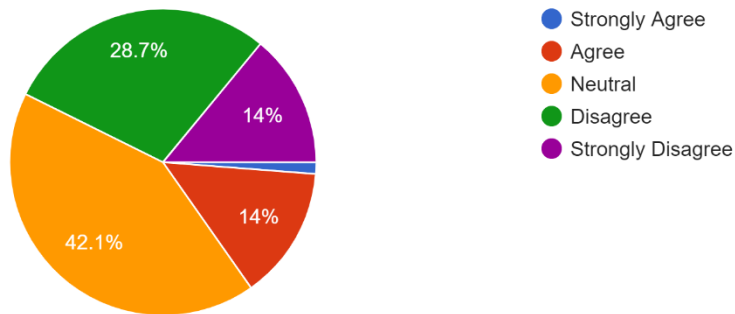
Are there barriers to accessing training programs for some staff members that need to be addressed?

163 responses

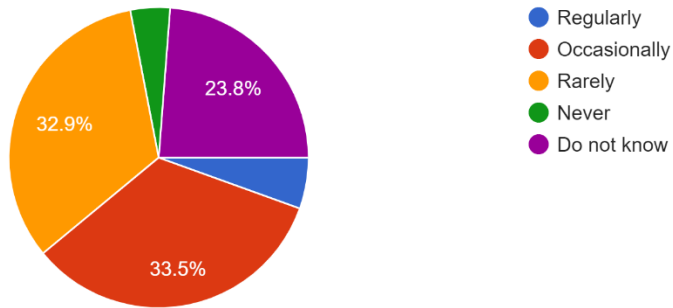


Do you believe that outstanding performance in NPS Structural Fire Program is adequately recognized and rewarded?

164 responses



How often is continuity planning for NPS Structural Fire Program operations revisited and updated?  
164 responses



Does your role in the program receive the support necessary to meet compliance.  
165 responses

