



National Park Service Wildland Fire Program Review Guide



Yosemite National Park Prescribed Burn. NPS / Rich Schwab

March 2013

Table of Contents

<i>Introduction.....</i>	<i>3</i>
<i>Program Review and the Strategic Plan.....</i>	<i>4</i>
<i>Review Process</i>	<i>6</i>
<i>Review Criteria.....</i>	<i>15</i>
<i>Appendices.....</i>	<i>17</i>
<i>Appendix 1, Program Review Report Outline.....</i>	<i>18</i>
<i>Appendix 2, Guide for Responding to Report.....</i>	<i>20</i>
<i>Appendix 3, Follow up Tracking Matrix.....</i>	<i>21</i>
<i>Appendix 4, Risk Assessment</i>	<i>22</i>
<i>Appendix 5, Sample Review Letter.....</i>	<i>25</i>
<i>Appendix 6, Program Review Pre-Assessment.....</i>	<i>27</i>
<i>Appendix 7, Tables of Reviews and Investigations.....</i>	<i>29</i>
<i>Appendix 8, Program Review Templates for Park Reviews.....</i>	<i>32</i>
<i>Appendix 9, Program Review Templates for Regional Reviews</i>	<i>73</i>

Introduction

Overview

This guide describes the processes and tools for conducting Wildland Fire Management Program Reviews within the National Park Service (NPS). The primary purpose is to provide effective program evaluation techniques and discuss the specifics of each phase of the program evaluation process.

The Program Review Guide provides direction on how to conduct a review. Many of the tools found in the guide are optional at the discretion of the team and the desired outcome. As explained in the guide, reviews can be scalable. They may simply be a phone interview to determine the status of an issue or a full large scale review that measures the health of a program.

Evaluation of wildland fire program performance should be done on a continuing basis. This will provide an overall framework for all individuals involved with the program so that they may find the evaluations and recommendations useful. To be effective, program evaluation efforts must be placed within the broader context of program and organization management and control. A flexible capacity for internal self-evaluation is fundamental to the management and ongoing improvement of programs, processes, and activities.

Evaluations should address whether quantity, quality, effectiveness, and efficiency are satisfactory based on national and interagency standards. As a result, suggestions are made for improvement that includes alternative processes, new approaches or strategies, workforce adjustments, funding strategies, and/or changes in information technology.

During all interviews, the Review Team should attempt to identify solutions to potential problems mentioned during the interviews.

Program Review Templates that provide interview questions and program elements to assess and review are found in Appendix 8 for park reviews and Appendix 9 for regional reviews. Tables of other types of reviews and investigations different than program reviews are found in Appendix 7.

Scope and Purpose

Program evaluations will focus on wildland fire management areas, the new and innovative ideas that have local, regional, national or interagency application, and on the services being provided to parks. Most important, will be the safety policies and practices within the program and the people that are involved.

A review should be designed to obtain, analyze, and evaluate information concerning management, planning, and operational procedures of the program. The review will look at plans and guiding documents and how well they are working. Focus will be on policy, procedures, and practices. If a policy or procedure is not being followed, the reason behind this must be determined and suggestions for change identified.

The general objectives of the program review are to:

- ✓ Validate adequacy of management policy, structure, and guidance to support park management in performing their duties.
- ✓ Confirm compliance with laws, regulations, and Departmental and national program guidance.
- ✓ Share ideas, methods, and techniques developed by other offices or individuals and incorporate those that improve program effectiveness.

In general, the focus of the review deals with accountability, whether policy and other guidance are clear and adequate, the regional or park's interpretation and implementation of policy and areas where change or addition is required in policy.

Program Review and the Strategic Plan

The National Park Service was created to conserve unimpaired many of the world's most magnificent landscapes, places that enshrine our nation's enduring principles, and places that remind us of the tremendous sacrifices Americans have made on behalf of those principles. They are the most remarkable collection of places in America for recreation and learning. As required by the 1916 Organic Act, these special places must be managed in a special way—a way that allows them to be enjoyed not just by those who are here today, but also by generations that follow. Enjoyment by present and future generations can be assured only if these places are passed on to them in an unimpaired condition. And that is the challenge that faces all the employees of the National Park Service including those involved with wildland fire management.

As an important part of fulfilling its mission, the National Park Service manages wildland fire to protect the public; park communities and infrastructure; conserve natural and cultural resources; and maintain and restore natural ecosystems and processes. The risks and expenses associated with planning and implementing fire management activities require exceptional skill and attention to detail. The highest priority under all circumstances is firefighter and public safety. All plans, project implementation, and responses to wildland fire must demonstrate this commitment.

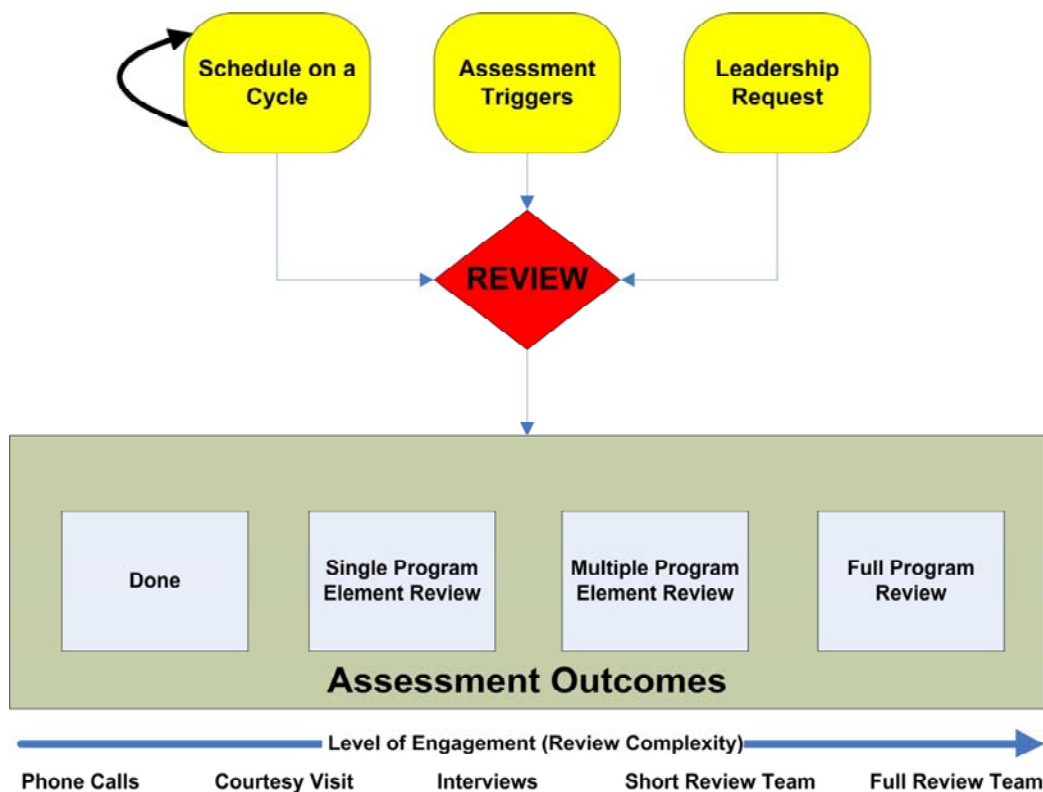
National, regional, and park fire management organizations have program oversight and intra and interagency coordination responsibilities for all aspects of the wildland fire management program. This oversight includes ensuring that there is continuity within the program, compliance with NPS and Departmental policy and uniformity, and compliance in the use of program funds. Program areas to be reviewed are listed under Evaluation Standards below. Modifications to this list may be necessary to address needs that are unique to each region.

The review process is a systematic method to determine effectiveness of fire management programs through implementation of the 2001 Federal Wildland Fire Management Policy and its 2009 Implementation Guidance, and the National Fire Plan and supporting documents i.e., The Cohesive Fuels Treatment Strategy, February 2006; the 10-year Strategy Implementation Plan, December 2006; and Secretarial directives. Compliance with NPS director's orders, reference manuals, and guidelines provided in manuals, handbooks, operations guides, and directives will also be evaluated.

Review Process

There are several reasons to initiate a review. The following diagram depicts this process. It also depicts the type of assessment outcome such as a single element review and the level of engagement.

WHEN DO YOU INITIATE A REVIEW?



Initiating the Review

The top portion of the diagram lists the factors that initiate a review.

- Reviews may be scheduled on a regular cycle, or
- Triggers determine the need for a review, or

- Park, regional, or national leadership request a review

Schedule on a Cycle: Parks or regions may be reviewed on a regular cycle so that all units are eventually visited on a routine basis. This cycle can be determined by the dividing the number of units that need to be assessed by the capacity to review the units on an annual basis. For example, a region may have twelve fire management officers and may be able to assess only three of them a year. Therefore, a review will be conducted every four years. Keep in mind that the level of a review is a continuum that may range from conducting phone calls to convening a full review team.

Triggers: On a reoccurring basis (e.g. every three years), parks and regions are encouraged to answer assessment questions (see the example found in Appendix 6) in order to determine the need to conduct a review. Along with an analysis of financial data, staffing, fire occurrence, unmitigated risks, etc., these questions can serve as triggers to initiate a review. The following data, findings, or events may serve as the trigger:

C	PDS analysis
C	Some other type of review (e.g. OMB, GAO, etc.)
B	Financial review
C	Performance
C	Program strengthening
C	Newly hired FMO
B	Reports of inappropriate behavior
B	Unmitigated risks
B	Significant injuries or patterns of injuries
C	Atypical situations
C	Fiscal irregularities
B	Fire event
A	Line officer request
A	Assessment
A	Random sample
A	Stratified sample (e.g. large parks, clusters, etc.)

KEY:

- | | |
|---|---------------------------------|
| C | Could trigger a review |
| B | Triggers another type of review |
| A | Automatically triggers a review |

Leadership Request: The regional director or park superintendent may convene review teams to assess wildland fire management programs subsequent to the occurrence of any significant, controversial, or unusual wildland fire management activities. The purpose is to report back to the requester recommendations that provide support to management to improve program effectiveness, customer service, employee safety, morale, and fiscal accountability.

Levels of Review

There is a continuum of different levels of reviews that starts with simply having a phone conversation to convening a full review team. The various levels of reviews are as follows:

- Phone call
- Courtesy visit
- Individual interview such as one conducted by a regional fire management officer with a park fire management officer
- Formal review teams assessing single or multiple elements of a fire program
- Formal review teams assessing the full fire program

For example, a phone call may be satisfactory to answer any questions and determine that no further action is needed. The courtesy visit puts eyes on the ground but may not wholly examine the program. Single or multiple element reviews may be all that is necessary because certain program areas such as fuels management or aviation assets are deficient. The full reviews are the most intensive with formal reports and products being produced for park and regional leadership. All reviews should have some type of documentation such as a memorandum to the file to a formal report.

Team Composition

The composition of a review team is dependent on the issues and complexity of the program being reviewed. The teams are scalable and membership on this team may vary depending upon programs and objectives that are to be met. Members may be selected from local, regional, and national offices and, when appropriate, other agencies. General composition may involve the following positions or expertise:

- ✓ Team Leader
- ✓ Operations
- ✓ Regional or Park Fire Management Officer from a different Region or Park
- ✓ Program Specialists/Analysts from administration, budget, contracting, human resources, etc. as needed
- ✓ Regional or National staff specialists as needed including Fuels, Workforce Development, BAER, and Aviation

Building the Evaluation Team:

- ✓ Identify issues that need to be examined
- ✓ Identify key internal personnel and external stakeholders that need to be interviewed.
- ✓ Define team responsibilities, priorities and critical success factors.
- ✓ Establish clear goals and set expectations.

Generally, the following should be represented on an evaluation team:

Team Leader: Evaluations should have one Team Leader. A Deputy Team Leader may be added to the Review Team depending upon the extent and complexity of the program review. The team leader serves as the link between the team and the park or region's program manager leadership. The team leader is responsible for ensuring adherence to the NPS evaluation standards and guidelines. The team leader supervises and manages the evaluation team, manages entrance and close-out meetings, keeps the team focused on review scope and objectives, manages complex and controversial issues that arise during the review, assembles review team drafts, and compiles a final review document for the Regional Director or Park Superintendent.

Team members: should include subject matter experts in the areas related to those being evaluated. Team members work under the direction of the team leader and are responsible for conducting the evaluation in accordance with NPS standards and guidelines, and the evaluation work plan. Team members are not necessarily limited to NPS, but rather belong to any organization and organizational level deemed appropriate.

Consultants/advisors: may be called upon for specific tasks to provide information and assistance to the team, while not being full team members.

Liaison: Fire Management Officer from the unit being reviewed.

The Information Collection Effort

The region or park that is being reviewed will need to make certain information is available to the Review Team prior to the review. This material will be standard types of reports that would normally be available at a park or regional office. If necessary, some information will be requested by individual team members before the Review Team's arrival in order to reduce the amount of time required to address some of the program review questions.

The types of information may include but are not limited to:

- ✓ Fire reports, maps, statistics, incident management team close-out reports, after action reviews, large fire cost reviews, and associated fire records, reports, and documentation.
- ✓ NFPORS, WFMI, FPA, and PDS analysis documentation.
- ✓ Fire management plans, mobilization plans, and related supporting documents.
- ✓ Standard operating procedures and policy documents.
- ✓ Fire staffing profiles including location, job titles, funding sources, fire qualifications, role and function statements, and organization charts.
- ✓ Training records.
- ✓ Briefing statements including overview of fire programs
- ✓ Identification of key park or regional issues.
- ✓ Program accomplishments including treatment acres.
- ✓ Budget allocation documents showing funding spread.
- ✓ Financial reports that show expenditures of fire funds including emergency funds for prior and current fiscal year.
- ✓ End-of-year summary reports showing actual expenditures against planned expenditures.
- ✓ Cooperative agreements and/or contracts.
- ✓ Copies of most recent internal reviews.

- ✓ Latest external reviews or evaluations that have relevance to the wildland fire program.
- ✓ Preliminary interview lists. Personal interviews may also be conducted with individuals outside of the fire program at the regional and park levels. Interviews may include cooperators, financial managers, procurement, human resource staffs, etc.

Site Visit Itinerary

Entrance Briefing: During onsite reviews, there should be an entrance meeting of the review team and park or regional or leadership. The purpose of this meeting will clarify the review objectives, ensure understanding of the process and the expected product, finalize schedules for meetings and interviews and coordinate information gathering. A close-out with the same group will occur at the conclusion of the review. See Close-out/Exit Briefing below.

Schedule and Conduct Site Visit: It is important to develop a schedule of all meetings and interviews several weeks prior to starting the review. The schedule should be developed to ensure full implementation of the evaluation work plan and to meet the needs of the leadership. The team leader should work with the Fire Management Officer, or other designee to identify who needs to be interviewed during the site visit, to schedule interviews and meeting rooms, and to obtain any additional materials needed by the Review Team. To facilitate the interview process, consideration should be given to conducting group interviews. Time should be provided to meet with the regional or park leadership at the beginning and end of the site visit to discuss the evaluation objectives and scope, as well as present the preliminary findings contained in a draft report. The interview schedule should also allow time for review team meetings at the end of each day. These meetings will allow the team to reach consensus on findings and recommendations to be included in the evaluation report.

Other things to consider in the schedule include:

- ✓ An all employee meeting - so employees will know who you are, why you are there, what you are going to cover, and what will happen as a result of the evaluation.
- ✓ An hour each day for one-on-one interviews with employees or external customers.
- ✓ Downtime between interviews.

- ✓ Time for team members to review records.
- ✓ Evening Review Team meetings to recap the day, adjust schedules, provide team feedback on complex and controversial issues, and make new assignments.

In addition, team members will interview national office employees for regional reviews and regional employees for park reviews. The team will also conduct interviews to identify issues or concerns regarding the quality of the regional relationship with parks and park relationships with regions. During all interviews, the Review Team should attempt to identify solutions to potential problems mentioned during the interviews.

It is important to review records to determine if procedures are being followed, the effectiveness of management controls, and to validate performance results.

Close-out/Exit Briefing: A close-out session with the park or regional fire leadership; superintendent or regional director (or designee); and selected staff is usually scheduled on the last day or next to the last day of the evaluation. The close-out should be planned, so there is sufficient time for team members to meet with the office staff after the close-out to make needed changes in the evaluation report or to clarify findings and recommendations, if needed. The purpose of the close-out session is to discuss preliminary findings with the organization's leadership. The team leader conducts the close-out session, or may assign a member of the team this responsibility with support from individual team members on their activity or program as necessary. If time allows, minor findings, recommendations and observations may be discussed, even though they may not be in the draft evaluation report.

Findings and Recommendations

The key findings and recommendations will be addressed in the close-out meeting. Again, solutions to findings should be presented. The intent is to improve the program so this will be approached in a positive manner. For regional program reviews, the final report will be issued from the Chief, Branch of Wildland Fire Management through the Associate Director of Visitor and Resource Protection. For park reviews the final report will be issued by the Regional Fire Management Officer through the Regional Director. Due dates for any follow-up actions and responsibility will be negotiated to ensure reasonable dates are established that will lead to success in improving the program.

Final Report Outline

The purpose of an evaluation report is to promptly and objectively convey the evaluation results to those who will utilize this information. The evaluation report generally contains nine sections:

1. Table of Contents
2. Background
3. Executive Summary
4. Purpose of the evaluation (goals and objectives)
5. Methodology
6. Areas of satisfactory or better performance
7. Opportunities for improvement
8. Findings, recommendations, and follow-up actions (immediate, long-term, national issues)
9. Appendices. See Appendix 1 in this guide (Program Review Report).

The report should identify control weaknesses and describe plans for corrective action.

Develop Draft Evaluation Report: By the end of the first day, the team should be able to outline what they think the final evaluation report should look like (you can base this outline on the results of your first day interviews and on the information developed during the scoping phase). The outline will aid the team members in developing each topic and will help in keeping the evaluation on track. The team leader should consider making writing assignments at this step in the evaluation process.

Draft report writing should start as soon as possible to fully develop findings, recommendation and support for them and to be prepared for the close-out meeting.

The report is a team product with consensus reached on each finding and recommendation.

- ✓ The findings are tied directly to the evaluation objectives.
- ✓ The recommendations are tied directly to the finding.

In most cases, the Review Team will issue, through the Branch Chief, Branch of Wildland Fire Management or Regional Director, a draft report within 30 days of the close out report. Copies of the draft evaluation report will be provided to the regional or park leadership for their review and their comments will be considered prior to finalizing the report.

Response to the Draft Report: Within 30 days of receipt of the draft report, the superintendent or regional director will review the report for accuracy and adequacy and reply with the following information: comments and concerns on the draft report; concurrence or non-concurrence with the recommendations for corrective action; and dates for completion of the corrective action. The park or regional office leadership may request changes be made to the report. However, such changes must be supported by additional information and provided to the Team Leader. See Appendix 2 (Guide for Responding to Draft Report).

Finalize Report: Within 60 days of issuance of the draft report, the Review Team will consider any comments received and submit a final report for the Regional Director or Branch Chief, Wildland Fire Management's signature. It is essential that the Review Team's assessment of the comments on the draft report, any ensuing amendments, and transmittal memorandum are promptly carried out. A timely report encourages responsive follow-up by the evaluated office.

Distribution: The Branch Chief, Branch of Wildland Fire Management may choose to distribute any final report of NPS-wide significance through the Associate Director for Visitor and Resource Protection.

Follow-up

Follow-up responsibilities should be assigned to the Park Superintendent or Regional Director or designee. The action would serve to bring the review and its recommendations to closure by validating that all actions had been completed. These final steps add validity to the process and illustrate top management support to enhancing the program through the review process.

Conducting the Follow-up Phase:

The purpose of a follow-up evaluation is to ensure that changes recommended in the review report are addressed. The only practical way to do this is to actually look at the program or office to see if the desired change has occurred. If the desired results were not achieved, assistance should be provided in developing a process that will ensure correction of the identified weaknesses. Appendix 3 (Follow up Tracking Matrix) shows a matrix tracking approach to follow up.

Review Criteria

The Wildland Fire Management Program Review is an evaluation of the park's or region's program operations to measure actual outcomes and results against program goals and objectives. This may include assessing attainment of NPS priority objectives; application of NPS policy; and examining program execution against established standards. The following core elements will be used to design and plan program evaluations. The Review Team may supplement these criteria with additional areas for analysis to meet other specific purposes. Suggested coverage within these elements can be amended based on the nature and scope of the evaluation.

Parks and regional offices implement national and regional policies; appraise and monitor their operations to assure effectiveness and goal attainment; and recommend to the National Fire Management Program Center success stories that demonstrate ways to improve program effectiveness, revisions in national policies, plans, and procedures. Within this context, the criteria for program evaluations are:

- (1) Implementation of policy and guidance;** e.g., consistency in interpretation and application.
- (2) Effectiveness of program;** in the execution and compliance with laws, regulations, policies, and procedures; consistency, outcomes, and accountability.
- (3) Effectiveness in meeting goals and objectives;** e.g., accomplishment of work plans, NPS priority objectives, and the NPS mission; deviations to plans; impediments to meeting goals.
- (4) Improvements in program execution;** e.g., program review and corrective actions; recommendations for revisions in policies, plans, and procedures; increase in program efficiency; cost savings.
- (5) Ability to meet the needs of parks;** e.g., knowledge of the park's mission, fire management objectives and their needs; responsiveness; and feedback.
- (6) Processes;** if required, e.g., system operations, workflow, timeliness, impediments.
- (7) Success stories;** that can be shared with other regional and parks to improve program effectiveness and efficiencies.
- (8) Recognition;** for jobs well done.

Evaluation Standards and Program Review Templates

The data collection instruments and analysis of information reflect program standards anchored in policy. Templates have been designed to evaluate specific wildland fire management program areas to accomplish evaluation objectives. Appendices 8 and 9 (Program Review Templates) provide the evaluation standards and core elements in each wildland fire management program area of review. These templates are used on wildland fire management program reviews Service-wide. As previously described, their use is optional but they are recommended to provide a systematic process to be implemented during a review and maintain a consistent level of review.

The wildland fire management program areas of review include Nine Programmatic Areas of a Progressive Fire Management Program:

- Program Administration
- Program Leadership
- Strategic Planning and Compliance
- Fire Ecology
- Information Resource Management and Support
- Aviation
- Facilities, Equipment
- Communication, Education
- Operations, Safety, and Fuels

Appendices

Appendix 1, Program Review Report Outline

1. TABLE OF CONTENTS - Presents the first view of the substance of the report to the reader. For this reason, it is important that it is well organized and that information is easily transferred to the reader to guide throughout the report.

2. EXECUTIVE SUMMARY -The most important section of the report because many managers may only take the time to read the summary. Therefore, the summary should be able to stand alone from the entire report. This information may be stated in the body of the report as the “EXECUTIVE SUMMARY”, or it may be provided in the transmittal memorandum to which the report is attached. The purpose is to summarize:

- ✓ What was evaluated
- ✓ Why it was evaluated
- ✓ When the evaluation was done
- ✓ Where the site visit was conducted
- ✓ What approach was used
- ✓ What was found

3. BACKGROUND – Describe briefly the program, office, or problem evaluated. Include major issues, budget, organization, staffing, and authorization, responsibilities of program, priorities, and recent history as applicable to the review.

4. PURPOSE OF THE REVIEW/GOALS AND OBJECTIVES – What are the objectives of the review. For example: The objectives of the review are to assess the overall effectiveness and efficiency of the Wildland Fire Management Program and to develop recommendations which will help solve problem or increase efficiency, effectiveness, etc.

5. METHODOLOGY – Describe the method and approach used to conduct the review. Include:

- ✓How was scoping conducted?
- ✓Who is the intended audience for the review report?
- ✓How was the review carried out? Dates? Locations? If interviews or focus groups were conducted, how were they conducted? What was the number and type of individuals interviewed (program staff, supervisors, managers, internal or external, etc.)? Number and type of records examined? Type of data gathered and analyzed? Other observations made and how? Steps in

review process should be tied to the specific objectives. Plans for follow-up should be included.

✓Who were the team members?

6. AREAS OF SATISFACTORY PERFORMANCE (Specify topics) – Focus on success of organization/program in achieving intended results and breakthrough improvement (might also be a benchmark if it can help improve other organizations/programs within the Service).

7. OPPORTUNITIES FOR IMPROVEMENT (Specify topics) – This should discuss, in detail, the findings and recommendations made for each major topic. All findings and recommendations should be related to the evaluation goals and objectives. Findings should be clear, convincing statements of a problem based on the analysis conducted, and should include all elements of a finding: criteria (how should it be working), condition (how it is working now) include evidence/support, effect (the difference between what is and what should be), and cause (the explanation for the effect). Recommendations should include implementable steps for eliminating the problem. Recommendations should be tied to a finding or group of findings. They should be specific and use clear and direct language, reasonable, implementable, and directed at correcting basic causes of the identified problem; identify WHAT needs to be done and by WHO, WHEN, and WHERE. Offer specific examples, if possible. Finally, discuss the intent of the recommendation (to improve, to correct, to reduce, etc.).

8. APPENDICES – May be used to present detailed information, results of analyses, or other materials that the team feels should be attached to the report. Very often, the list of outside contacts and a summary of the outside interviews are included in the Appendix. Other items that can be included in the Appendix are: Survey results, work plan, or additional background information.

Appendix 2, Guide for Responding to Report

There are three options for responding:

1. Agreement with finding and recommendation.

In this case, clearly state that you agree and that you will take (or have already taken) action. State what that action is, who will implement it, how it will be done, and when it will be done. If you feel that your response is sufficient to close out the recommendation, say so.

2. Disagree with all or portions of finding/recommendation and want to propose an alternative.

Explaining what you disagree with and why. Describe your alternative(s) including what action is proposed, why, who will be responsible for implementing, and when it will be done. Also include the advantages and disadvantages of your alternatives compared with the recommendation.

3. Disagree with finding and/or recommendation.

Again, clearly state what you disagree with and what you agree with. Explain why you disagree and why you will not take the recommended action. Point out where the facts, assumptions, etc., in the evaluation report are incorrect. Back up your explanation with data, explain your assumptions, and separate fact from feeling.

When responding to recommendations, make it clear what recommendation you are responding to. It may be helpful to repeat or summarize the recommendation for easy reference. Also, remember the "WHO, WHAT, WHEN, HOW" when responding.

Appendix 3, Follow up Tracking Matrix

Program Review Recommendations

Number	Program Activity	Recommendation	Assigned to/Due date

Appendix 4, Risk Assessment

Introduction

The Green Amber Red (GAR) Model is a risk analysis tool. It provides a more general analysis of the operational system, and second, it provides a qualitative rating scale for each of the categories that correspond to the identified areas of risk. It is important to remember that risk management is a process that continues throughout the mission and each assessment model allows management to set the acceptable risk standards as they apply to each mission.

Calculating Risk Using GAR Model

To compute the total risk level, for each risk category previously identified, assign a number from 0 (For No Risk) to 10 (For Maximum Risk) for each of the eight categories. This is a personal estimate or starting point for the all-important discussion that should include as many of the participants as practical. The discussion is more important than the actual number that is assigned. The individual risk category scores are then totaled.

Color Coding Risk

The mission risk is similar to the colors of a traffic light. If the total risk value falls in the GREEN ZONE, risk is rated as low. A moderate level of risk is indicated when the total risk value falls in the AMBER ZONE, and should the total value falls in the RED ZONE, you should insure that all risk control measures have been implemented and can be effective controls prior to starting the event or evolution. The Amber and Red risk levels must be evaluated at a higher level in the organization to ensure that the organizational risk acceptance levels are aligned with the expected benefit of the operation.

The GAR Model provides a general assessment of operations and allows management to set the standard for risk. Any concern for elevated risk levels in one or more of the categories, may require an in depth assessment using a more specific assessment.

Once again, assigning numerical values or “color codes” to hazards using the GAR Model is not the most important part of this risk assessment. The importance of this step is the team discussions leading to an understanding of the threats, how they will be controlled, and the standards that management expects the aircrew to maintain. These standards then provide a mental model for everyone involved in the operation that allows decision making and threat and error management to be properly aligned with the organization.

The following is the template of the GAR Risk Assessment for **Program Administration**.

Operation: Program Administration		Date:
Objective(s):		
Supervision	Circle the number as appropriate	
Supervisor has perfect knowledge about the mission, personnel, capabilities and limitations, and is able to apply the appropriate control to minimize risk	< ☺ 1 2 3 4 5 6 7 8 9 10 ☹ >	Supervisor has little knowledge about the mission, personnel, capabilities and limitations, and lacks skill, knowledge or ability to apply the appropriate control to minimize risk.
Work Planning and Standard Operating Plans		
There is a well-designed work plan and SOP's that are reviewed and revised as needed to meet demands and to account for adaptation.	< ☺ 1 2 3 4 5 6 7 8 9 10 ☹ >	There are no plans or SOP's or they don't address many current adaptations made in response of demands for efficiency. Time constraints have a strong effect on ability to plan.
Communication		
Interpersonal communications are clear and there is a high level of trust in the organization. Adequate personnel and technology are available to relay information accurately to those who make the decisions	< ☺ 1 2 3 4 5 6 7 8 9 10 ☹ >	There is low trust in the organization or the personnel/communication equipment is unreliable based on the expected needs for the mission.
Finance and Budget		
Expenditures and obligations meet funding authority. Charges are appropriate for activity/subactivity charged. Accounts are established correctly within activity guidelines.	< ☺ 1 2 3 4 5 6 7 8 9 10 ☹ >	Expenditures and obligations meet funding authority. Charges are appropriate for activity/subactivity charged. Accounts are established correctly within activity guidelines
Mission Total:		
Benefit Statement		
Operation Approved by:		Title: Date:
GREEN ZONE (1-12)	AMBER ZONE (13-25)	RED ZONE (26-40)

GAR MODEL EXAMPLE

Program Elements	Rating	Number of Factors	Highest Possible Score
Leadership and Program Management	26	5	50
Operations	15	5	50
Fuels	3	4	40
Fire Ecology	23	4	40
Planning	7	6	60
Affiliated Programs	9	4	40
Comm Ed	19	4	40
Information Resource Management	21	4	40
Program Administration	26	4	40

Each Program Element receives a score by being evaluated on a number of factors.

(Total possible score = 400)

149

Rating	Risk Overall Rating Description
271-400	Program is exposed to significant risk and in need of major improvements
136-270	Risks are relatively mitigated but improvements and increased planning are needed
0-135	Operational risks are effectively mitigated to an appropriate level

149

Risk

Appendix 5, Sample Review Letter



October 16, 2014

Memorandum

To: Superintendent, Glacier National Park

Attention: Wildland Fire Management

From: Director, Intermountain Region

Subject: Wildland Fire Management Program Review

The Intermountain Regional Office would like to thank you for your request for a wildland fire program review. This memorandum serves as notice that representatives from regional, national, and sister park offices will conduct a review of the Glacier National Park Wildland Fire Management Program the week of December 3 – 7, 2014.

The Review is designed to evaluate the management, planning, and operational procedures of the wildland fire program for your Park. It also serves as an opportunity to share ideas, methods, and techniques developed by other offices or individuals from around the country and incorporate those that improve your organization when advantageous to do so. Most important in the evaluation will be the safety policies and practices within the program and the people involved in the program. A final report from this review will be issued in January 2013.

On December 3, 2014 the review team would like to conduct an entrance briefing with you, park staff, and others involved with the wildland fire program. The briefing will provide an overview of the program, outline of the evaluation objectives, and more importantly, receive feedback from your Wildland Fire Management program participants. I ask your assistance in the following:

- Select a time that is convenient for the Entrance Meeting. I would suggest 10:00 a.m.

- Set up a room capable of handling 20 to 25 people.
- Insure key staff attend the entrance meeting. These will be program leaders and specialists that are interviewed throughout the week including the multi-park communication and education specialist and fire ecologist.
- Select some key goals and objectives for the Review Team to focus upon.
- Arrange for a Human Resource Representative to attend during a portion of the week.
- Before the meeting, review the Wildland Fire Management Program Review Guide. It is available on the following internet address:
<http://npsfamshare/wildlandfire/operations/policiesreviews/programreviews/default.aspx>
- Arrange for sufficient breakout rooms from which to conduct interviews.

After the briefing and throughout the week, the team members will interview key personnel involved with the program including park staff, regional office staff, interagency fire program managers, as well as state and federal cooperators.

On December 7, 2014 at 9:00 a.m., an exit briefing will be held with you and key members of your staff and the Wildland Fire Program staff to present preliminary findings, success stories, areas that may need improvement, areas of sound performance, and any associated areas of programmatic recommendations. This meeting will be brief to succinctly present draft recommendations that address regional office concerns. The Team Leader would like to conclude with an After Action Review of the team's performance and review format. We want to hear your suggestions to improve the review format and guidelines. I would like to conclude by 10:30 a.m.

If you have questions or would like additional information, you may contact Horace Albright, Regional Fire Management Officer, at 303-387-5575.

Appendix 6, Program Review Pre-Assessment

On a reoccurring basis (e.g. every three years), parks and regions are encouraged to answer the following questions in order to determine the need to conduct a review. Along with an analysis of financial data, staffing, fire occurrence, unmitigated risks, etc., these questions can serve as triggers to initiate a review.

Line Officer Survey (Answer Questions 1-10)

FMO Survey (Answer Questions 1-17)

Regional or National Office that will be Conducting the Review (Answer Questions 1 – 26)

1. How well do the components of Fire Program function together as a team?
2. How well does the Fire Program function as a component of the larger Park team?
3. How well does the Fire Program function within the interagency community beyond the Park?
4. Is the Fire Program on the right trajectory?
5. How can the Fire Program be improved?
6. Is the Fire Program receiving adequate Regional support?
7. Do you feel your people are qualified for the job?
8. Do you understand the Wildland Fire Decision Support process?
9. Do you receive briefings on fire activity?
10. What can I, as the agency administrator, do to help?

11. Ecologically, are the right acres burning (or being protected)?
12. Is the composition of the staffing, equipment, and facilities in balance?
13. Is the fire program funding adequately to manage the fire workload?
14. Does the Fire Management Plan as written, enable the fire program to do the right things on the landscape? Are the objectives in the Fire Management Plan realistic and achievable?
15. What are your safety concerns in the Fire Program?
16. Is Park/Regional management supportive of the Fire Program?
17. How confident are you that your program meets policy and guidance contained in: NPS Management Policies – 2006; Directors Order -18 Wildland Fire; Reference Manual -18 Wildland Fire?

18. Is the Regional or National Office being briefed on issues and concerns?
19. Is there timely response and feedback?
20. Does the Park or Region meet required reporting and management deliverables?
21. Is there engagement with local and regional forces?

- 22. Is there adequate and timely incident response?
- 23. Are controls in place for managing the fire program?
- 24. Are instructions to the field clear and understood?
- 25. Are Fire Management Plans current and approved?
- 26. Does the fire staff meet Interagency Fire Program Management Minimum Qualification Standards and NWCG Incident Qualifications and Certifications?

Appendix 7, Tables of Reviews and Investigations

Appendix 7 provides tables of reviews and investigations other than program reviews. Reviews and investigations are used by wildland fire and aviation managers to assess and improve the effectiveness and safety of organizational operations. Information (other than factual) derived from safety reviews and accident investigations should only be used by agencies for accident prevention and safety purposes.

TABLE OF REVIEWS

REQUIRED ACTIVITY	FREQUENCY	REQUIRED BY	DELEGATING OR AUTHORIZING OFFICIAL*
Fire Preparedness Review	Annual	RM 18	Park
Program Review (Park)	As needed	RM 18	Park (conducted by Region)
Program Review (Region)	Every seven years or as needed	RM 18	Region (conducted by WASO)
After Action Review (AAR)	Management discretion	Interagency Standards for Fire and Fire Aviation	Park
Fire and Aviation Safety Team Review (FAST)	As fire activity dictates	Interagency Standards for Fire and Fire Aviation	Geographic Area Coordinating Group
Aviation Safety and Technical Assistance Team Review	As aviation activity dictates	Interagency Standards for Fire and Fire Aviation	State/Regional Aviation Manager or MACG
Large Fire Cost Review	Refer to NWCG Memorandum #003-2009	National Wildfire Coordinating Group	Director
Individual Fire Review	Management discretion	Interagency Standards for Fire and Fire Aviation	Local/State/Region/National
Lessons Learned Review (LLR)	Management discretion	Interagency Standards for Fire and Fire Aviation	Local/State/Region/National
Escaped Prescribed Fire Review	Per escaped fire incident	Prescribed Fire Planning and Implementation Procedures Guide	Local/State/Region/National

*Higher level management may exercise their authority to determine the type of review or investigation.

TABLE OF INVESTIGATIONS

WILDLAND FIRE EVENT	INVESTIGATION TYPE	NOTIFICATION REQUIREMENT	MANAGEMENT LEVEL THAT DETERMINES REVIEW TYPES AND AUTHORIZES REVIEW*
Serious Wildland Fire Accident	Serious Accident Investigation (SAI)	National	National
Wildland Fire Accident	Accident Investigation (AI) FS only- FLA may be used	BLM/NPS- National, FS/FWS- Management Discretion	Region/State/Local
Entrapment	SAI, AI, LLR, depending on severity	National	National
Fire Shelter Deployment	SAI, AI, LLR, depending on severity	National	National
Near-miss	LLR, AAR	Management Discretion	Region/State/Local
Fire Trespass	Fire Cause Determination & Trespass Investigation	Local	Local

* Higher level management may exercise their authority to determine the type of review or investigation.

Action Review (AAR's), Lessons Learned Review (LLR), Facilitated Learning Analysis (FLA), Administrative Investigations (AI) and Serious Accident Investigations (SAI)

RM 18

<http://www.nps.gov/fire/wildland-fire/resources/documents/reference-manual-18.pdf>

National Wildfire Coordinating Group

<http://www.nwcg.gov/general/memos/nwcg-003-2009.html>

Interagency Standards for Fire and Fire Aviation

http://www.nifc.gov/policies/pol_ref_redbook_2012.html

Prescribed Fire Planning and Implementation Procedures Guide

http://www.nwcg.gov/branches/ppm/fpc/archives/fire_policy/rx/rxfireguide.pdf

Facilitated Learning Analysis (FLA)

http://wildfirelessons.net/documents/FLA_Guide.pdf

Appendix 8, Program Review Templates for Park Reviews

Many of the tools found in the guide are optional based on the desired outcome and the discretion of the team. As explained in the guide, reviews can be scalable. They may simply be a phone interview to determine the status of an issue or a full large scale review that measures the health of a program.

ELEMENT TITLE: Program Leadership and Management – Park Level Reviews

TEMPLATE #1

Introduction: This template reviews the overall effectiveness of the park fire management program. It includes key elements for the organization, staffing, and associated programs for a park fire management program. It focuses on leadership, technical guidance, and oversight provided to park programs. **The Review Team Leader should be assigned this checklist, to ensure these all program elements are addressed, while at the same time coordinating questions/interviewees so that duplicate questions from other templates are not asked of the same people.**

Interview questions are provided at the end of this template to encourage conversation with the interviewees and get a better portrayal of the park fire program. The use of the questions is not mandatory and may be modified or substituted at reviewer's discretion. Communicating with staff at all levels of the park and region is important to get a complete picture of a program. Field trips to treatment and activity sites, as well as work locations will also be important to guarantee that the review is robust.

Directors Orders #18: Wildland Fire Management and Reference Manual 18 are the guiding policy documents for the management of a NPS fire program. Specifically Director's Order #18, Section 1.3, outlines the Mission Goals which are key component of the NPS Fire Management Program. Reference Manual 18 Chapter 1, Section 1 outlines the Fire Management responsibilities and Chapters 2 and 3 provide links to program requirements and authorities.

Location:		Date:	
Respondent & Title:		Reviewed By:	
Key Code: E = Exceeds M = Meets NI = Needs Improvement I = Issue NR = Not Reviewed			
Element/Activity	Reference	Code	Remark
1. Leadership Culture <ul style="list-style-type: none">Vision is provided through strategic planning and communicationLeader's intent is clearly articulated. Employees understand their dutiesWork plans, roles/functions, and organizational charts are articulated and delineatedCommunication is maintained throughout all levels of the organizationExternal relationships are fostered with other program areas, interagency partners, and stakeholdersA safety culture is promoted and hazards are recognized and mitigated through risk assessment and the principles of operational leadershipIndividual functional leadership is encouraged thus empowering employees to participate in voicing opinions and making decisions	Red Book Ch. 1 Incident Response Pocket Guide Red Book Ch. 1 & DO #18 6.6 Red Book Ch. 1 & DO #18 6.6 NPS Operational Leadership Goals NPS Operational Leadership Goals		

Program Leadership and Management – Park Level Reviews

TEMPLATE #1

<p>2. Team Cohesion</p> <ul style="list-style-type: none"> • A positive work culture, organizational environment, and employee morale encourages team cohesion, collaboration, creative thinking, and support to the parks and wildland fire management mission • Superintendent is engaged and supports the fire management program • There is park-wide support to fire management program • Fire management program supports park programs • Fire management supports local/regional/national and interagency programs through participation on committees, task groups, etc. 			
<p>3. Personnel Management and Supervision</p> <ul style="list-style-type: none"> • Supervisors complete employee appraisals and individual development plans • Supervisors provide mentoring and leadership • Supervisors manage low performing or underperforming staff • Supervisors support employee wellness and physical fitness • Leadership has attended fire leadership courses and superintendents attended Fire Management Leadership • Career path and workforce development is fostered through training, career opportunities, mentoring, and successional planning • A training needs analysis is conducted for individuals • A training needs analysis is conducted to identify park-wide and interagency program and incident management needs • A plan is in place to meet and achieve required qualifications for IFPM and incident management positions 	<p>5 CFR 430</p> <p>Red Book Ch. 3</p> <p>RM 18 Ch. 10 3.1</p> <p>RM 18 Ch. 10 3.1</p>		
<p>4. Budget Planning and Oversight</p> <ul style="list-style-type: none"> • Provides program direction and oversight of the fire program's funding activities • Analyzes, determines, and justifies park fire management needs • Managing positions and Full Time Equivalencies (FTEs) within the authorized amounts • Tracks status of funds to the parks • Corresponds with the regional office on issues requiring regional or national involvement 	<p>RM 18 Ch. 2.2</p>		

Program Leadership and Management – Park Level Reviews

TEMPLATE #1

5. Policy <ul style="list-style-type: none">• Interpretation of policy is consistent with regional and national standards• Staff knows, understands, and practices implementation of current policies in all program areas• Standard Operating Procedures are written and implemented	DO #18 Sec. 5		
---	---------------	--	--

ELEMENT TITLE: Program Leadership and Management – Park Level

Operation: Program Leadership and Management		Date:
Objective(s):		
Supervision	Circle the number as appropriate <☺ 1 2 3 4 5 6 7 8 9 10 ☹>	
Supervisor has perfect knowledge about the mission, personnel, capabilities and limitations, and is able to apply the appropriate control to minimize risk Presence or accessibility of leadership/supervision for all teams and personnel. Clear chain of command.		Supervisor has little knowledge about the mission, personnel, capabilities and limitations, and lacks skill, knowledge or ability to apply the appropriate control to minimize risk. There is no presence or accessibility of leadership/supervision for all teams and personnel. No clear chain of command.
Work Planning and Standard Operating Plans		
There is a well-designed work plan and SOP's that are reviewed and revised as needed to meet demands and to account for adaptation.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	There are no work plans or SOP's or they don't address many current adaptations made in response of demands for efficiency. Time constraints have a strong effect on ability to plan.
Contingency Resources		
Program lead has been assigned for all fire program areas (e.g. operations, planning, ecology, etc.). Contingency resources and back-up plans have been identified and are available. Contact lists are posted and made available to the park and regional office.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	Program lead has not been assigned for all fire program areas (e.g. operations, planning, ecology, etc.). Contingency resources and back-up plans are not identified or available. Contact lists are not posted and made available to the park and regional office.
Communication		
Vision and leader's intent is clearly articulated and understood. Interpersonal communications are clear and there is a high level of trust in the organization. Adequate personnel and technology are available to relay information accurately to those who make the decisions	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	Vision and leader's intent is not clearly articulated and understood. There is low trust in the organization or the personnel/communication is unreliable based on the expected needs.
Team		
There is a high level of team competency and level of individual training & experience. There is cohesiveness and an atmosphere that values input/self-critique. There is a high level of team morale. High level of overall physical fitness and health.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	Low level of team competency. Lack of individual training & experience. No team cohesiveness and atmosphere that values input/self-critique. Low level of overall physical fitness and health. Lack of team morale. Team members with major life distractions.
	Total:	
Benefit Statement		
Operation Approved by:	Title:	Date:

GREEN ZONE (1-17)	AMBER ZONE (18-33)	RED ZONE (34-50)
--------------------------	---------------------------	-------------------------

Program Leadership and Management – Park Level Reviews

Program Leadership and Management Interview Questions

- What priorities would the park like to see focused upon in the short and long term management of the fire program?
- What do you see as the strengths or defining characteristics of your park's wildland fire program?
- What do you see as the weaknesses?
- What would you do to make the program better?
- What do you see as the obstacles, if any that limit the wildland fire program's effectiveness?
- Are there issues that we should know about?
- What is your perspective of the Regional Office?
- Is the region providing to you customer service and technical assistance? What kind of support do you receive? Is the support adequate? Is there equity in support in regards to other parks? Are there field visits and what is their nature? What is missing? What else would you like to receive?
- How would you like to see the regional office organized?
- What are your interagency relationships? (e.g. dispatch, mutual fire response, cooperation)
- Is there a spirit of teamwork within the fire management program? Is there a spirit of teamwork within the park?
- Have the park leadership and superintendent attended fire leadership courses?
- Explain to me how the park implements operational leadership and a safe working culture?
- How are you developing future leaders in fire management?
- Please list any individual who you think we should interview.
- What questions do you have of me?

Program Leadership and Management – Park Level Reviews
For the Program Review you should have the following items available:

	<p>Tool List</p> <p>(Programs, reports, and paperwork available to aid in the review process)</p>
	<i>Regional policy memoranda, Standard Operating Procedures, protocols</i>
	<i>Fire review reports such as large fire cost reviews, escaped fire reports, etc.</i>
	<i>Incident Management Team close-out reports</i>
	<i>Past Program review reports</i>
	<p>Tool List</p> <p>(Reference Materials)</p>
	<i>NPS Director's Order #18 and RM 18</i>
	<i>Interagency Standards for Fire and Fire Aviation Operations (The Red Book)</i>
	<i>Review and Update of the 1995 Federal Wildland Fire Management Policy (2001)</i>
	<i>Guidance for Implementation of Federal Wildland Fire Management Policy (2009)</i>

Element Title: Operations, Safety and Health –Park Level Reviews**TEMPLATE #2**

Location:		Date:	
Respondent & Title:		Reviewed By:	

Introduction: This checklist and accompanying interview questions are used to evaluate the Wildland fire Operations, Fuels Management and Safety components of an NPS Fire Management Program at a park. The checklist elements include primary elements for Operations, Safety and Health in managing a successful fire management program.

Interview questions are provided as suggestions to guide a conversation with park staff to get a better portrayal of a park's wildland fire operations, fuels management, and safety programs.

The use of the provided interview questions and checklists is not mandatory and may be modified or substituted at the interviewer/reviewer's discretion, dependent on the parks complexity.

Directors Order #18 (DO), Reference Manual (RM) #18, Interagency Standards for Fire Operations (Redbook) addresses fire operations, prescribed fire and safety. Field trips to past wildfires, fuel treatment sites, as well as work locations will also be important to guarantee the review is robust.

Element/Activity	Reference	Code	Remark
<u>A. Operations-Preparedness (Readiness):</u>	RM-18 Chapter 5		
1. A Park Wildland Fire Management Plan (FMP) is current, implemented, and follows the agency template requirements. Review and update template is sent to Regional FMO.	RM-18 Chapter 2& 4 Redbook Chapter 3 & 9		
2. Park fire management team meets once a year to review fire and aviation program-goals, identify critical safety issues, and high risk situations. Risk assessments are completed.	Redbook Chapter 3		
3. Fire staff annually attends interagency fire meetings			

OPERATIONS, SAFETY AND HEALTH – PARK LEVEL REVIEWS

TEMPLATE #2

4. Preparedness plans are developed and distributed to park staff and dispatch offices. Plan includes staffing classes derived from the National Fire Danger Rating System (NFDRS). NFDRS plan completed annually. Preplanning includes: <ul style="list-style-type: none"> • Assembling geospatial data layers • Finalizing agreements prior to fire season • Cultivating cross boundary coordination • Developing smoke monitoring and managing protocols • Determining staffing availability • Engaging agency administrator involvement 	RM - 18 Chapter 5 Redbook Chapter 3 & 10		
5. Interagency and private land agreements/ and annual operating plans (AOP's) are accurate, current and reflective of the program needs and reviewed by solicitor and/or regional agreements coordinator.	RM-18 Chapter 2,3,7, &16 Redbook Chapter 3		
6. Duty Officer assigned throughout the fire season with clear direction and delegation of authority.	Redbook Chapter 3		
7. Pre-attack planning is current, accurate, and known.	RM-18 Chapter 5		
8. Daily communications on current and expected fire weather and behavior and selected fire danger indices via a variety of media (radio and electronic announcements, etc.) to reach the largest number of users requiring such information, and ensure recipients understand the meaning and significance of such announcements.	RM-18 Chapter 5		
9. Step-up plan is based on staffing classes derived from the National Fire Danger Rating System (NFDRS). . Step-up Plan is current, accurate, and appropriately used by unit staff.	RM-18 Chapter 5		
10. Severity criteria are identified, requests are complete, funding and resources are appropriate.	RM-18 Chapter 5 Redbook Chapter 3 & 10		
11. Large fire response planning: incident management team briefing package prepared and current, Pre-Attack Wildland Fire Decision Support System (WFDSS) data sets developed, draft delegation of authority developed.	RM-18 Chapter 2 Redbook Chapter 11		

OPERATIONS, SAFETY AND HEALTH – PARK LEVEL REVIEWS**TEMPLATE #2**

12. Maintain fully NWCG qualified personnel commensurate with the normal fire year management workload and supporting budget. Ensures sufficient qualified fire and non-fire personnel are available to support fire operations at a level commensurate with the local and national fire situations. Qualifications and certifications for FMO are administrated by RFMO.			
13. Modules (Fire, Helicopter, Hotshots, Fuels, and Engines) are organized and staffed per agency standards.			
14. Wildland fire refreshers are scheduled and documented	RM-18 Chapter 10 Redbook Chapter 13		
15. Medical standards are implemented and fitness capacity tests are current, managed according to standards, and documented.	Redbook Chapter 13		
16. Work Capacity Test (Pack tests) are completed annually and follow agency guidelines prior to initiating (i.e. Health Screen Questioner)	Redbook Chapter 13		
17. Cache of supplies and materials, and equipment sufficient to meet normal fire year requirements.	RM-18 Chapter 2		
18. Cache management: inventory standards developed and followed, equipment/supplies/PPE current and in working order.	RM-18 Chapter 5		
19. Delegations of Authority are completed and approved for park/area Fire Management Officers (FMO). Formal agreements written, roles understood for support to area parks/non-fire funded parks.	Redbook Chapter 3		
20. Agency Administrator has attended a Fire Management Leadership course.	RM-18 Chapter 10 Redbook Chapter 3		

OPERATIONS, SAFETY AND HEALTH – PARK LEVEL REVIEWS

TEMPLATE #2

Key Code: E = Exceeds M = Meets NI = Needs Improvement NR = Not Reviewed			
Element/Activity	Reference	Code	Remark
<u>B. Operations-Response to Wildland Fire</u>	RM-18 Chapter 2		
1. A decision process (WFDSS) is used to evaluate new starts that escape initial attack and assess ongoing wildland fires in the park. Unit-specific information is pre-loaded in decision making web-base.	RM-18 Chapter 2 Redbook Chapter 9		
2. Complexity analysis processes are known and completed.	RM-18 Chapter 2 & 3		
3. Qualified personnel are assigned to each position on every incident.	RM 18 Chapter 2 & 3 ; Interagency Prescribed Fire Policy Planning and Implementation Guide		
4. Provide incident management team objectives, written delegation of authority and Agency Administrator briefings to Incident Management Teams. Incident management team evaluation completed during transition.	RM-18 Chapter 2 & 3 Redbook Chapter 11		
5. Minimum Impact Suppression Tactics are identified in the FMP and are followed on all wildland fire incidents.	RM-18 Chapter 2		
6. Resource Advisors (READ) is available and utilized when necessary.	RM-18 Chapter 3		

OPERATIONS, SAFETY AND HEALTH – PARK LEVEL REVIEWS

TEMPLATE #2

Key Code: E = Exceeds M = Meets NI = Needs Improvement NR = Not Reviewed			
Element/Activity	Reference	Code	Remark
<u>C. OPERATIONS: POST FIRE MANAGEMENT</u>			
1. Fire response decisions are documented.	RM-18 Chapter 2 Redbook Chapter 9		
2. Determination of the cause of all wildland fires that occur on lands under its jurisdiction is completed.	RM-18 Chapter 6 Redbook Chapter 18		
3. Fire reviews are regularly conducted to agency standards for each incident.	RM-18 Chapter 7&17 Redbook Chapter 3&18		
4. Ensures timely follow-up actions to program reviews, fire preparedness reviews, fire and aviation safety reviews, fire critiques, and post season fire reviews	RM-18 Chapter 3 & 18		
5. For all unplanned human-caused fires where liability can be determined, ensures actions are initiated to cover cost of suppression activities, land rehabilitation and damages to the resource and improvements.	RM-18 Chapter 2 Redbook Chapter 3 & 11		
6. Agency Administrator provides management oversight of fire program. Personnel visits wildland and prescribed fires each year	Redbook Chapter 3		
7. When appropriate, Restoration and Rehabilitation is completed after fires. BAER included in FMP. (Note: BAER is further addressed in Template #6 Affiliated Programs)	RM- 18 Chapter 19 Redbook Chapter 11		

OPERATIONS, SAFETY AND HEALTH – PARK LEVEL REVIEWS

TEMPLATE #2

Key Code: E = Exceeds M = Meets NI = Needs Improvement NR = Not Reviewed			
Element/Activity	Reference	Code	Remark
<u>H. Safety and Health</u>	RM Chapter 3		
1. Firefighter and public safety is the first priority in every fire management activity	RM-18 Chapter 3 Redbook Chapter 3 & 7		
2. Risk assessment and management is performed on all fire operations	RM-18 Chapter 7 Redbook Chapter 3 & 7		
3. Arduous duty employees are provided with adequate physical fitness accommodations. (Time/ Equipment). Fitness plan developed for each firefighter			
4. All personnel are equipped and trained with appropriate PPE	Redbook Chapter 7 & 16		
5. Incident action plans are utilized and include S-215a addressing hazards and mitigations.	RM-18 Chapter 7		
6. Daily operational briefings, AAR's occur throughout fire season for all wildland fires.	RM -18 Chapter 3, 7 & 16		
7. Job hazard analysis documents are completed, available for use, and accurately represent primary program elements.	RM-18 Chapter 3 & 7 Redbook Chapter 3 & 7		
8. Personnel evaluations with attention to safety factors are completed after each wildland fire.	RM-18 Chapter 3		
9. Work/rest and length of assignment guidelines are followed during all fire and fire aviation activities. Deviations must be approved and documented	RM-18 Chapter 3 and 16		
10. General driving policy is followed for fire vehicles	Redbook Chapter 7		
11. Investigations on all wildland fire serious accidents and wildland fire non-serious accidents are investigated.	RM-18 Chapter 3		
12. For all accidents and near-miss incidents are reported into Safety Management Information System (SMIS) no later than six days after the accident or incident.	RM-18 Chapter 3		
13. Closures and restrictions adequate and timely and protocol established.	RM-18 Chapter 5 & 6		
14. Evacuation plans developed in a park-wide team setting, shared and understood.	RM-57 Redbook Chapter 3 & 13		

OPERATIONS, SAFETY AND HEALTH – PARK LEVEL REVIEWS

TEMPLATE #2

Key Code: E = Exceeds M = Meets NI = Needs Improvement NR = Not Reviewed			
Element/Activity	Reference	Code	Remark
I. Dispatch Coordination: Provide a dispatch system for fire management resources within and adjacent to the park.	RM-18, Chapter 5 Redbook Chapter 7		
1. Mobilization, ordering, statusing processes are in place, accurate and utilize current programs and technology, i.e., ROSS.			
2. Radio operations SOP's are established, hardware in place to support operations, i.e. log tape, etc.			
3. Flight following protocols established and utilized.			
4. Initial attack response plans updated annually.			
5. Frequency plans completed, reviewed annually and shared with staffs.	377 DM Redbook Chapter 15		
6. Center staffing appropriate for complexity of program; tier accurate and appropriate.			
7. Agreements completed and current for interagency dispatch operations and zone coordination.			
8. CAD systems updated and current with response plans; lightning data/programs appropriately utilized.			
9. Standards for intelligence and situation reporting are met.			
10. Weather information is collected and disseminated per SOP's; NFDRS, WIMS, and associated programs are utilized according to protocols and need.			
11. Ensure fire codes and incident number is assigned.			

Operations, Safety and Health Interview Questions

GENERAL INTERVIEW QUESTIONS

- Do you feel your people are qualified to perform the job?
- Are you comfortable that safe operations are occurring during fire operations?
- How well do the components of Fire Program function together as a team?
- Is funding going to the right program areas for the right reasons?
- Do you feel you have adequate equipment and facilities to meet your needs?
- What kind of support do you receive from the regional office?
- Do you know of any cost efficiencies in managing the fire program?
- What are your interagency relationships?
- Information sharing – what are you doing and why are you doing it?
- Do you understand the WFDSS process? Have there been any problems using decision support tools and / or centers?
- Are there proper management controls in place for the fire program?
- What can you do to help?

OPERATIONS

- Can you articulate the preparedness components of your fire management plan?
 - o Preseason risk analysis, step-up plan, severity criteria, pre-attack plan
 - o Interagency agreements and operating plans
 - o Closures and restrictions
- How efficient is your process for implementing the medical standards program, annual refreshers and work capacity testing?
 - o Is it available to all park employees who participate in wildland fire activities?
 - o Do you feel direction from national and regional offices is clear and useful (e.g. Annual Letter to Leadership)?
- In your opinion, how would you describe your readiness for wildland fire response?
 - o Adequate, qualified and trained staff
 - o Equipment capability and condition
 - o Fire cache
 - o Duty Officer
 - o Initial responders understanding of park specific wildfire strategies (e.g. protection, resource benefit)?
- How would you describe your dispatch capability?
 - o Communication equipment; capability and condition
 - o Resource status, mobilization and ordering
 - o SOP's, frequency plans, intelligence and situation reporting, fire weather
 - o Data collection and management (WIFMI, WIIMS)

HEALTH AND SAFETY

- Does your park have a formalized risk management program in place (e.g. operational leadership, high reliability organization)?
- In your opinion, does your organization see safety as a task or a part of your organizational culture?

OPERATIONS, SAFETY AND HEALTH – PARK LEVEL REVIEWS

TEMPLATE #2

- In what areas do your greatest safety concerns exist (e.g. driving, fire response, chainsaw operations)?
- How would you rate your _____ (park, module, division) safety performance?
- Do you and your employees have a clear understanding and ready access to safety policy and guidelines (e.g. RM 50b, RM 18, Interagency Standards for Fire and Aviation Operations, IRPG)?
- In your opinion, do you have adequate resources for developing and presenting training to improve safety?
- In your opinion, do you have adequate opportunities to attend training that will improve your skills and make operations safer?
- Is physical fitness valued in your organization?

OPERATIONS, SAFETY AND HEALTH – PARK LEVEL REVIEWS

TEMPLATE #2

Operation: Operations		Date:
Objective(s):		
Supervision	Circle the number as appropriate	
Supervisor has perfect knowledge about the mission, personnel, capabilities and limitations, and is able to apply the appropriate control to minimize risk. Presence or accessibility of leadership/supervision for all teams and personnel. Clear chain of command.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	Supervisor has little knowledge about the mission, personnel, capabilities and limitations, and lacks skill, knowledge or ability to apply the appropriate control to minimize risk. There is no presence or accessibility of leadership/supervision for all teams and personnel. No clear chain of command.
Work Planning and Standard Operating Plans		
There is a well-designed work plan and SOP's that are reviewed and revised as needed to meet demands and to account for adaptation.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	There are no work plans or SOP's or they don't address many current adaptations made in response of demands for efficiency. Time constraints have a strong effect on ability to plan.
Contingency Resources		
Contingency resources and back-up plans have been identified and are available. Duty Officers are assigned.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	Contingency resources and back-up plans have not been identified and are not available. Duty Officers are not assigned.
Communication		
Interpersonal communications are clear and there is a high level of trust in the organization. Adequate personnel and technology are available to relay information accurately to those who make the decisions	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	There is low trust in the organization or the personnel/communication is unreliable based on the expected needs.
Team		
There is a high level of team competency and level of individual training & experience. There is cohesiveness and an atmosphere that values input/self-critique. There is a high level of team morale. High level of overall physical fitness and health.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	Low level of team competency. Lack of individual training & experience. No team cohesiveness and atmosphere that values input/self-critique. Low level of overall physical fitness and health. Lack of team morale. Team members with major life distractions.
	Total:	
Benefit Statement		
Operation Approved by: _____ Title: _____ Date: _____		
GREEN ZONE (1-17)	AMBER ZONE (18-33)	RED ZONE (34-50)

OPERATIONS, SAFETY AND HEALTH – PARK LEVEL REVIEWS TEMPLATE #2

For the Program Review you will need to have the following items available for review.

	Tool List (Programs, reports, and paperwork available to aid in the review process)
	<i>IQCS records and red card data</i>
	<i>Fire records</i>
	<i>Fire review reports such as large fire cost reviews, escaped fire reports, etc.</i>
	<i>Incident Management Team close-out reports</i>
	<i>Standard Operating Procedures</i>
	<i>Program review reports</i>
	<i>Interpark agreements, interagency agreements and annual operating plans</i>
	<i>Regional policy memoranda related to operations</i>
	<i>Client Access System (CAS) records for personnel performing wildland fire positions requiring an arduous fitness level.</i>
	<i>Work Capacity Test records</i>
	<i>Any Injury/accident claims on file in last two seasons</i>
	<i>Any JHA completed for this program</i>
	<i>Fire Management Plan and/or NEPA Compliance documents</i>
	<i>5-year or multi-year project plans</i>
	Tool List (Reference Materials)
	<i>RM 18</i>
	<i>Interagency Standards for Fire and Fire Aviation Operations (The Red Book)</i>
	<i>Interagency Incident Business Management Handbook</i>

ELEMENT TITLE: Fuels – Park Level Reviews**TEMPLATE #3**

Location:		Date:	
Respondent & Title:		Reviewed By:	
Introduction:			
Key Code: E = Exceeds M = Meets NI = Needs Improvement I = Issues NR = Not Reviewed			
Element/Activity	Reference	Code	Remark
A. FUELS PROGRAM MANAGEMENT			
1. Develops the fuels program of work <ul style="list-style-type: none"> ○ Park has a satisfactory 5-year fuels project plan that prioritizes projects based on hazards, risks to communities and resources, human and resource values, and collaborative efforts with other local/state/federal agencies to determine which projects will be implemented. ○ Follows procedures and meets timelines in NPS Wildland Fire & Aviation Annual Financial Management Guide. ○ Projects are tiered to the FMP or have separate NEPA compliance completed. ○ Priorities for treatment & activity funding align with NPS/DOI priorities. ○ Park management is engaged in the fuel analysis, selection and treatment process. Collaboration and coordination with other park divisions on fuels projects is occurring and constructive. 	RM 18 Ch. 7; and NPS Wildland Fire & Aviation Annual Financial Management Guide		
2. Community Collaboration <ul style="list-style-type: none"> ○ Park has identified “Communities-at-Risk” and “Communities-of-Interest.” ○ Collaboration with adjacent landowners and communities is occurring. ○ Agreements prepared for treatments crossing over boundary into adjacent agency or private property. 	Interagency Prescribed Fire Planning and Implementation Procedures Guide and RM 18 Ch. 7		

ELEMENT TITLE: Fuels – Park Level Reviews**TEMPLATE #3**

<p>3. Prescribed Fire</p> <ul style="list-style-type: none">○ Prescribed fire plans meet RM-18 Chapter 10 standards○ The prescribed fire objectives in prescribed fire plans (burn plans) are consistent with those in FMP and Monitoring Plan.○ Complexity ratings adequately portray environment surrounding the prescribed fire projects.○ Smoke management plans are required and realistic.○ Staffing for prescribed burns is adequate with sufficient qualifications. Adequate holding resources are specified in the prescribed fire plans.○ Incident action plans are utilized and include S-215a addressing hazards and mitigations.○ Go/No Go checklists are completed and signed.○ Burn bosses prepare a post-fire report.○ Technical reviews are completed for all prescribed burn plans○ Resource Advisors (READs) are available and utilized when necessary.○ Field check on recent RX burns is satisfactory.○ AAR's are conducted after each operational period.	<p>Interagency Prescribed Fire Planning and Implementation Procedures Guide and RM 18 Ch. 7</p>		
<p>4. Non-fire Treatments</p> <ul style="list-style-type: none">○ All non-fire treatment plans meet RM-18 standards○ Mechanical treatment objectives are clearly identified, and quantitative.○ COTR assigned to each non-fire treatment contract.○ Mechanically-treated areas are on a maintenance schedule.○ Non-fire treatments are being monitored and results analyzed.○ Adverse effects of mechanical treatments are being mitigated.	<p>RM 18 Ch. 7</p>		

ELEMENT TITLE: Fuels – Park Level Reviews**TEMPLATE #3**

5. Accomplishments <ul style="list-style-type: none">○ Treatments are achieving objectives.○ Project files are organized and complete.○ Prescribed fire accomplishments are reported in NFPORS and WFMI. NFPORS inputs are timely and accurate. NFPORS accomplishment reports are completed by the 23rd of every month and at the end of the fiscal year.○ Park is completing at least an average of 80% of target acres for last three years.○ Park is properly expending allocated funds to meet target acres. Carryover at end of FY is reported to the regional office and returned.○ Costs per acre for expensive treatments have justifications.○ Procedures exist that incorporate monitoring results to guide future fuels management actions (Adaptive Management).	NPS Wildland Fire & Aviation Annual Financial Management Guide		
6. Cluster parks are receiving adequate attention. <ul style="list-style-type: none">○ Responsive and attempts to meet requests of parks, especially non-fire funded parks.○ Assists parks with shared resources, contracts and agreements.	RM 18 Ch. 7		
7. Coordinating with ecologists and resource managers: <ul style="list-style-type: none">○ Works cooperatively with environmental specialists to prevent unwanted, unforeseen negative impacts from fuels treatments.○ Assists parks with contacts at regional/national level.○ Stays informed on air quality issues and individual state regulations concerning air quality within region.○ Encourages incorporation of ecological information into programmatic and project level goals and objectives.	RM 18 Ch. 7 and RM 18 Ch. 8		

ELEMENT TITLE: Fuels – Park Level Reviews**TEMPLATE #3**

8. Staffing <ul style="list-style-type: none">○ Staff size and budget is adequate for workload.○ Collateral duties are reasonable and appropriate and do not exceed more than 20% of Fuels Management Specialists' time.○ Makes recommendations to Regional FMO to maximize efficiency of fuels-funded positions/locations.○ Staff receives adequate training and developmental opportunities.○ Process exists for development of annual work plan/schedule	RM 18 Ch. 7 and NPS Wildland Fire & Aviation Annual Financial Management Guide (found in Position Management Section)		
---	---	--	--

ELEMENT TITLE: Fuels – Park Level Reviews

TEMPLATE #3

Operation: Fuels Management Program		Date:
Objective(s):		
Fuels Management Program	Circle the number as appropriate	
A program is in place to perform the mission of the fuels management program. Objectives are defined. The program lead has perfect knowledge about the mission, personnel, capabilities and limitations, and is able to achieve program objectives.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	A program is not in place to perform the mission of the fuels management program. Objectives are not defined. The program lead has little knowledge about the mission, personnel, capabilities and limitations, and lacks skill, knowledge or ability to achieve program objectives.
Work Planning and Standard Operating Plans		
There is a well-designed work plan and SOP's that are reviewed and revised as needed to meet demands and to account for adaptation.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	There are no work plans or SOP's or they don't address many current adaptations made in response of demands for efficiency. Time constraints have a strong effect on ability to plan.
Communication		
Interpersonal communications are clear and there is a high level of trust in the organization. Adequate personnel and technology are available to relay information accurately to those who make the decisions	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	There is low trust in the organization or the personnel/communication is unreliable based on the expected needs.
Team		
There is a high level of team competency and level of individual training & experience. There is cohesiveness and an atmosphere that values input/self-critique. There is a high level of team morale.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	Low level of team competency. Lack of individual training & experience. No team cohesiveness and atmosphere that values input/self-critique. Lack of team morale. Team members with major life distractions.
	Total:	
Benefit Statement		
Operation Approved by: _____ Title: _____ Date: _____		
GREEN ZONE (1-14)	AMBER ZONE (15-27)	RED ZONE (28-40)

ELEMENT TITLE: Fuels – Park Level Reviews
TEMPLATE #3
FUELS MANAGEMENT INTERVIEW QUESTIONS

GENERAL QUESTIONS

- Is funding going to the right program areas for the right reasons? Are we treating the right acres? What are you doing and why are you doing it?
- Do you feel you have adequate equipment and facilities to meet your needs?
- Do you feel your people are qualified to perform the job?
- Are you comfortable that safe operations are occurring during prescribed burn operations?
- What specific issues or problems do you have with the fuels/ecology program? What solutions?
- Are park staffs in agreement regarding the appropriateness of fuels treatments?
- What kind of review process is in place for prescribed burn plans?
- What kind of support do you receive from the regional office?
- Do you know of any cost efficiencies in managing the fuels management program?
- What are your interagency relationships?
- How well do the components of Fire Program function together as a team?
- Is the park aware of who is their regional fuels/ecology leads?
- Are line officers actively involved in the fuels/ecology program and is the program a priority?
- What can you do to help?
- What can we do to help?

FUELS PROGRAM MANAGEMENT

- Are you familiar with the national process(s) by which fuels program dollars are allocated (e.g. PDS, EMDS/HFPAS, NFPORS, and FPA)?
- Is the direction/process for coordination on hazardous fuels/ecology projects prioritizations clear?
- Do you understand the NFPORS process? Is the park aware of national guidance to have preliminary out-year projects entered into NFPORS by March 15 of each year and final verification forms signed by mid-May? Do you have out-year projects entered into NFPORS (3 years minimum)?
- Are you familiar with your fuels management 5-year program of work?
- Are you successful at meeting annual targets as determined by your annual program of work and 5-year plan?
- Are your planned and accomplished projects mapped geospatially and readily accessible?
- Are there adequate skills available to plan and implement your program (e.g. RXB1 or 2, Forester)?
- Do employees receive adequate training? Do they have development plans?
- If there are other parks in the fire management cluster, or shared fire resources (fire

ELEMENT TITLE: Fuels – Park Level Reviews

TEMPLATE #3

use modules), what steps are taken to ensure that the resources are adequately shared?

- Inter-park agreement? Annual work plans?
- Do cluster parks feel they are getting the support they need? If there are other parks in fire management clusters, or shared fire resources (fire modules), what steps are taken to ensure that the resources are adequately shared? Inter-park agreements? Annual work plans?
- Do you consider your program a combined fuels/ecology program or do fuels and ecology function somewhat independently? That is, how well integrated are the fuels and ecology programs?
- How well integrated is the Fuels/Ecology Program in the other staff areas? Is the fuels program perceived as a resource program, a fire program or both? How important is the fuels/ecology program in the overall program of work?
- Is smoke management an issue for accomplishing your fuels program? Do you have a solution to this problem?
- How would you describe your relationship with local air district (s)?
- Is there a formal process for burners and air districts to discuss smoke management prior to ignition and during active burning?
- Are monitoring results an adaptive management tool utilized to improve both mechanical and prescribed fire prescriptions?
- Is monitoring data readily available for utilization in prescriptions?
- What are you doing to help accomplish the 50% contracting goal?
- Does your fuels program have a collaborative component with partners (e.g. states, local fire district, Nature Conservancy) and/or adjacent landowners? Any anticipated problems with other partners in FPU's regarding fuels activities?

FUNDING

- How do you track activity and project costs?
- Is this information used in NFORS inputs?
- What is your program management dollar to project dollar ratio?
- Approximately what was the average planned cost per acre of treatments in prior FY and current FY by the following categories?

CATEGORY	PRIOR FY		CURRENT FY	
	Mechanical	RX Fire	Mechanical	RX Fire
For projects within the Wildland Urban Interface areas				
For projects outside the Wildland Urban Interface areas				

ELEMENT TITLE: Fuels – Park Level Reviews

TEMPLATE #3

- Do parks use a prioritization process based on hazards, risks to communities and resources, human and resource values, and collaborative efforts with other local/state/Federal agencies to determine which projects will be funded? If you use a prioritization process but with different factors, what are they?
- Who (Local collaborators, Superintendent, Program Managers, FMO, Fire Ecologist, etc.) are involved in the project prioritization process?
- What percentage of the fuels/ecology budget is allocated to overhead? What positions does the fuels/ecology program support?

ELEMENT TITLE: Fuels – Park Level Reviews

TEMPLATE #3

For the Program Review you will need to have the following items available for review.

	Tool List (Programs, reports and paperwork available to aid in the review process)
	<i>Prescribe fire burn plans</i>
	<i>Project review reports and project files</i>
	<i>Escaped fire review reports</i>
	<i>Accomplishment reports</i>
	<i>NFPORS data, documentation, and accomplishment reports</i>
	<i>Financial data by project</i>
	<i>Regional policy memoranda</i>
	<i>Standard operating procedures</i>
	<i>Five-year or multi-year project plans</i>
	Tool List (Reference Materials)
	<i>RM 18</i>
	<i>Interagency Standards for Fire and Fire Aviation Operations (The Red Book)</i>
	<i>Interagency Prescribed Fire Planning and Implementation Procedures Guide</i>
	<i>NPS Wildland Fire & Aviation Annual Financial Management Guide</i>

ELEMENT TITLE: Fire Ecology and Fire Effects – Park Level Reviews

TEMPLATE #4

Introduction: This checklist and accompanying interview questions are used to evaluate the fire ecology and fire effects monitoring components of a NPS fire program at a park or network level. Interview questions are provided as suggestions to guide a conversation with park staff to get a better portrayal of a park's fire ecology program. The use of the provided interview questions is not mandatory, and may be modified or substituted at the reviewer's discretion. Communicating with staff at all levels of a park is important to get a complete picture of a program. Field trips to treatment and activity sites, as well as work locations will also be important to guarantee the review is robust.

Location:		Date:	
Respondent & Title:		Reviewed By:	
Key Code: E = Exceeds M = Meets NI = Needs Improvement NR = Not Reviewed			
Element/Activity	Code	Remarks	
A. Staffing: Support land management decisions and practices with science-based expertise Reference: RM 18, Ch. 8, Section 2.3			
1. Staff size and budget is adequate for workload.			
2. Staff receives adequate training, developmental opportunities and has Individual Development Plans.			
3. Adequate office space, equipment, and vehicles are provided for fire ecologist and monitoring crew.			
4. Process exists for development of annual work plan/schedule for fire ecology and fire effects staff.			
B. Planning and Adaptive Management: Articulate ecologically sound objectives to strengthen and facilitate the land management planning process. Utilize fire ecology information for adaptive management Reference: RM 18, Ch. 8, Section 2.3			
1. Fire ecologist provides input to Fire Management Plans, fuels project plans, and WFDSS implementation.			
2. Monitoring plan exists, or contained in other documents.			
3. The fire ecologist and lead monitor are meeting regularly with fire and resource managers to evaluate treatments and plan future treatments.			
4. Prescribed fire and mechanical treatment objectives are clearly identified, and quantitative.			

ELEMENT TITLE: Fire Ecology and Fire Effects – Park Level Reviews**TEMPLATE #4**

5. A process exists to use monitoring and research results to guide management decisions and direction.		
C. Monitoring: Collect, analyze, report, and interpret fire effects data for managers Reference: RM 18, Ch. 8, Section 2.3		
1. Monitoring type objectives are viable and measurable.		
2. Fire effects data are analyzed and summarized.		
3. Information from monitoring data and analysis is used to guide management decisions and direction.		
4. Monitoring is done on an appropriate number of prescribed fire and non-fire treatments at an acceptable frequency.		
5. Burn severity mapping is conducted and utilized.		
6. Quality control is in place for fire effects data collection, entry and management (e.g., plant species identified correctly and archived properly, slides and photos are labeled and stored properly, fire effects files are orderly).		
7. Monitoring plots installed according to protocols.		
8. Metadata are completed for all monitoring databases.		
D. Research: Identify critical fire research that will support park management decisions. Integrate fire research into park management plans. Communicate research needs and share research results with park staff and cooperators Reference: RM 18, Ch. 18, Section 2.3		
1. Fire research needs are documented in FMP or other appropriate document.		
2. Effort is being made to support fire management research needs (e.g., pursuing funding for priority research needs).		
3. Research efforts are coordinated with other park programs and cooperators.		
4. Research results are shared with other park programs and cooperators.		

ELEMENT TITLE: Fire Ecology and Fire Effects – Park Level Reviews**TEMPLATE #4**

E. Communication and Coordination: Facilitate communication and coordination between the park-level wildland fire and resource management programs. Complete NFPORS monitoring request entries Reference: RM 18, Ch. 8, Section 2.3		
1. Fire effects monitoring is coordinated with other park monitoring efforts, i.e., Inventory & Monitoring (I&M); Exotic Plants Monitoring, etc.		
2. Fire ecologist and fire effects monitors network with other park and interagency monitoring efforts (e.g. do they share monitoring resources?).		
3. Monitoring data are presented to fire management and park staff, public, and/or scientific community through regular meeting, presentations, web sites, publications.		
4. Annual report is produced and distributed to park managers.		
5. Resource Advisors (READ) is available and utilized as necessary for fuels projects and wildfires.		
6. Network parks are receiving adequate attention and resources are adequately shared.		
7. NFPORS inputs are timely and accurate.		
8. Fire ecologist and/or fire effects monitors support BAER activities.		

ELEMENT TITLE: Fire Ecology and Fire Effects – Park Level Reviews **TEMPLATE #4**

Operation: Fire Ecology and Fire Effects Program		Date:
Objective(s):		
Fire Ecology and Fire Effects Program	Circle the number as appropriate	
A program is in place to perform the mission of the fire ecology program. Objectives are defined. The program lead has perfect knowledge about the mission, personnel, capabilities and limitations, and is able to achieve program objectives.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	A program is not in place to perform the mission of the fire ecology program. Objectives are not defined. The program lead has little knowledge about the mission, personnel, capabilities and limitations, and lacks skill, knowledge or ability to achieve program objectives.
Work Planning and Standard Operating Plans		
There is a well-designed work plan and SOP's that are reviewed and revised as needed to meet demands and to account for adaptation.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	There are no work plans or SOP's or they don't address many current adaptations made in response of demands for efficiency. Time constraints have a strong effect on ability to plan.
Communication		
Interpersonal communications are clear and there is a high level of trust in the organization. Adequate personnel and technology are available to relay information accurately to those who make the decisions	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	There is low trust in the organization or the personnel/communication is unreliable based on the expected needs.
Team		
There is a high level of team competency and level of individual training & experience. There is cohesiveness and an atmosphere that values input/self-critique. There is a high level of team morale.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	Low level of team competency. Lack of individual training & experience. No team cohesiveness and atmosphere that values input/self-critique. Lack of team morale. Team members with major life distractions.
	Total:	
Benefit Statement		
Operation Approved by: _____ Title: _____ Date: _____		
GREEN ZONE (1-14)	AMBER ZONE (15-27)	RED ZONE (28-40)

ELEMENT TITLE: Fire Ecology and Fire Effects – Park Level Reviews

TEMPLATE #4

Potential Fire Ecology Interview Questions

A. Staffing

1. How many permanent and seasonal staff does the fire ecology program have? Do you rely on other fire or resource management staff to help with monitoring?
2. Do employees receive adequate training and career development opportunities? Do they have development plans?
3. What roles to fire ecology staff play in wildland fires: monitors, resource advisors, FFT2's, BAER team member, GIS specialist, FEMO, etc?
4. Has the fire ecologist reviewed RM 18-chapter 8 and 18? Does chapter 8 provide adequate policy direction for monitoring of wildland fires, fire effects, and fuels treatments and guidance relating to adaptive management and general programmatic requirements for the Fire Ecology Program?
5. Does fire ecology staff assist with wildfires? If yes, is base eight charged to the wildfire account? If any monitoring (e.g., CBI, rapid assessment etc) of wildfire effects occurs, base eight can be charged to the wildfire account up to 1 year post burn.

B. Planning and Adaptive Management

1. Has the park developed and used the following in their management planning:
 - a. Reference Conditions
 - b. Desired Future Conditions
 - c. Ecological Models
 - d. The most recent pertinent research
 - e. Risk Assessment
 - f. Successional Modeling
 - g. Monitoring Data
 - h. Fire Regime Condition Class
2. How important is both the fire ecology program and the fuels program in the Park's overall program of work?
3. Does ecologist have input into FMP, Prescribed Fire Plans, WFDSS, and Long Term Fuels Treatment Plan?
4. Is the fire ecologist working with the fuels specialist and other fire and resource management staff to implement adaptive management?
5. How well integrated are the park fuels and fire ecology programs? Do you consider fire ecology as part of the fuels or do fuels and ecology function somewhat independently? How well integrated is the ecology in the other areas of the fire management program?
6. How is the current emphasis on WUI changing your fuels and fire ecology programs?
7. What major issues does the fire ecology program face (e.g., lack of fire effects monitoring resources)?
8. What major issues does the fuels program face (e.g., smoke management)?
9. Does your Park use a prioritization process based on hazards, risks to communities and

ELEMENT TITLE: Fire Ecology and Fire Effects – Park Level Reviews

TEMPLATE #4

resources, human and resource values, and collaborative efforts with other local/state/Federal agencies to determine which fuels projects will be funded? If a prioritization process is used, but with different factors, what are they? Is there a process for prioritizing monitoring projects?

10. Who (Local collaborators, Superintendent, Program Managers, FMO, Fire Ecologist, etc) is involved in the project prioritization process?
11. Is park staff in agreement regarding the appropriateness of fuels treatments?
12. What specific issues or problems do you have with the fire ecology program or fuels program? What are the solutions?
13. Is the fuels program perceived as a resource management program, a fire management program or both?
14. Does the park do mechanical treatments and, if yes, are there any impediments to implementing them?
15. Are you aware of HFPAS and how it will impact both the fuels program and fire ecology program? How are these changes impacting short and long term monitoring?

C. Monitoring

1. Is park, community, and/or project level monitor plans used? Have they been kept current? What type of support do you need to complete and maintain these plans?
2. Are monitoring data being analyzed? Are objectives being achieved? What actions are being taken based on monitoring results?
3. Is there a defined procedure outlined in the Monitoring Plan or Fire Management Plan that documents how results will be used to influence future management actions?
4. Are mechanical treatments being monitored?
5. Do you monitor fire effects of wildfires? If yes, what protocols do you use (e.g., CBI, rapid assessment)?
6. Are monitoring type descriptions, objectives and protocols documented?
7. Are there clear, appropriate, quantitative short-term and long term objectives?
8. Has the sampling design been customized (pilot sampling) to meet the park's needs? Are modifications in methodology well-documented?
9. Are rapid assessment plots being used to monitor wildfires or prescribed fires?
10. Are control plots necessary or utilized?
11. Is any type of short-term monitoring being conducted?
12. Is all your data entered in to a database? Do you use FFI? What other databases or spreadsheets are used to store monitoring data?
13. Have all your data entered into a database and been quality checked?

D. Research

1. To what extent is fire research being conducted in the park?
2. What is the unit(s) fire Research needs? Have these needs been identified in the FMP?
3. Has the unit(s) been a part of any Joint Fire Science projects?
4. Has the unit submitted Fuels Reserve Research Request(s)? Did the submitted request(s) meet a research need identified in the FMP?

ELEMENT TITLE: Fire Ecology and Fire Effects – Park Level Reviews
TEMPLATE #4

5. Have there been any problems implementing or supporting JFSP projects, Fuels Reserve Research Requests, or other fire related research?
6. Are the researchers presenting final results to park managers and provide the park with copies of the collected data at the completion of the project.

E. Communication and Coordination

1. Is the rest of the fire staff aware of what monitors and the ecologist are doing and why?
2. Are the fire ecologist and lead monitor taking the time to communicate with both fire and non-fire staff the results of their monitoring efforts? The communication can be informal or through regular meetings.
3. Are monitoring data presented to fire management staff, parks, public, and/or scientific community through regular meetings, presentations, and web sites, publications?
4. Do you have any issues with the end of year report or the Fire Ecology Program spreadsheet? Do you find them useful?
5. If there are other parks in the fire ecology network, what steps are taken to ensure that the resources are adequately shared and coordinated? Inter-park agreement? Annual work plans? Do network parks feel they are getting the support they need?
6. Are there opportunities to coordinate monitoring with I&M networks or interagency partners? Any sharing of monitoring resources with other partners in your FPU?
7. Do resource managers (natural and cultural) communicate regularly with fire ecologist and lead monitor?
8. Does fire ecology staff know who their national/regional fire ecology and fuels program leads are?
9. Has the unit developed ecological After Action Reviews (AAR) or something similar as a means to discuss monitoring results or trends and management activities following the completion of a project or projects?
10. Any difficulties associated with NFPORS? What process do you use to request supplemental travel funding for fire effects monitoring? Do you put these requests in NFPORS?
11. Has the park(s) had any BAER activities in recent years? What is the fire ecology program's role in BAER? Is there any monitoring of treatment effectiveness for BAER projects? Who assists in developing BAER plans? Do you know who your regional BAER coordinator is?

ELEMENT TITLE: Fire Ecology and Fire Effects – Park Level Reviews
TEMPLATE #4

For the Program Review you should have the following items available:

	<p>Tool List (Programs, reports and paperwork available to aid in the review process)</p>
	<i>Fire Ecology Annual Reports</i>
	<i>Fire Effects files, project review reports and project files</i>
	<i>5-year or multi-year project plan FMP and/or NEPA Compliance documents files</i>
	<i>Monitoring Plan(s)</i>
	<i>FMH-4s</i>
	<p>Tool List (Reference Materials)</p>
	<i>RM 18</i>

Element Title: Wildland Fire Planning – Park Review

TEMPLATE #5

Introduction: This checklist and accompanying interview questions are used to evaluate the wildland fire planning components of an NPS Fire Program at a park.

Interview questions are provided as suggestions to guide a conversation with park staff to get a better portrayal of a park's fire planning status, needs, and issues. The use of the provided interview questions is not mandatory, and may be modified or substituted at the interviewer/reviewer's discretion. Communicating with staff at all levels of a park is important to get a complete picture of a program. Field trips to treatment and activity sites, as well as work locations will also be important to guarantee the review is robust.

Additional References: NPS Management Policies (2006), Chapter 4.5; Directors Orders 18 - Wildland Fire Management, Chapter 4.1 and 5.1.H Planning; Reference Manual 18, Chapter 4, Fire Management Plans.

Location:		Date:	
Respondent & Title:		Reviewed By:	
Key Code: E = Exceeds M = Meets NI = Needs Improvement NR = Not Reviewed			
Element/Activity	Reference	Code	Remark
1. Strategic plans and work plans are developed to provide vision and objectives for the fire management program.	2006 NPS Management Policies Section 2.1.4		
2. General Management Plan/Resource Management Plan/Resource Stewardship Strategy: - Wildland fire goals, objectives and overall strategies are included in, and supported by, higher level planning documents.	NPS Management Policies Section 2.2 and Red Book Ch. 9		
3. Park fire management staff is involved in other park planning efforts.	NPS Management Policies Section 2.3.1.3		
4. Fire Management Plan (FMP) exists and is current.	DO 18 Ch. 4.1 and 5.1		
5. The FMP adequately incorporates and supports direction contained in higher level park planning documents.	DO 18 and Red Book Ch. 9		
6. The individual/position responsible for writing, reviewing and updating the FMP is known by key park staff	RM 18 Ch. 4		
7. The FMP defines clear and appropriate fire management objectives sufficient for evaluating fire program performance	RM 18 Ch. 4		
8. NEPA, Section 106, NHPA documents are complete and accurately reflect FMP proposed actions.	RM 18 Ch. 4 Sec. 4		

Wildland Fire Planning – Park Review

TEMPLATE #5

9. The FMP and associated NEPA documentation adequately address Wilderness Minimum Requirements.	DO 18 Ch. 4.2		
10. The FMP and associated compliance documents have been reviewed against 2009 Policy Implementation guidance. Documentation of the FMP review is complete and accurate.	2009 Guidance for Implementation of Federal Wildland Fire Management Policy		
11. Requirements and commitments for resource protection and/or mitigation contained in the FMP and associated compliance is incorporated into operational decisions and actions.	RM 18 Ch. 4 Sec. 3		
12. Annual FMP reviews have been completed and documented.	RM 18 Ch. 4 Sec. 5		
13. The FMP has been through a major revision or review within the past five years.	RM 18 Ch. 4 Sec. 5		
14. Annual and five year reviews have included appropriate internal stakeholders (e.g. rangers, maintenance, natural resources, cultural resources, science, interpretation, etc.).	RM 18 Ch. 4 Sec. 5		
15. The most recent five year review or major FMP revision has included appropriate external stakeholders (interagency cooperators, regional office, air districts, researchers, etc.) in addition to key internal stakeholders.	RM 18 Ch. 4 Sec. 5		
16. The FMP contains a current 5-year fuels plan (only applicable if fuels management are proposed)	RM 18 Ch. 4 Sec. 3		
17. The process for determining fuel project selection and prioritization is clear and logical (only applicable if fuels management is proposed).	RM 18 Ch. 7		
18. Fire Program Analysis (FPA): <ul style="list-style-type: none"> FPU Charter is in place. All required data to support FPA is available and up-to-date. Park lead/contact identified. Park Superintendent is aware of and appropriately engaged in FPA? Key staff are adequately trained Submissions are timely and meet FPA requirements. 	www.fpa.nifc.gov		

Wildland Fire Planning – Park Review

TEMPLATE #5

19. FMP information required for WFDSS is in an easily accessible format and is annually updated in WFDSS. <ul style="list-style-type: none">• Objectives• Constraints• Restrictions• Values to be protected	RM 18 Ch. 2		
---	-------------	--	--

List of potential interviewees:

- Chief of Natural Resources
- Chief of Cultural Resources
- Park Environmental Compliance Specialist
- Chief Ranger
- Air Quality Specialist
- Wilderness Coordinator
- Interagency Cooperators
- Fuels Specialist

List of potential discussion questions:

- To what extent do park fire managers participate in other park planning activities (e.g. wilderness, GMP, RSS, etc.)?
- Do the higher level park planning documents contain adequate information to inform the FMP?
- Are the 1 and 5 year periodic reviews of the Fire Management Plan and program useful?
- To what extent are the FMP and associated compliance documents used for annual planning and operational guidance?
 - What would make those documents more useful?
- Are other park operations and disciplines well integrated into the FMP development and implementation?
 - How could this be improved?
- Does the park get adequate support and guidance from regional fire management staff regarding fire management planning and compliance?
 - How could this be improved?

Operation: Wildland Fire Planning		Date:
Objective(s):		
Planning	Circle the number as appropriate	
The park with vegetation capable of burning has prepared a fire management plan.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	The park with vegetation capable of burning has not prepared a fire management plan.
Regional office has assisted the park in the review and approval of fire management plan and associated environmental compliance documents following national guidelines for fire management planning.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	Regional office does not assist the park in the review and approval of the fire management plan and associated environmental compliance documents. The plan does not follow national guidelines for fire management planning.
Fire Management Plan: <ul style="list-style-type: none"> Respond to the park's natural and cultural resource objectives. Provide for safety considerations for park visitors, employees, and developed facilities. Address potential impacts on public and private neighbors and their property adjacent to the park; and protect public health and safety. 	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	Fire Management Plan does not: <ul style="list-style-type: none"> Respond to the park's natural and cultural resource objectives. Provide for safety considerations for park visitors, employees, and developed facilities. Address potential impacts on public and private neighbors and their property adjacent to the park; and protects public health and safety.
The park annually reviews and updates the fire management plan to ensure consistency with NPS policy, federal wildland fire management policy and federal environmental regulations.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	The park does not annually review and update the fire management plan to ensure consistency with NPS policy, federal wildland fire management policy and federal environmental regulations.
Oversight and Supervision		
Planning coordinator is well-informed about the fire management planning process and requirements.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	Planning coordinator is not well-informed about the fire management planning process and requirements.
Communication		
Interpersonal communications are clear and there is a high level of trust. Adequate personnel and technology are available to relay information accurately to those who make the decisions.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	Interpersonal communications are not clear and there is not a high level of trust. Adequate personnel and technology are not available to relay information accurately to those who make the decisions.
	Total:	
Benefit Statement		
Operation Approved by: _____ Title: _____ Date: _____		
GREEN ZONE (1-20)	AMBER ZONE (21-40)	RED ZONE (41-60)

For the Program Review you should have the following items available:

	Tool List (Programs, reports and paperwork available to aid in the review process)
	<i>FPU Charters</i>
	<i>Fire Management Plan</i>
	<i>Fire Management Plan Approval Memorandums, Signature Pages, and Checklists</i>
	<i>Fire Management Plan Updates</i>
	<i>NEPA Compliance Documents</i>
	<i>Interdisciplinary team records (list of team members, meeting notes, etc.)</i>
	<i>Park General Management Plan, Resource Management Plan, Resource Stewardship Strategy</i>
	Tool List (Reference Materials)
	<i>NPS Director's Order 18</i>
	<i>NPS Reference Manual 18</i>
	<i>Interagency Standards for Fire and Fire Aviation Operations (The Red Book)</i>
	<i>2006 Edition of the NPS Management Policies</i>

ELEMENT TITLE: AFFILIATED PROGRAMS – PARK LEVEL**TEMPLATE #6**

Location:		Date:	
Respondent & Title:		Reviewed By:	
Introduction: Affiliated programs including Rural Fire Assistance, Prevention, Equipment, Facilities, and BAER.			
Key Code: E = Exceeds M = Meets NI = Needs Improvement I = Issue NR = Not Reviewed			
Element/Activity	Reference	Code	Remark
1. Community Assistance (Also refer to the Fuels Template #3) <ul style="list-style-type: none">• Park develops community partnerships by conducting outreach to advise and assist local communities with Community Assistance. Collaboration and coordination efforts include protecting private property and communities from fire and supporting the overall objectives of wildland fire management.• Community Wildfire Protection Plans (CWPP) reflect an interagency collaborative strategy across the landscape to mitigate risks to the community.• Adjacent and in-park communities threatened by wildland fire are on State-maintained Communities-At-Risk (CAR) list.• Project requests and accomplishments are reported in NFPORS by established deadlines.			
2. Rural Fire Assistance <ul style="list-style-type: none">• Park is doing outreach to advise and assist local communities to implement Rural Fire Assistance (RFA).• Assistance/mutual aid agreements are in place and current and eligibility of departments receiving RFA funds has been verified. Requests are coordinated with community, state, and interagency leads.• Purchasing is in compliance with national RFA program guidelines. Obligations are accurate and timely• Project requests and accomplishments are reported in NFPORS by established deadlines.			

AFFILIATED PROGRAMS – PARK LEVEL**TEMPLATE #6**

3. Fire Prevention Program <ul style="list-style-type: none">Program is in place for fire messaging, communication and interpretation (refer to the Fire Communication and Education Template #7)	RM 18 Ch. 6		
4. Facilities <ul style="list-style-type: none">Adequate and appropriate work space is available for all fire management staff. (Quarters, work place, look-out, training facility, cache, storage, etc.)Appropriate safety and security measures exist for personnel, property and facilities. Annual structural fire and life safety inspections conducted on all structures assigned to the wildland fire program.All PMIS statements applicable to this operation or structures are appropriate and valid.	RM 18 Ch. 12		
5. Equipment/ Working Capital Fund <ul style="list-style-type: none">Adequate vehicles and equipment are provided for park programs. Type and number of apparatus adequate for workload complexity and meet agency standards.Working Capital Fund standards met. Regional process for inventory and replacement in placeRegional coordination exists with ONPS equipment personnel equipment: water tenders, engines, etc.The use of off road vehicles (e.g. UTVs) follows national and regional policies	RM 18 Ch. 13		

AFFILIATED PROGRAMS – PARK LEVEL

TEMPLATE #6

<p>6. Post Fire Programs - Burned Area Emergency Response (BAER) and Burned Area Rehabilitation (BAR)</p> <ul style="list-style-type: none"> • Post-fire plans are reviewed and approved. Post-fire plans have clearly defined objectives and prescriptions for desired future conditions, request funding that is appropriate and realistic, and the best available science is used in planning and implementation. • Projects are completed as requested. Expenditures and obligations are authorized and within funding authorities. • BAER is described and linked in programmatic plans such as the Fire Management Plan, Resource Management Plan, and General Management Plan. • There is compliance to all applicable environmental laws and regulations such as NEPA, Clean Water Act, ESA, Cultural Resources, etc. • Annual and Final Accomplishment Reports are prepared and submitted to the approving authority. • BAER teams are identified and local resources are reasonably used to expand the capacity of local and regional BAER Teams. • Employees involved in BAER know, understand, and practice safe operations. Job Hazard Analysis Forms are available and complete for field activities. 	<p>RM 18 Ch. 19</p>		
<p>7. Resource Advisors (READs)</p> <ul style="list-style-type: none"> • The park develops Resource Advisors to communicate resource issues during the management of fire activities including planned activities such as prescribed burns. The Resource Advisors are available and utilized. • Resource Advisors are trained for fire line assignments. • Park specific READ Guides and planning documents are developed and geospatial data layers are cataloged prior to fire season to support incident operations. 	<p>NWCG READ Guide for Wildland Fire (Publication #313)</p>		

AFFILIATED PROGRAMS – PARK LEVEL

TEMPLATE #6

8. Smoke Management <ul style="list-style-type: none">• State and National Air Quality and Smoke Management standards are followed in wildland fire incidents• Statewide and local interagency coordination occurs with cooperators and regulatory authorities• Parks adhere to permit approval process• Participate with cooperators and regulators when following standards for class I airsheds and non-attainment areas• Memoranda of understanding utilized for coordination amongst cooperators and regulators. Annual coordination occurs with regulators and cooperators on programmatic changes relative to new air quality regulations.			
---	--	--	--

ELEMENT TITLE: AFFILIATED PROGRAMS – PARK LEVEL TEMPLATE #6

Operation: Affiliated Programs		Date:
Objective(s):		
Program Management	Circle the number as appropriate	
Affiliated programs are in place to sustain the fire management mission. Objectives are defined. The program leads have perfect knowledge about the mission, personnel, capabilities and limitations, and are able to achieve program objectives.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	Affiliated programs are not in place to sustain the fire management mission. Objectives are not defined. Program leads have little knowledge about the missions, personnel, capabilities and limitations, and lack skills, knowledge or ability to achieve program objectives.
Work Planning and Standard Operating Plans		
There are well-designed work plans and SOP's that are reviewed and revised as needed to meet demands and to account for adaptation.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	There are no work plans or SOP's or they don't address many current adaptations made in response of demands for efficiency. Time constraints have a strong effect on ability to plan.
Communication		
Interpersonal communications are clear and there is a high level of trust in the organization. Adequate personnel and technology are available to relay information accurately to those who make the decisions	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	There is low trust in the organization or the personnel/communication is unreliable based on the expected needs.
Team		
There is a high level of team competency and level of individual training & experience. There is cohesiveness and an atmosphere that values input/self-critique. There is a high level of team morale.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	Low level of team competency. Lack of individual training & experience. No team cohesiveness and atmosphere that values input/self-critique. Lack of team morale. Team members with major life distractions.
	Total:	
Benefit Statement		
<div>Operation Approved by:</div> <div>Title:</div> <div>Date:</div>		
GREEN ZONE (1-14)	AMBER ZONE (15-27)	RED ZONE (28-40)

ELEMENT TITLE: AFFILIATED PROGRAMS – PARK LEVEL TEMPLATE #6

INTERVIEW QUESTIONS

- What are the priorities of the affiliated fire management programs?
- What do you see as the strengths or defining characteristics of the NPS Wildland Fire Program?
- How well do the components of Fire Program function together as a team?
- Is funding going to the right program areas for the right reasons?
- Do you feel you have adequate equipment and facilities to meet your needs?
- Is the region providing customer service and technical assistance?
- Do you know of any cost efficiencies in managing the fire program?
- Do you feel your people are qualified to perform the job?
- Are you comfortable that safe operations are occurring during fire operations?
- Are there proper management controls in place for the fire program?
- What can you do to help?

AFFILIATED PROGRAMS – PARK LEVEL

For the Program Review you should have the following items available:

	Tool List (Programs, reports, and paperwork available to aid in the review process)
	<i>Work plans, project plans, project proposals</i>
	<i>Standard Operating Procedures</i>
	<i>Regional policy memoranda</i>
	<i>Accomplishment Reports</i>
	<i>Program expenditure reports</i>
	<i>Past Program review reports</i>
	<i>Fire review reports such as large fire cost reviews, escaped fire reports, etc.</i>
	<i>Fire records</i>
	<i>BAER Plans</i>
	Tool List (Reference Materials)
	<i>RM 18</i>
	<i>Interagency Standards for Fire and Fire Aviation Operations (The Red Book)</i>
	<i>Interagency Incident Business Management Handbook</i>
	<i>Interagency Helicopter Operations Guide</i>

Fire Communication and Education – Park Level

Template #7

Introduction: This checklist and accompanying interview questions are used to evaluate the fire communication and education components of an NPS Fire Management Program at a park. The checklist elements include managing a fire communication and education program, making effective decisions about services, annual plan of work and evaluation. Interview questions are provided as suggestions to guide a conversation with park staff to get a better portrayal of a park's fire communication and education program. The use of the provided interview questions is not mandatory and may be modified or substituted at the interviewer/reviewer's discretion. Communicating with staff at all levels of a park is important to get a complete picture of a program. Field trips to treatment and activity sites, as well as work locations will also be important to guarantee the review is robust. Directors Orders #18: Wildland Fire Management, 6.6 Fire Communication and Education – Fire communication and education is a key component of the NPS Fire Management Program. A comprehensive, well-planned, and interdisciplinary communication and education program will be developed and implemented to enhance understanding of, and public support for, the entire scope of wildland fire management activities, particularly the role of fire in ecosystems. Also note Reference Manual (RM) #18, Chp. 21 addresses Communication and Education.

Location:		Date:	
Respondent & Title:		Reviewed By:	
Key Code: E = Exceeds M = Meets NI = Needs Improvement NR = Not Reviewed			
Element/Activity	Code	Remark	
A. Managing A Fire Communication and Education Program: Creating, planning and managing a fire communication and education program that fosters ongoing dialogue with the public to accomplish park fire management objectives and support regional and national goals. Reference: RM#18, Chp.21, Section 2.3			
1. Fire communication and education is included in FMP.			
2. Fire communication and education strategy is in place. Key messages, target audiences, and outreach methods are identified and complement park-wide plans.			
3. Interdisciplinary/divisional relationships are established, professional, and complementary.			
4. Interagency coordination and collaboration is in place.			
5. Positive relationships with local communities exist.			
6. Park coordinates with / requests support of Regional Fire Communication and Education Specialist and/or designated contact.			
7. Park-level Fire Communication and Education Specialist and/or designated contact is established.			
8. Cluster parks are receiving adequate fire communication and education support (if applicable – relevant when park has Fire Communication and Education Specialist).			

Fire Communication and Education – Park Level

Template #7

9. Fire management program information is included in employee orientation.		
10. Interested park staff are supported with public information officer training and developmental opportunities.		
11. Prevention plan is included in FMP when appropriate.		
12. Interagency coordination of fire restrictions and closures happens at local and regional level.		
13. Community outreach programs (prevention, Firewise) are coordinated, planned, and implemented.		
B. Making Effective Decisions About Services: Making effective decisions about delivery of messages including the use and balance of personal and non-personal services and appropriate media. Reference: RM#18, Chp.21, Section 2.3		
1. Park neighbors are notified prior to fire and fuels projects.		
2. Public Information Officer is used when appropriate (prescribed fire, fuels projects, fire incidents, etc.).		
3. News releases are distributed during active fire and fuels management activities.		
4. Park has access to / utilizes NPS Fire News / Inciweb.		
5. Fire information is posted on park webpage during fire incidents.		
6. Fire information step up plan exists / in-briefing materials are available for IMT if needed.		
7. Fire stories are written, submitted according to established protocols, posted, and disseminated to key audiences to highlight the fire management program.		
8. Products (brochures, handouts, exhibits, waysides, signs) are available, accurate, consistent with agency messages, and include park-specific information.		
9. Park website includes current, accurate information related to FMP, fire ecology, fire and fuels management, etc.		
10. Adequate supply of fire education and prevention materials and references is available to interdisciplinary staff involved in program presentation.		
11. Outreach efforts target local issues.		
12. Severity activities include requests for education / enforcement support as needed.		

C. Annual Plan of Work: Creating and prioritizing an annual plan of work to accomplish goals and objectives outlined in the park’s fire management plan. Reference: RM#18, Chp.21, Section 2.3		
1. Facilitate accomplishing work by establishing a role and function statement.		
2. Plan of work has been created, addresses checklist core components and has measurable outcomes.		
D. Evaluation: Providing an ongoing evaluation of all park-level fire communication and education services to ascertain effectiveness with varied audiences. Reference: RM#18, Chp.21, Section 2.3		
1. Discussions about what worked and what can be improved upon occur as appropriate.		
2. Lessons learned are completed, evaluated and acted upon.		

Fire Communication and Education – Park Level

Operation: Fire Communication and Education		Date:
Objective(s):		
Fire Communication and Education Program	Circle the number as appropriate	
A program is in place to perform the mission of Fire Communication and Education. Objectives are defined. The program lead has perfect knowledge about the mission, personnel, capabilities and limitations, and is able to achieve program objectives.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	A program is not in place to perform the mission of Fire Communication and Education. Objectives are not defined. The program lead has little knowledge about the mission, personnel, capabilities and limitations, and lacks skill, knowledge or ability to achieve program objectives.
Work Planning and Standard Operating Plans		
There is a well-designed work plan and SOP's that are reviewed and revised as needed to meet demands and to account for adaptation.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	There are no work plans or SOP's or they don't address many current adaptations made in response of demands for efficiency. Time constraints have a strong effect on ability to plan.
Communication		
Interpersonal communications are clear and there is a high level of trust in the organization. Adequate personnel and technology are available to relay information accurately to those who make the decisions	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	There is low trust in the organization or the personnel/communication is unreliable based on the expected needs.
Team		
There is a high level of team competency and level of individual training & experience. There is cohesiveness and an atmosphere that values input/self-critique. There is a high level of team morale.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	Low level of team competency. Lack of individual training & experience. No team cohesiveness and atmosphere that values input/self-critique. Lack of team morale. Team members with major life distractions.
	Total:	
Benefit Statement		
Operation Approved by: _____ Title: _____ Date: _____		
GREEN ZONE (1-14)	AMBER ZONE (15-27)	RED ZONE (28-40)

Fire Communication and Education – Park Level

Fire Communication and Education Interview Questions

List of potential interviewees:

- Non-fire park staff (ex: Superintendent, Public Affairs Specialist, Chief of Interpretation, Education Specialist, Resource Management staff)
- Designated Regional Fire Communication and Education Specialist
- Cluster park staff (ex: Cluster FMO, cluster park fire coordinator)
- Interagency partners (federal, state, TNC, etc.)

List of potential discussion questions:

- In your opinion, what should be the role of the communication and education in the park and surrounding communities?
- What do you see as the strengths or defining characteristics of the park communication and education program?
- What do you see as the obstacles, if any that limit the park communication and education program's effectiveness?
- How would you rate the performance/effectiveness of the communication and education program?
- How does the communication and education specialist or designated contact interact with you?

For the Program Review you should have the following items available:

	Tool List (Programs, reports and paperwork available to aid in the review process)
	<i>Products which support NPS mission and interagency fire policy (fact sheets, exhibits, websites, brochures, handouts, and others as defined in the annual work plan)</i>
	<i>Briefing materials</i>
	<i>Communication plans</i>
	<i>Success stories and other articles produced for InsideNPS, NPS Morning Report, Inciweb, etc.</i>
	<i>NPS fire management program internal and external web pages, social media sites, etc.</i>
	Tool List (Reference Materials)
	<i>RM 18</i>
	<i>DOI web guidance documents, social media policy, etc.</i>
	<i>NWCG Communicator's Guide to Wildland Fire</i>
	<i>NWCG Communication Planning</i>

Information Resource Management and Support – Park Level

TEMPLATE #8

Location:		Date:	
Respondent & Title:		Reviewed By:	
Introduction:			
Key Code: E = Exceeds M = Meets NI = Needs Improvement I = Issues NR = Not Reviewed			
Element/Activity	Reference	Code	Remark
A. DATA MANAGEMENT			
1. Supports spatial analysis programs established for: <ul style="list-style-type: none"> • Data development and metadata procedures • Data refinement and analysis • LANDFIRE • Fuels/ vegetation mapping • Fire occurrence • Fire reporting 	RM 18 Ch. 20, RM 18 Ch. 11, RM 18, Ch. 7, and RM 18 Ch. 8		
2. Geographic Information Systems <ul style="list-style-type: none"> • Workload is defined and agreed to in individual performance review plans • Staff size and budget is adequate for workload • Staff receives adequate training and developmental opportunities for workload • Process exists for development of annual work plan/schedule for fire GIS staff • Fire GIS provides input (analysis & maps) to Fire Management Plan and fuels project plans • Fire GIS has access to up to date park GIS layers • Fire GIS data is organized and up to date in an easily accessible directory structure • IT support is sufficient for Fire GIS • Fire history/ Fuels treatments / etc. data is provided to Regional (fire) GIS per RM-18 • Burn severity mapping is conducted and integrated with other park GIS data • Fire GIS program networks with other programs and interagency efforts 			

3. Wildland Fire Reporting <ul style="list-style-type: none"> • Completes accurate fire reports • Enters them in the WFMI Fire Reporting Module • Manages the records correctly at the end of each reporting period and at the end of each calendar year 	RM 18 Ch. 11		
4. NFPORS <ul style="list-style-type: none"> • Enters or has the regional office enter for them proposed treatments & activities in NFPORS • Monitors and seeks to correct errors in NFPORS (Quality Assurance). • Insures monthly updates and annual close-outs are completed • Responds to regional and national data calls. 	RM 18 Ch. 7; and NPS Wildland Fire & Aviation Annual Financial Management Guide		
5. Fire Program Analysis (FPA) <ul style="list-style-type: none"> • FPA charters are on file • Park is adequately represented and supported in FPU • FPA data standards are met and understood by the park • Processes are developed for integration of FPA into park budgets • Data inputs are finalized, consistent with business rules, and are available 			
6. Budget Data and Planning Data Systems (PDS) <ul style="list-style-type: none"> • Park understands and participates as needed in the PDS analysis • Park provides accurate PDS data inputs 	RM 18 Ch. 14		
7. Data Management for Fire Facilities PMIS Process and Equipment/ Working Capital Fund <ul style="list-style-type: none"> • Follows park and regional PMIS process and meets established request timelines and guidance • Park follows regional process for inventory and replacement of equipment in place • Coordination exists with park ONPS programs 	RM 18 Ch. 12 and RM 18 Ch. 13		
8. Privacy and Security of Data <ul style="list-style-type: none"> • All Personally Identifiable Information is secure and safeguarded. • All official NPS data is maintained in a manner which meets the highest data integrity standards 	RM 18 Ch. 20 and Federal Information Security Management Act (FISMA)		

B. SUPPORT			
9. GIS <ul style="list-style-type: none"> • Park has GIS support • Data layers are developed prior to fire season to support wildland fire management operations and Resource Advisors • Park data layers and map products meet standards 	RM 18 Ch. 20		
10. Wildland Fire Tools and Applications <ul style="list-style-type: none"> • Park has knowledge of wildland fire tools • Decision support systems such as WFDSS have inputs such as strategic objectives and management requirements preloaded before fire season • WFDSS user roles have been established and access logins and passwords are established prior to fire season 	RM 18 Ch. 20		
11. IT Hardware Support <ul style="list-style-type: none"> • Equipment inventoried and replacement schedule is established • Equipment meets current standards • Maintenance program in place 			

Information Resource Management and Support – Park Level

Operation: Spatial Management Program		Date:
Objective(s):		
	Circle the number as appropriate	
Spatial Management Program		
A program is in place to perform the mission of the spatial management program. Objectives are defined. The program lead has perfect knowledge about the mission, personnel, capabilities and limitations, and is able to achieve program objectives.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	A program is not in place to perform the mission of the spatial management program. Objectives are not defined. The program lead has little knowledge about the mission, personnel, capabilities and limitations, and lacks skill, knowledge or ability to achieve program objectives.
Standard Operating Procedures		
Standards are in place for securing and safeguarding data and are used.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	Standards are not in place for securing and safeguarding data. The standards are not used.
Communication		
Interpersonal communications are clear and there is a high level of trust in the organization. Adequate personnel and technology are available to relay information accurately to those who make the decisions	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	There is low trust in the organization or the personnel/communication is unreliable based on the expected needs.
Team		
There is a high level of team competency and level of individual training & experience. There is cohesiveness and an atmosphere that values input/self-critique. There is a high level of team morale.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	Low level of team competency. Lack of individual training & experience. No team cohesiveness and atmosphere that values input/self-critique. Lack of team morale. Team members with major life distractions.
	Total:	
Benefit Statement		
<div>Operation Approved by: _____ Title: _____ Date: _____</div>		
GREEN ZONE (1-14)	AMBER ZONE (15-27)	RED ZONE (28-40)

Information Resource Management and Support – Park Level TEMPLATE #8

INFORMATION RESOURCES INTERVIEW QUESTIONS

- How is spatial information used to support and analyze fire programs?
- What are the issues or problems with fire reporting, information gathering, and communication?
- What kind of support do you receive from the regional office?
- Do you know of any cost efficiencies in managing information resources?
- What are your interagency relationships in regards to data management and landscape analysis? Information sharing – what are you doing and why are you doing it?
- Do you understand the WFDSS process? Have there been any problems using decision support tools and / or centers? Are data inputs for decision support tools preloaded prior to fire season? What is the integrity of this information?
- Are there proper information management controls in place for the fire program?
- How well do the components of fire program function together as a team?
- Do you feel you have adequate IT staffing, equipment, and facilities to meet your needs? Do you feel your people are qualified to perform the job?
- Is funding going to the right program areas for the right reasons?
- What can you do to help?

FIRE GIS INTERVIEW QUESTIONS

Fire GIS Support

- Who is responsible for the maintenance of the base cartography?
- Who makes the maps for the fire program?
- Who does GIS analysis for the fire program?
- What parks does the Fire GIS staff support?
- Is GIS data being used effectively in the Fire Management Program?
- Does the Fire GIS program sufficiently meet fire management program needs?
- Does the fire management program support Fire GIS?

Fire Program/Interagency Issues

- Interagency issues?
- What specific issues or problems do you have with the fire GIS program? What solutions?
- Is the Park aware of who is their national/regional fire GIS reps are?
- How well integrated is the Fire GIS Program in the other staff areas? Is the Fire GIS program perceived as a resource program, a fire program or both?
- Does the Fire GIS program provide support to meet geospatial data needs related to FPA and WFDSS?

Information Resource Management and Support – Park Level TEMPLATE #8

- If there are other parks in the fire management cluster, what steps are taken to ensure that the resources are adequately shared? Interpark agreement? Annual work plans? Do cluster parks feel they are getting the support they need?

Base Cartographic GIS Data

- Are good base cartographic data available for the unit?
- Is there an up to date vegetation map that the unit feels is adequate?

Wildland Fire Program Core GIS Data

- Is there a GIS layer for the fire management units?
- Is there a Fire History data set?
 - If yes what period is covered?

Information Resource Management and Support – Park Level TEMPLATE #8

For the Program Review you should have the following items available:

	Tool List (Programs, reports and paperwork available to aid in the review process)
	<i>Fire Reports</i>
	<i>FPA data and documentation</i>
	<i>PMIS data and documentation</i>
	<i>NFPORS data and documentation</i>
	<i>Regional policy memoranda</i>
	<i>Standard Operating Procedures</i>
	<i>GIS Data Library</i>
	Tool List (Reference Materials)
	<i>RM 18</i>
	<i>Interagency Standards for Fire and Fire Aviation Operations (The Red Book)</i>
	<i>DOI information technology guidance, Federal information system security guidance, social media policy, etc.</i>
	<i>NWCG GIS Standard Operating Procedures Guidebook (PMS 936)</i>

Fire Program Administration – Park Level Reviews

TEMPLATE #9

Location:		Date:	
Respondent & Title:		Reviewed By:	
Introduction: This checklist and aide tools are used to evaluate the park's administrative and fiscal components of the fire management program.			
Key Code: E = Exceeds M = Meets NI = Needs Improvement I = Issue NR = Not Reviewed			
Element/Activity	Reference	Code	Remark
1. Review Allocation by activity to ensure expenditures and obligations meet funding authority. Review documentation using reports to validate expenditures/obligation are with in Funding allocations and activity definitions. Review current year expenditures/obligations against prior year accounts. Review charges are appropriate for activity/subactivity charged. Review that accounts are established correctly within activity guidelines.	RM Chapter 15; NPS Wildland Fire & Aviation Financial Management Guide		
2. Review Purchase Cards to ensure compliance with agency standards and policies. Review available documentation to ensure that purchases are approved and appropriate for activity.	Federal Acquisition Regulations (FAR); Integrated Charge Card Program Policy Manual		
3. Review Time/Attendance records to ensure compliance with agency standards and policies. Review to ensure staffing charges follow the current year budget structure. Regular time should be charged to base funding source for all preparedness. Base funded fuels positions should charge regular hours for all fuels work to base account. (Fuels positions can move base to emergency suppression.) Ensure backfill authority is appropriate and charges are correct. Ensure that Time and Attendance records are complete.	RM Chap. 15 & 16; NPS Wildland Fire & Aviation Financial Management Guide; Interagency Incident Business Management Handbook (IIBMH)		

Fire Program Administration – Park Level Reviews

TEMPLATE #9

4. Travel management Ensure that documents are complete (TA and Vouchers) and appropriate for activity. If Blanket Travel Authorizations are issued, do they meet bureau requirements?	CFR Title 5 and Federal Travel Regulations contained in 41 CFR, Chapters 300 through 304; Departmental Manual Part 347		
5. Purchasing Review all documents for appropriate purchases against activity. Purchases are authorized and documented. Agreements are valid and meet agency mandates. Validate purchase are in support of the fire management program.	Federal Acquisition Regulations (FAR); Integrated Charge Card Program Policy Manual		
6. Fleet management Review vehicle use and expenditures are with in activity guidelines. Review that vehicle inventory meets agency and program management limitations.	RM Chap. 13; Federal Acquisition Regulations (FAR)		
7. Capitalized equipment Review to ensure that equipment was authorized and is appropriate for activity.	RM Chap. 13, Federal Acquisition Regulations (FAR)		
8. Casual Hires (ADs) Review paperwork and use of the AD authority for hiring emergency workers. Rate is consistent with position as listed in the Interagency Incident Business Management Handbook (IIBMH). Employees hiring ADs are aware of paperwork and documents needed to complete the emergency hire.	IIBMH Chapter 10; Administratively Determined (AD) Pay Plan for Emergency Workers		
9. Contracting, Grants and Agreements Review contracts, grants and agreements to ensure that these they are signed by warranted officers. Review statements of work for clear and concise definitions of the work activities, deliverables and timelines.	Director's Order #20 Agreements; Federal Acquisition Regulations (FAR)		

Fire Program Administration – Park Level Reviews

TEMPLATE #9

10. Incident Business Review incident business records for records management, and adherence to business practices for trespass, cost recovery, and claims. Incident records are cataloged per interagency records management guidelines, stored, safeguarded and properly disposed.	RM Chap. 15 &16; NPS Wildland Fire & Aviation Financial Management Guide; Interagency Incident Business Management Handbook (IIBMH); 35 CFR; National Archives and Records Administration; Interagency Standards for Fire and Fire Aviation (the Red Book) Chap. 11		
11. Information Technology Ensure that information technology services and support are provided. Personally Identifiable Information is protected. Only approved and properly licensed software is used.	RM Chap. 20; OMB Circular A-130; Federal Information Security Management Act; NPS Chief Information Office Directives		

Fire Program Administration – Park Level Reviews

TEMPLATE #9

Operation: Program Administration		Date:
Objective(s):		
Supervision	Circle the number as appropriate	
Supervisor has perfect knowledge about the mission, personnel, capabilities and limitations, and is able to apply the appropriate control to minimize risk	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	Supervisor has little knowledge about the mission, personnel, capabilities and limitations, and lacks skill, knowledge or ability to apply the appropriate control to minimize risk.
Work Planning and Standard Operating Plans		
There is a well-designed work plan and SOP's that are reviewed and revised as needed to meet demands and to account for adaptation.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	There are no plans or SOP's or they don't address many current adaptations made in response of demands for efficiency. Time constraints have a strong effect on ability to plan.
Communication		
Interpersonal communications are clear and there is a high level of trust in the organization. Adequate personnel and technology are available to relay information accurately to those who make the decisions	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	There is low trust in the organization or the personnel/communication equipment is unreliable based on the expected needs for the mission.
Finance and Budget		
Expenditures and obligations meet funding authority. Charges are appropriate for activity/subactivity charged. Accounts are established correctly within activity guidelines.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	Expenditures and obligations meet funding authority. Charges are appropriate for activity/subactivity charged. Accounts are established correctly within activity guidelines
Mission Total:		
Benefit Statement		
Operation Approved by: _____ Title: _____ Date: _____		
<div style="display: flex; justify-content: space-between; background-color: #00ff00; padding: 5px;"> GREEN ZONE (1-12) AMBER ZONE (13-25) RED ZONE (26-40) </div>		

Fire Program Administration – Park Level Reviews TEMPLATE #9

Program Management Interview Questions

- Does the Administrative Office provide oversight of the fire management program?
- Is there documentation that credit card statements have been reviewed and certified on a monthly basis?
- Does the Park have a financial plan signed by the Superintendent that is within the prescribed full time equivalencies and funding level provided by the regional and national budget officers? This will be submitted for each sub-activity within the program area.
- Does the fire management program receive Information Technology Services?
- Is there customer service and technical assistance from the region and the park management staff? What kind of support do you receive? Is the support adequate?
- Is there equity in park management support? Are there field visits and what is their nature?
- What is missing in the park's fire management program? What else would you like to receive?
- Is there a spirit of teamwork within the park?
- What would you do to make the program better?
- What do you see as the obstacles, if any that limit the park's wildland fire program's effectiveness?
- What do you see as the strengths or defining characteristics of the wildland fire program?
- What priorities would the park like to see focused upon in the short term and long term of the fire program?
- How would you like to see the fire management program organized?
- What is your perspective of the park's fire management program?
- Are there issues that we should know about?
- Please list any individual who you think we should interview.

Fire Program Administration – Park Level Reviews**TEMPLATE #9**

Tool list (Programs, reports and paperwork available to aid in the fiscal review process)	
AFS3	
FFS Tables	
Budget Structure (Fiscal Year of review)	
RM18	
FireCode Business Rules	
Casual Hires (ADs)	
Severity authorizations	
Emergency Stabilization and Burned Area Rehab authorizations	
Purchase card logs	
Credit card statements	
Credit card receipts (Request the park have these available)	
Time and Attendance reports (time sheets)	
OF288	
overtime authorization forms	
RNP444	
Purchase Requisition	
Third Party Drafts	
Purchase orders (liquidated or unliquidated)	
Service & supply plan	
Agreements (Interagency and Local Nonfederal)	
Property/inventory list	

Fire Program Administration – Park Level Reviews **TEMPLATE #9**

For the Program Review you will need to have the following items available for review.

Checklist Item #	Required reference materials:
	<i>Interagency Incident Business Management Handbook</i>
	<i>Interagency Standards for Fire and Fire Aviation Operations (Review Administration Chapter)</i>

Personnel Interviewed	Title	Date Interviewed

Fire Aviation – Park Level

TEMPLATE #10

Location:		Date:	
Respondent & Title:		Reviewed By:	
<p>Introduction: The purpose of the fire aviation checklist is to provide a consistent process for evaluating the program effectiveness of fire aviation activities funded, conducted by, or on behalf of the NPS wildland fire management program. Fire aviation program reviews should take into consideration those elements of a Regional or Departmentally-required review (5 year cycle) that may have been completed or are scheduled to be completed within 12 months of the fire aviation review.</p> <p>Items that are not normally covered in the 5 year Regional or the Departmental Aviation Review that are part of the Fire program review include;</p> <ul style="list-style-type: none"> Fiscal records pertaining to fire funding Administrative procedures pertaining to fire operations Retardant facilities Helicopter crew Helicopter chase truck <p>An additional item to be checked is the Security requirements for Airports and other Aviation Facility that were added to the Departmental Manual in 2005.</p> <p>Reference Acronyms: DM 350 – Interior Departmental Manual Parts 350 through 354, Series Aviation Management Red Book - Interagency Standards for Fire & Aviation Operations RM-60 – NPS Aviation Management Reference Manual IHOG – Interagency Helicopter Operations Guide IASG – Interagency Aerial Supervision Guide</p>			
<p align="center">Key Code: E = Exceeds M = Meets NI = Needs Improvement I = Issues NR = Not Reviewed</p>			
Element/Activity	Reference	Code	Remark
A. GENERAL REQUIREMENTS			
1. Ensures that employees assigned aviation duties meet the staffing and diversity guidelines of NPS Fire Management Policy	Red Book, RM-60, IHOG, IASG		
2. Ensures that employees assigned aviation duties meet the aviation training guidelines of NPS Fire Management Policy, including Service and DOI policy, and interagency agreements	Red Book, RM-60, IHOG, IASG		

FIRE AVIATION**TEMPLATE #10**

3. Ensures that employees assigned aviation duties meet the qualification guidelines of NPS Fire Management Policy, including those established by DOI policy and interagency agreement	DM 350, Red Book, RM-60, IHOG		
4. Ensures that a current park Aviation Management Plan is in place and meets the requirements of Departmental and Service policy	DM 350, Red Book, RM-60, IHOG		
5. Ensure that fiscal records for aviation activities that receive fire program funding meet the standards of record keeping for fire activities.	DM 350, Red Book, RM-60, IHOG		
6. Ensure that required documentation of flight records is in place with respect to flight use reports, ARA source selection, senior level travel and excise tax (if applicable)	DM 350, Red Book, RM-60, IHOG		
7. Ensure that administrative procedures for aviation activities are consistent with administrative procedures established for fire activities	DM 350, Red Book, RM-60,		
8. Ensure that flight following procedures meet DOI and Service standards	DM 350, Red Book, RM-60, IHOG		
9. Ensure that security procedures for Airports and other aviation Facilities meet DOI and Service requirements	DM 350, RM-60		
10. Ensure that permanent facilities meet the health and safety standards of the Service			
11. Ensure that crash/rescue procedures are in place for the areas of operation	DM 350, Red Book, RM-60, IHOG		
12. Ensure that employees have received the general health and safety training required for the area of work and equipment to be utilized	DM 350, Red Book, RM-60, IHOG		

FIRE AVIATION**TEMPLATE #10**

13.Ensure that adequate facilities, equipment and other resources are available and are used for the preflight planning process.	DM 350, Red Book, RM-60, IHOG		
14.Ensure that the aircraft being utilized are appropriate for the mission profile, environmental conditions, and areas of operation and meet the standards of the Department and Service	DM 350, Red Book, RM-60, IHOG		
15.Ensure that exceptions to policy are documented and approved at the appropriate management level	DM 350, Red Book, RM-60, IHOG		
16.Ensure that appropriate Personal Protective Equipment is available, and that a system is in place to maintain the integrity of that equipment	DM 350, Red Book, RM-60, IHOG		
17.Ensure that support equipment assigned to aviation operations is adequate and appropriate for the missions being conducted	DM 350, Red Book, RM-60, IHOG		
18.Ensure that agency controlled vehicles assigned to aviation resources are appropriate for the mission profile and meet Service safety standards	DM 350, Red Book, RM-60, IHOG		
B. FIXED WING OPERATIONS			
19.Ensure that Fixed Wing operations consider the requirements of the airplane being used with the airport location	DM 350, Red Book, RM-60		
20.Ensure that (service controlled) aircraft refueling operations meet applicable DOI requirements	DM 350 Red Book, RM-60		
21.Ensure that commercial aircraft refueling operations that are used by the Service meet industry standards for aircraft fuel	DM 350, Red Book, RM-60		
22.Ensure that aircraft communications are appropriate for the area of operations	DM 350, Red Book, RM-60		

FIRE AVIATION**TEMPLATE #10**

23.Ensure that safety standards for airport operation areas meet DOI and Service requirements	DM 350, Red Book, RM-60		
24.Ensure that service controlled aircraft are equipped and maintained in accordance with DOI and Service standards	DM 350, Red Book, RM-60		
C. HELICOPTER OPERATIONS			
25.Ensure that permanent Helibase and helicopter landing areas are located in a suitable area for the type of operations and equipment being used	Interagency Helicopter Operations Guide (IHOG)		
26.Ensure that standards for selecting temporary helicopter landing sited are appropriate for the type of equipment being used and the status of the land management unit.	IHOG		
27.Ensure that commercial aircraft refueling operations that are used by the Service meet industry standards for aircraft fuel	IHOG		
28.Ensure that commercial aircraft refueling operations that are used by the Service meet industry standards for aircraft fuel	IHOG		
29.Ensure that safety standards for helicopter operation areas meet DOI and Service requirements	IHOG		
30.Ensure that service controlled aircraft are equipped and maintained in accordance with DOI and Service standards	DM 350, Red Book, RM-60, IHOG		
31.Ensure that aircraft communications are appropriate for the area of operations	DM 350, Red Book, RM-60, IHOG		

Operations, Safety and Health Interview Questions

GENERAL INTERVIEW QUESTIONS

- Do you feel your people are qualified to perform the job?
- Are you comfortable that safe operations are occurring during aviation operations?
- How well do the components of Aviation Program function together as a team?
- Is funding going to the right program areas for the right reasons?
- Do you feel you have adequate equipment and facilities to meet your needs?
- What kind of support do you receive from the regional office?
- Do you know of any cost efficiencies in managing the fire program?
- What are your interagency relationships?
- Are there proper management controls in place for the aviation program?
- What can you do to help?

AVIATION OPERATIONS

- In your opinion, how would you describe your readiness for wildland fire response?
 - o Adequate, qualified and trained staff
 - o Equipment capability and condition
 - o Duty Officer
 - o Initial aviation responders understanding of park specific wildfire strategies (e.g. protection, resource benefit)?
- How would you describe your dispatch capability?
 - o Communication equipment; capability and condition
 - o Resource status, mobilization and ordering
 - o Flight following
 - o SOP's, frequency plans, intelligence and situation reporting, weather

HEALTH AND SAFETY

- Does your park have a formalized risk management program in place (e.g. operational leadership, high reliability organization)?
- In your opinion, does your organization see safety as a task or a part of your organizational culture?
- In what areas do your greatest safety concerns exist?
- How would you rate your safety performance?
- Do you and your employees have a clear understanding and ready access to safety policy and guidelines (e.g. RM 60, RM 18, Interagency Standards for Fire and Aviation Operations, IRPG)?
- In your opinion, do you have adequate resources for developing and presenting training to improve safety?
- In your opinion, do you have adequate opportunities to attend training that will improve your skills and make operations safer?

FIRE AVIATION

Operation: Operations		Date:
Objective(s):		
Supervision	Circle the number as appropriate	
Supervisor has perfect knowledge about the mission, personnel, capabilities and limitations, and is able to apply the appropriate control to minimize risk Presence or accessibility of leadership/supervision for all teams and personnel. Clear chain of command.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	Supervisor has little knowledge about the mission, personnel, capabilities and limitations, and lacks skill, knowledge or ability to apply the appropriate control to minimize risk. There is no presence or accessibility of leadership/supervision for all teams and personnel. No clear chain of command.
Work Planning and Standard Operating Plans		
There is a well-designed work plan and SOP's that are reviewed and revised as needed to meet demands and to account for adaptation.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	There are no work plans or SOP's or they don't address many current adaptations made in response of demands for efficiency. Time constraints have a strong effect on ability to plan.
Contingency Resources		
Contingency resources and back-up plans have been identified and are available.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	Contingency resources and back-up plans have not been identified and are not available.
Communication		
Interpersonal communications are clear and there is a high level of trust in the organization. Adequate personnel and technology are available to relay information accurately to those who make the decisions	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	There is low trust in the organization or the personnel/communication is unreliable based on the expected needs.
Team		
There is a high level of team competency and level of individual training & experience. There is cohesiveness and an atmosphere that values input/self-critique. There is a high level of team morale. High level of overall physical fitness and health.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	Low level of team competency. Lack of individual training & experience. No team cohesiveness and atmosphere that values input/self-critique. Low level of overall physical fitness and health. Lack of team morale. Team members with major life distractions.
	Total:	
Benefit Statement		
Operation Approved by: _____ Title: _____ Date: _____		

GREEN ZONE (1-17)	AMBER ZONE (18-33)	RED ZONE (34-50)
--------------------------	---------------------------	-------------------------

FIRE AVIATION

For the Program Review you will need to have the following items available for review.

Checklist Item #	Documentation
2.	Employee training records
4.	Current park Aviation Management Plan
6.	Flight reports, SES travel records, ARA source selection documents
15.	Exceptions to policy authorization(s)
16.	PPE inspection protocol
18.	Vehicle safety and maintenance records
20.	Fuel site records
22. 31.	Communications plan
24., 30	Fleet aircraft records
	Required reference materials:
	<i>Interagency Standards for Fire and Fire Aviation Operations (Review Year Edition)</i>

Appendix 9, Program Review Templates for Regional Reviews

Many of the tools found in the guide are optional based on the desired outcome and the discretion of the team. As explained in the guide, reviews can be scalable. They may simply be a phone interview to determine the status of an issue or a full large scale review that measures the health of a program.

ELEMENT TITLE: Program Leadership and Management – Regional Level Reviews

TEMPLATE #1

Introduction: This template reviews the overall effectiveness of the regional fire management program. It includes key elements for the organization, staffing, and associated programs for a regional office. It focuses on leadership, technical guidance, and oversight provided to park programs. **The Review Team Leader should be assigned this checklist, to ensure these all program elements are addressed, while at the same time coordinating questions/interviewees so that duplicate questions from other templates are not asked of the same people.**

Interview questions are provided at the end of this template to encourage conversation with the interviewees and get a better portrayal of the region's fire program. The use of the questions is not mandatory and may be modified or substituted at reviewer's discretion. Communicating with staff at all levels of a region is important to get a complete picture of a program. Field trips to treatment and activity sites, as well as work locations will also be important to guarantee that the review is robust.

Directors Orders #18: Wildland Fire Management and Reference Manual 18 are the guiding policy documents for the management of a NPS fire program. Specifically Director's Order #18, Section 1.3, outlines the Mission Goals which are key component of the NPS Fire Management Program. Reference Manual 18 Chapter 1, Section 1 outlines the Regional Fire Management responsibilities and Chapters 2 and 3 provide links to program requirements and authorities.

Location:		Date:	
Respondent & Title:		Reviewed By:	
Key Code: E = Exceeds M = Meets NI = Needs Improvement I = Issue NR = Not Reviewed			
Element/Activity	Reference	Code	Remark
1. Leadership Culture <ul style="list-style-type: none">• Vision is provided through strategic planning and communication• Leader's intent is clearly articulated. Employees understand their duties• Work plans, roles/functions, and organizational charts are articulated and delineated• Communication is maintained throughout all levels of the organization• External relationships are fostered with other program areas, interagency partners, and stakeholders• A safety culture is promoted and hazards are recognized and mitigated through risk assessment and the principles of operational leadership• Individual functional leadership is encouraged thus empowering employees to participate in voicing opinions and making decisions	Red Book Ch. 1 Incident Response Pocket Guide Red Book Ch. 1 & DO #18 6.6 Red Book Ch. 1 & DO #18 6.6 NPS Operational Leadership Goals NPS Operational Leadership Goals		

Program Leadership and Management – Regional Level Reviews

TEMPLATE #1

<p>2. Team Cohesion</p> <ul style="list-style-type: none"> • A positive work culture, organizational environment, and employee morale encourages team cohesion, collaboration, creative thinking, and support to the parks and wildland fire management mission • Regional directorate is engaged and supports the fire management program • There is region-wide support to the fire management program • Regional fire management program supports park programs • Regional fire management program supports interagency and national programs through participation on committees, task groups, etc. 			
<p>3. Personnel Management and Supervision</p> <ul style="list-style-type: none"> • Supervisors complete employee appraisals and individual development plans • Supervisors provide mentoring and leadership • Supervisors manage low performing or underperforming staff • Supervisors support employee wellness and physical fitness • Leadership has attended fire leadership courses and superintendents attended Fire Management Leadership • Career path and workforce development is fostered through training, career opportunities, mentoring, and successional planning • A training needs analysis is conducted for individuals • A training needs analysis is conducted to identify park-wide, interagency, and local program and incident management needs • A plan is in place to meet and achieve required qualifications for IFPM and incident management positions 	<p>5 CFR 430</p> <p>Red Book Ch. 3</p> <p>RM 18 Ch. 10 3.1</p> <p>RM 18 Ch. 10 3.1</p>		
<p>4. Policy</p> <ul style="list-style-type: none"> • Interpretation of policy is consistent with national standards • Written direction from region is in place as necessary and available to parks • Staff knows, understands, and practices implementation of current policies in all program areas • Standard Operating Procedures are written and implemented 	<p>DO #18 Section 5</p>		

Program Leadership and Management – Regional Level Reviews

TEMPLATE #1

5. Program Reviews <ul style="list-style-type: none">Regional processes exist and are implemented accordinglyScheduled and conducted according to agency standardsReports are completed, available, and used to justify/ mitigate park issuesRegional Directorate is aware of and supports the process	RM 18 Ch. 17, 4.5		
6. Budget Planning and Oversight <ul style="list-style-type: none">Provides program direction and oversight of the regional office's funding activitiesAnalyzes, determines, and justifies region fire management needsManaging positions and Full Time Equivalencies (FTEs) within the authorized amountsTracks status of funds to the parksCorresponds with the national office on issues requiring national involvement	RM 18 Ch. 2.2		

ELEMENT TITLE: Program Leadership and Management – Regional Level

Operation: Program Leadership and Management		Date:
Objective(s):		
Supervision	Circle the number as appropriate <☺ 1 2 3 4 5 6 7 8 9 10 ☹>	
Supervisor has perfect knowledge about the mission, personnel, capabilities and limitations, and is able to apply the appropriate control to minimize risk Presence or accessibility of leadership/supervision for all teams and personnel. Clear chain of command.		Supervisor has little knowledge about the mission, personnel, capabilities and limitations, and lacks skill, knowledge or ability to apply the appropriate control to minimize risk. There is no presence or accessibility of leadership/supervision for all teams and personnel. No clear chain of command.
Work Planning and Standard Operating Plans		
There is a well-designed work plan and SOP's that are reviewed and revised as needed to meet demands and to account for adaptation.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	There are no work plans or SOP's or they don't address many current adaptations made in response of demands for efficiency. Time constraints have a strong effect on ability to plan.
Contingency Resources		
Program leads have been assigned for all fire program areas (e.g. operations, planning, ecology, etc.). Contingency resources and back-up plans have been identified and are available. Contact lists are posted and made available to parks and national offices.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	Program leads have not been assigned for all fire program areas (e.g. operations, planning, ecology, etc.). Contingency resources and back-up plans are not identified or available. Contact lists are not posted and made available to parks and national offices.
Communication		
Vision and leader's intent is clearly articulated and understood. Interpersonal communications are clear and there is a high level of trust in the organization. Adequate personnel and technology are available to relay information accurately to those who make the decisions	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	Vision and leader's intent is not clearly articulated and understood. There is low trust in the organization or the personnel/communication is unreliable based on the expected needs.
Team		
There is a high level of team competency and level of individual training & experience. There is cohesiveness and an atmosphere that values input/self-critique. There is a high level of team morale. High level of overall physical fitness and health.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	Low level of team competency. Lack of individual training & experience. No team cohesiveness and atmosphere that values input/self-critique. Low level of overall physical fitness and health. Lack of team morale. Team members with major life distractions.
	Total:	
Benefit Statement		
Operation Approved by:	Title:	Date:

GREEN ZONE (1-17)	AMBER ZONE (18-33)	RED ZONE (34-50)
--------------------------	---------------------------	-------------------------

Program Leadership and Management – Regional Level Reviews

Program Leadership and Management Interview Questions

- What do you see as the strengths or defining characteristics of the NPS Wildland Fire Program?
- What would you do to make the program better?
- What do you see as the obstacles, if any that limit the NPS Wildland Fire Program's effectiveness?
- What priorities would the park like to see focused upon in the short term and long term of the fire program?
- Are there issues that we should know about?
- Please list any individual who you think we should interview.
- Is the region providing customer service and technical assistance? What kind of support do you receive? Is the support adequate?
- Is there equity in support? Are there field visits and what is their nature?
- What is missing? What else would you like to receive?
- What are your interagency relationships? (e.g. dispatch, mutual fire response, cooperation)
- Is there a spirit of teamwork within the Regional Office?
- Have regional program and park leadership and superintendents attended fire leadership courses?
- What is your perspective of the Regional Office?
- How would you like to see the regional office organized?
- What questions do you have of me?

For the Program Review you should have the following items available:

	Tool List (Programs, reports, and paperwork available to aid in the review process)
	<i>Regional policy memoranda, Standard Operating Procedures, protocols</i>
	<i>Fire review reports such as large fire cost reviews, escaped fire reports, etc.</i>
	<i>Incident Management Team close-out reports</i>
	<i>Past Program review reports</i>
	Tool List (Reference Materials)
	<i>NPS Director's Order #18 and RM 18</i>
	<i>Interagency Standards for Fire and Fire Aviation Operations (The Red Book)</i>
	<i>Review and Update of the 1995 Federal Wildland Fire Management Policy (2001)</i>
	<i>Guidance for Implementation of Federal Wildland Fire Management Policy (2009)</i>

ELEMENT TITLE: Operations, Safety and Health – Regional Level Reviews**TEMPLATE #2**

Location:		Date:	
Respondent & Title:		Reviewed By:	
Introduction: Operations includes key elements for the planning, preparedness, and management of wildland fire programs.			
Key Code: E = Exceeds M = Meets NI = Needs Improvement I = Issue NR = Not Reviewed			
Element/Activity	Reference	Code	Remark
1. Preparedness / Readiness <ul style="list-style-type: none">On an annual basis, a written Delegation of Authority (DOA) for wildland fire management activities is issued from the regional director to the regional fire management officer.Duty Officer Guide prepared with current contact numbers and contact protocol.Duty Officer assigned throughout the fire season with clear direction and delegation of authority.Establish an effective process to gather, evaluate, and communicate information to regional leadership, employees, and parks. Ensure clear and concise communications are maintained at all levels.Regional staff works with parks to meet regional staffing standards for park preparedness modules.Regional director and superintendents attend Fire Management Leadership Courses.Ensures that the fire and fire aviation management staff understand their role, responsibilities, authority, and accountability.Suspends prescribed fire activities when warranted.Preparedness review process exists and is conducted according to agency standards	Redbook Ch. 3 Redbook Ch. 3 Redbook Ch. 3 Redbook Ch. 3 and RM 18 Ch. 5 Redbook Ch. 3 Redbook Ch. 3 Redbook Ch. 3		

ELEMENT TITLE: Operations, Safety and Health – Regional Level Reviews**TEMPLATE #2**

<p>2. Incident Response</p> <ul style="list-style-type: none">• Coordinates with parks to ensure adequate resources available for fire response.• Provides technical assistance for WFDSS preplanning, development, and execution.• Provides technical assistance for WFDSS development and execution.• Coordinates and reviews published decisions and certifications within WFDSS at the proper approval authority.• Provides expectations and technical assistance to parks so that incident briefing packages, delegations of authority, and closeouts are achieved.• When required by policy, appropriate levels of fire review will occur.• Ensure post fire reviews are conducted on all fires that escape initial attack or are managed as long term incidents. Participate in all reviews that require management by any type of Incident Management Team.• Corrects unsafe fire management activities. <p>Command and Control</p> <ul style="list-style-type: none">• Fire situations are monitored and oversight and involvement are completed as necessary.• Ensures park line officers have agency representation with incident management teams.• Recognize when complexity levels exceed program capabilities. Increase administrative, managerial, and operational resources to meet the need.• Reviews incident complexity analysis and organizational needs assessments to ensure the proper level of management is assigned to all incidents.	<p>Redbook Ch. 3 and RM 18 Ch. 2 Redbook Ch. 11</p> <p>Redbook Ch. 11</p> <p>Redbook Ch. 11/ RM 18 Ch. 2</p> <p>Redbook Ch. 3</p> <p>Redbook Ch. 11</p> <p>Redbook Ch. 11/ RM 18 Ch. 2</p>		
--	--	--	--

ELEMENT TITLE: Operations, Safety and Health – Regional Level Reviews**TEMPLATE #2**

3. Interagency Coordination <ul style="list-style-type: none">• GACC representation provided for all parks.• Serves on appropriate GACC committees to meet regional needs inclusive of MAC representation.• Participates in GACC resource coordination so that parks are adequately covered for fire response.• State coordination occurs for necessary program elements such as smoke management, prevention, operations, etc.• Works with interagency partners on agreement development. Ensures contracting officer and solicitor review when appropriate.	RM 18 Ch. 2		
4. Training <ul style="list-style-type: none">• Appropriate levels, types, and kinds of training sessions are supported and made available• Coordinates appropriately with interagency partners on training needs• Works to ensure trainees receive opportunities for task book completion	Redbook Ch. 3		
5. Qualifications <ul style="list-style-type: none">• IFPM standards are met• Staff qualifications diversified and appropriate for complexity of regional program.	Redbook Ch. 3 and RM 18 Ch. 10		
6. Preparedness Reviews <ul style="list-style-type: none">• Regional preparedness review processes and expectations are completed and known• Reviews are conducted annually and tracked	RM 18 Ch. 17		

ELEMENT TITLE: Operations, Safety and Health – Regional Level Reviews
SAFETY AND HEALTH

TEMPLATE #2

Introduction: Employee safety, health, and wellness are core values for the National Park Service. This checklist has been developed to continue to work towards enhancing the safety for our employees.

Key Code: E = Exceeds M = Meets NI = Needs Improvement I = Issue NR = Not Reviewed			
Element/Activity	Reference	Code	Remark
1. Safety <ul style="list-style-type: none"> Agency administrators at all levels stress that firefighter and public safety always take precedence over property and resource loss. Ensures timely follow-up to known incidents or accidents. Coordination with national office. Coordinates and conducts regular safety checks or reviews (FAST), as necessary. Safety and operational leadership training is made available. Use of safety reporting systems such as SAFENET are made available and encouraged. 	DO 18 and RM 18 Ch. 3 Red Book Ch. 7 Red Book Ch. 7		
2. Investigations / Entrapments <ul style="list-style-type: none"> Agency policies and standards are understood. Regional process exists for response and mitigation. Parks understand roles and responsibilities. Coordinates and conducts regular safety checks or reviews (FAST), as necessary. Protocols for Serious Accident Investigation Teams are developed. 	RM 18 Ch. 3 and Red Book Ch. 7 RM 50 B		

ELEMENT TITLE: Operations, Safety and Health – Regional Level Reviews**TEMPLATE #2**

3. Interagency Wildland Fire Medical Standards Program (MSP) <ul style="list-style-type: none">Regional Medical Standards Coordinator has been identified and proactively assists parks with implementing the MSP.Regional personnel (and park unit personnel under the region's responsibility) performing wildland fire positions requiring an arduous fitness level have received medical clearance (in accordance with the Interagency Wildland Fire Medical Standards Program) prior to taking the pack test, obtaining a Red Card or performing an arduous fitness level position.	5 CFR Part 339 Medical Qualifications Determinations Red Book Ch. 13		
4. Work Capacity Testing <ul style="list-style-type: none">Work Capacity Tests are current, documented and administered in accordance with established standards.	NWCG PMS 310-1, DOI Medical Standards Program		
5. Corrects unsafe activities.	RM 18 Ch. 3		
6. Institutes employee health and wellness programs.	NPS Employee Safety & Health Implementation Plan		

ELEMENT TITLE: Operations, Safety and Health – Regional Level Reviews

TEMPLATE #2

Operation: Operations		Date:
Objective(s):		
Supervision	Circle the number as appropriate <☺ 1 2 3 4 5 6 7 8 9 10 ☹>	
Supervisor has perfect knowledge about the mission, personnel, capabilities and limitations, and is able to apply the appropriate control to minimize risk. Presence or accessibility of leadership/supervision for all teams and personnel. Clear chain of command.		Supervisor has little knowledge about the mission, personnel, capabilities and limitations, and lacks skill, knowledge or ability to apply the appropriate control to minimize risk. There is no presence or accessibility of leadership/supervision for all teams and personnel. No clear chain of command.
Work Planning and Standard Operating Plans		
There is a well-designed work plan and SOP's that are reviewed and revised as needed to meet demands and to account for adaptation.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	There are no work plans or SOP's or they don't address many current adaptations made in response of demands for efficiency. Time constraints have a strong effect on ability to plan.
Contingency Resources		
Contingency resources and back-up plans have been identified and are available. Duty Officers are assigned.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	Contingency resources and back-up plans have not been identified and are not available. Duty Officers are not assigned.
Communication		
Interpersonal communications are clear and there is a high level of trust in the organization. Adequate personnel and technology are available to relay information accurately to those who make the decisions	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	There is low trust in the organization or the personnel/communication is unreliable based on the expected needs.
Team		
There is a high level of team competency and level of individual training & experience. There is cohesiveness and an atmosphere that values input/self-critique. There is a high level of team morale. High level of overall physical fitness and health.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	Low level of team competency. Lack of individual training & experience. No team cohesiveness and atmosphere that values input/self-critique. Low level of overall physical fitness and health. Lack of team morale. Team members with major life distractions.
	Total:	
Benefit Statement		
<div style="display: flex; justify-content: space-between;"> Operation Approved by: Title: Date: </div>		
GREEN ZONE (1-17)	AMBER ZONE (18-33)	RED ZONE (34-50)

ELEMENT TITLE: Operations, Safety and Health – Regional Level Reviews
TEMPLATE #2
OPERATIONS INTERVIEW QUESTIONS

- Do you feel your people are qualified to perform the job?
- Are you comfortable that safe operations are occurring during fire operations?
- How well do the components of Fire Program function together as a team?
- Is funding going to the right program areas for the right reasons?
- Do you feel you have adequate equipment and facilities to meet your needs?
- What kind of support do you receive from the national office?
- Do you know of any cost efficiencies in managing the fire program?
- What are your interagency relationships?
- Do you receive briefings on fire activity? Have there been issues or problems with fire reporting, information gathering, and communication with the field?
- Information sharing – what are you doing and why are you doing it?
- Do you understand the WFDSS process? Have there been any problems using decision support tools and / or centers?
- Are there proper management controls in place for the fire program?
- What can you do to help?

**ELEMENT TITLE: Operations, Safety and Health – Regional Level Reviews
TEMPLATE #2**

For the Program Review you should have the following items available:

	Tool List (Programs, reports, and paperwork available to aid in the review process)
	<i>IQCS records and red card data</i>
	<i>Fire records</i>
	<i>Fire review reports such as large fire cost reviews, escaped fire reports, etc.</i>
	<i>Incident Management Team close-out reports</i>
	<i>Standard Operating Procedures</i>
	<i>Program review reports</i>
	<i>Interpark agreements, interagency agreements and annual operating plans</i>
	<i>Regional policy memoranda related to operations</i>
	<i>Client Access System (CAS) records for personnel performing wildland fire positions requiring an arduous fitness level.</i>
	<i>Work Capacity Test records</i>
	<i>Any Injury/accident claims on file in last two seasons</i>
	<i>Any JHA completed for this program</i>
	Tool List (Reference Materials)
	<i>RM 18</i>
	<i>Interagency Standards for Fire and Fire Aviation Operations (The Red Book)</i>
	<i>Interagency Incident Business Management Handbook</i>

ELEMENT TITLE: Fuels – Regional Level**TEMPLATE #3**

Location:		Date:	
Respondent & Title:		Reviewed By:	
Introduction:			
Key Code: E = Exceeds M = Meets NI = Needs Improvement I = Issues NR = Not Reviewed			
Element/Activity	Reference	Code	Remark
A. FUELS PROGRAM MANAGEMENT			
1. Develops the regional fuels program of work <ul style="list-style-type: none"> o Distributes regional fuels funding and program management budget, in consideration of targets and budget caps. o Follows procedures and meets timelines in NPS Wildland Fire & Aviation Annual Financial Management Guide. o Has fair and transparent process for distributing funding to parks. o Priorities for treatment & activity funding align with NPS/DOI priorities. o Costs per acre for expensive treatments have justifications. o Has process for moving fuel funds within region to take advantage of windows of opportunity. o Returns funds to FMPC when funded treatments/activities are postponed/ moved to next fiscal year(s) o Makes recommendations to RFMO to maximize efficiency of fuels-funded positions/locations. o Regional accomplishment targets are appropriate, including contracting. 	RM 18 Ch. 7; and NPS Wildland Fire & Aviation Annual Financial Management Guide		

ELEMENT TITLE: Fuels – Regional Level**TEMPLATE #3**

2. Assisting parks with shared resources, contracts and agreements: <ul style="list-style-type: none">○ Responsive and attempts to meet requests of parks, especially non-fire funded parks.○ Provides regional assistance for contracting and agreements.○ Facilitates sharing of resources between parks; helps set work priorities when conflicts occur.○ Promotes insertion of “Woody Biomass Utilization” clause into all fuels management treatment contracts.○ Provides coordination of and prioritizes work assignments for NPS modules.○ Provides direction and oversight for Community Assistance projects within region.○ Coordinates Fire Modules.	RM 18 Ch. 7		
3. Establishing and articulating business rules and standard operating procedures applicable to the region: <ul style="list-style-type: none">○ Communicates with parks on standard operating procedures and timelines.○ Refines regional business rules annually to align with national business rules.○ Enforces adherence to regional/national business rules.	RM 18 Ch. 7; and NPS Wildland Fire & Aviation Annual Financial Management Guide		
4. Reviewing treatment plans and assisting with the development of treatment plans as needed: <ul style="list-style-type: none">○ Ensures RX burn plans are technically reviewed.○ Spot checks burn plans and treatment plans for parks within region.○ Assists parks with locating resources to write RX/treatment plans.○ Spot checks treatment plans to ensure objectives are designed to meet park program goals.○ Encourages development and use of biomass utilization.	Interagency Prescribed Fire Planning and Implementation Procedures Guide		

ELEMENT TITLE: Fuels – Regional Level**TEMPLATE #3**

6. Scheduling, performing and monitoring reviews of park fuels programs: <ul style="list-style-type: none">○ Reviews at least two park fuels programs per year (including site visits).○ Requests national assistance as needed.○ Tailors reviews to address specific questions, issues, and potential “best practices” to share with other parks.○ Applies lessons learned from reviews to other parks in region; shares pertinent information with other regions and national office.○ Monitors park response to review team recommendations.○ Reviews escaped prescribed burns and have process to disseminate lessons learned to other parks/regions.	RM 18 Ch. 7		
7. Working with other NPS Regions and the National Office to develop policy and practices: <ul style="list-style-type: none">○ Stays abreast with National fuels policies, air quality regulations, and current technology and trends pertaining to fuels management.○ Participates on NPS fuels conference calls.○ Attends NPS Fuels meetings and workshops.○ Participates on policy development task groups.	RM 18 Ch. 7		
8. Coordinating with ecologists and resource managers: <ul style="list-style-type: none">○ Works cooperatively with environmental specialists to prevent unwanted, unforeseen negative impacts from fuels treatments.○ Assists parks with contacts at regional/national level.○ Stays informed on air quality issues and individual state regulations concerning AQ within region.○ Encourages incorporation of ecological information into programmatic and project level goals and objectives.	RM 18 Ch. 7 and RM 18 Ch. 8		

ELEMENT TITLE: Fuels – Regional Level**TEMPLATE #3**

9. Collateral duties are reasonable and appropriate and do not exceed more than 20% of Fuels Management Specialists' time.	NPS Wildland Fire & Aviation Annual Financial Management Guide (found in Position Management Section)		
10. Provides regional oversight for NFPORS (Note: Moved to Information Resource Management and Support Checklist)			

ELEMENT TITLE: Fuels – Regional Level
TEMPLATE #3

Operation: Fuels Management Program		Date:
Objective(s):		
	Circle the number as appropriate	
Fuels Management Program		
A program is in place to perform the mission of the fuels management program. Objectives are defined. The program lead has perfect knowledge about the mission, personnel, capabilities and limitations, and is able to achieve program objectives.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	A program is not in place to perform the mission of the fuels management program. Objectives are not defined. The program lead has little knowledge about the mission, personnel, capabilities and limitations, and lacks skill, knowledge or ability to achieve program objectives.
Work Planning and Standard Operating Plans		
There is a well-designed work plan and SOP's that are reviewed and revised as needed to meet demands and to account for adaptation.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	There are no work plans or SOP's or they don't address many current adaptations made in response of demands for efficiency. Time constraints have a strong effect on ability to plan.
Communication		
Interpersonal communications are clear and there is a high level of trust in the organization. Adequate personnel and technology are available to relay information accurately to those who make the decisions	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	There is low trust in the organization or the personnel/communication is unreliable based on the expected needs.
Team		
There is a high level of team competency and level of individual training & experience. There is cohesiveness and an atmosphere that values input/self-critique. There is a high level of team morale.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	Low level of team competency. Lack of individual training & experience. No team cohesiveness and atmosphere that values input/self-critique. Lack of team morale. Team members with major life distractions.
	Total:	
Benefit Statement		
Operation Approved by: _____ Title: _____ Date: _____		
GREEN ZONE (1-14)	AMBER ZONE (15-27)	RED ZONE (28-40)

ELEMENT TITLE: Fuels – Regional Level
TEMPLATE #3

FUELS MANAGEMENT INTERVIEW QUESTIONS

- Is funding going to the right program areas for the right reasons? Are we treating the right acres? Do you feel you have adequate equipment and facilities to meet your needs?
- Do you feel your people are qualified to perform the job?
- Are you comfortable that safe operations are occurring during prescribed burn operations?
- What kind of review process is in place for prescribed burn plans?
- What are the issues or problems with reporting, information gathering, and communication with the field?
- What kind of support do you receive from the national office?
- Do you know of any cost efficiencies in managing the fuels management program?
- What are your interagency relationships?
- Information sharing – what are you doing and why are you doing it?
- Do you understand the NFPORS process?
- How well do the components of Fire Program function together as a team?
- What can you do to help?
- What can we do to help?

FUELS PROGRAM MANAGEMENT

- Is the direction/process for coordination on hazardous fuels/ecology projects prioritizations clear?
- What specific issues or problems do you have with the fuels/ecology program? What solutions?
- Are Parks aware of national guidance to have preliminary out-year projects entered into NFPORS by March 15 of each year and final verification forms signed by mid-May?
- Are Parks aware of who is their national/regional fuels/ecology leads?
- Are line officers actively involved in the fuels/ecology program and is the program a priority?
- How well integrated is the Fuels/Ecology Program in the other staff areas? Is the fuels program perceived as a resource program, a fire program or both? How important is the fuels/ecology program in the overall program of work?
- Do you consider your program a combined fuels/ecology program or do fuels and ecology function somewhat independently? That is, how well integrated are the fuels and ecology programs?
- What are you doing to help accomplish the 50% contracting goal?
- Are you aware how Fire Program Analysis (FPA) will affect the fuels/ecology program?
- Any anticipated problems with other partners in FPU's regarding fuels activities?

ELEMENT TITLE: Fuels – Regional Level
TEMPLATE #3

FUELS TREATMENTS

- Are you monitoring mechanical treatments? Do we need to change direction or remove impediments to the use of mechanical treatments?
- Is smoke management an issue for accomplishing your fuels program? Do you have a solution to this problem?
- Do you have issues about reporting and tracking systems? Do you have a solution?
- Do employees receive adequate training? Do they have development plans?
- If there are other parks in fire management clusters, or shared fire resources (fire modules), what steps are taken to ensure that the resources are adequately shared? Inter-park agreements? Annual work plans? Do cluster parks feel they are getting the support they need?
- Approximately what was the average planned cost per acre of treatments in prior FY and current FY by the following categories?

CATEGORY	PRIOR FY		CURRENT FY	
	Mechanical	RX Fire	Mechanical	RX Fire
For projects within the Wildland Urban Interface areas				
For projects outside the Wildland Urban Interface areas				

- Do parks use a prioritization process based on hazards, risks to communities and resources, human and resource values, and collaborative efforts with other local/state/Federal agencies to determine which projects will be funded? If you use a prioritization process but with different factors, what are they?
- Who (Local collaborators, Superintendent, Program Managers, FMO, Fire Ecologist, etc.) are involved in the project prioritization process?
- What percentage of the fuels/ecology budget is allocated to overhead? What positions does the fuels/ecology program support?
- Are park staffs in agreement regarding the appropriateness of fuels treatments?

ELEMENT TITLE: Fuels – Regional Level**TEMPLATE #3****For the Program Review you should have the following items available:**

	Tool List (Programs, reports and paperwork available to aid in the review process)
	<i>Prescribe fire burn plans</i>
	<i>Project review reports and project files</i>
	<i>Escaped fire review reports</i>
	<i>Accomplishment reports</i>
	<i>NFPORS data, documentation, and accomplishment reports</i>
	<i>Financial data by project</i>
	<i>Regional policy memoranda</i>
	<i>Standard operating procedures</i>
	<i>Five-year or multi-year project plans</i>
	Tool List (Reference Materials)
	<i>RM 18</i>
	<i>Interagency Standards for Fire and Fire Aviation Operations (The Red Book)</i>
	<i>Interagency Prescribed Fire Planning and Implementation Procedures Guide</i>
	<i>NPS Wildland Fire & Aviation Annual Financial Management Guide</i>

ELEMENT TITLE: Fire Ecology and Fire Effects – Regional Level Reviews

TEMPLATE #4

Introduction: This checklist and accompanying interview questions are used to evaluate the fire ecology and fire effects monitoring components of a NPS fire program at a park or network level. Interview questions are provided as suggestions to guide a conversation with park staff to get a better portrayal of a park's fire ecology program. The use of the provided interview questions is not mandatory, and may be modified or substituted at the reviewer's discretion. Communicating with staff at all levels of a park is important to get a complete picture of a program. Field trips to treatment and activity sites, as well as work locations will also be important to guarantee the review is robust.

Location:		Date:	
Respondent & Title:		Reviewed By:	
Key Code: E = Exceeds M = Meets NI = Needs Improvement NR = Not Reviewed			
Element/Activity	Code	Remarks	
A. Staffing (Support land management decisions and practices with science-based expertise) Reference: RM 18 Ch. 8 Section 2.2			
1. Staff size and budget is adequate for workload.			
2. Staff receives adequate training, developmental opportunities and has Individual Development Plans.			
B. Planning and Adaptive Management (Articulate ecologically sound objectives to strengthen and facilitate the land management planning process. Utilize fire ecology information for adaptive management) Reference: RM 18, Ch. 8 Section 2.3			
1. Fire ecologist provides input to Fire Management Plans, fuels project plans, and WFDSS implementation.			
2. Monitoring plan exists, or contained in other documents.			
3. The fire ecologist and lead monitor are meeting regularly with fire and resource managers to evaluate treatments and plan future treatments.			
4. Prescribed fire and mechanical treatment objectives are clearly identified, and quantitative.			
5. A process exists to use monitoring and research results to guide management decisions and direction.			

Fire Ecology and Fire Effects – Regional Level Reviews

TEMPLATE #4

C. Monitoring (Collect, analyze, report, and interpret fire effects data for managers) Reference: RM 18, Ch. 8 Section 2.3		
1. Monitoring type objectives are viable and measurable.		
2. Fire effects data are analyzed and summarized.		
3. Information from monitoring data and analysis is used to guide management decisions and direction.		
4. Monitoring is done on an appropriate number of prescribed fire and non-fire treatments at an acceptable frequency.		
5. Burn severity mapping is conducted and utilized.		
6. Quality control is in place for fire effects data collection, entry and management (e.g., plant species identified correctly and archived properly, slides and photos are labeled and stored properly, fire effects files are orderly).		
7. Monitoring plots installed according to protocols.		
8. Metadata are completed for all monitoring databases.		
D. Research (Identify critical fire research that will support park management decisions. Integrate fire research into park management plans. Communicate research needs and share research results with park staff and cooperators) Reference: RM 18, Ch. 8 Section 2.3		
1. Fire research needs are documented in FMP or other appropriate document.		
2. Effort is being made to support fire management research needs (e.g., pursuing funding for priority research needs).		
3. Research efforts are coordinated with other park programs and cooperators.		
4. Research results are shared with other park programs and cooperators.		

Fire Ecology and Fire Effects – Regional Level Reviews

TEMPLATE #4

E. Communication and Coordination (Facilitate communication and coordination between the park-level wildland fire and resource management programs. Complete NFPORS monitoring request entries) Reference: RM 18, Ch. 8 Section 2.3		
1. Fire effects monitoring is coordinated with other park monitoring efforts, i.e., Inventory & Monitoring (I&M); Exotic Plants Monitoring, etc.		
2. Fire ecologist and fire effects monitors network with other park and interagency monitoring efforts (e.g. do they share monitoring resources?).		
3. Monitoring data are presented to fire management and park staff, public, and/or scientific community through regular meeting, presentations, web sites, publications.		
4. Annual reports are produced and distributed to park managers.		
5. Resource Advisors (READs) are available and utilized as necessary for fuels projects and wildfires.		
6. Network parks are receiving adequate attention and resources are adequately shared.		
7. NFPORS inputs are timely and accurate.		
8. Fire ecologist and/or fire effects monitors support BAER activities.		
9. A regional representative participates in the Fire Ecology Steering Committee.		

ELEMENT TITLE: Fire Ecology and Fire Effects – Regional Level Reviews

Operation: Fire Ecology and Fire Effects Program		Date:
Objective(s):		
Fire Ecology and Fire Effects Program	Circle the number as appropriate <☺ 1 2 3 4 5 6 7 8 9 10 ☹>	
A program is in place to perform the mission of the fire ecology program. Objectives are defined. The program lead has perfect knowledge about the mission, personnel, capabilities and limitations, and is able to achieve program objectives.		A program is not in place to perform the mission of the fire ecology program. Objectives are not defined. The program lead has little knowledge about the mission, personnel, capabilities and limitations, and lacks skill, knowledge or ability to achieve program objectives.
Work Planning and Standard Operating Plans		
There is a well-designed work plan and SOP's that are reviewed and revised as needed to meet demands and to account for adaptation.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	There are no work plans or SOP's or they don't address many current adaptations made in response of demands for efficiency. Time constraints have a strong effect on ability to plan.
Communication		
Interpersonal communications are clear and there is a high level of trust in the organization. Adequate personnel and technology are available to relay information accurately to those who make the decisions	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	There is low trust in the organization or the personnel/communication is unreliable based on the expected needs.
Team		
There is a high level of team competency and level of individual training & experience. There is cohesiveness and an atmosphere that values input/self-critique. There is a high level of team morale.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	Low level of team competency. Lack of individual training & experience. No team cohesiveness and atmosphere that values input/self-critique. Lack of team morale. Team members with major life distractions.
	Total:	
Benefit Statement		
<div style="display: flex; justify-content: space-between;"> Operation Approved by: Title: Date: </div>		
GREEN ZONE (1-14)	AMBER ZONE (15-27)	RED ZONE (28-40)

ELEMENT TITLE: Fire Ecology and Fire Effects – Regional Level Reviews

Fire Ecology Interview Questions

A. Staffing

1. How many permanent and seasonal staff does the fire ecology program have? Do you rely on other fire or resource management staff to help with monitoring?
2. Do employees receive adequate training and career development opportunities? Do they have development plans?
3. What roles to fire ecology staff play in wildland fires: monitors, resource advisors, FFT2's, BAER team member, GIS specialist, FEMO, etc.?
4. Has the fire ecologist reviewed RM 18-chapter 8 and 18? Does chapter 8 provide adequate policy direction for monitoring of wildland fires, fire effects, and fuels treatments and guidance relating to adaptive management and general programmatic requirements for the Fire Ecology Program?
5. Does fire ecology staff assist with wildfires? If yes, is base eight charged to the wildfire account? If any monitoring (e.g., CBI, rapid assessment etc.) of wildfire effects occurs, base eight can be charged to the wildfire account up to 1 year post burn.

B. Planning and Adaptive Management

1. Has the park developed and used the following in their management planning:
 - a. Reference Conditions
 - b. Desired Future Conditions
 - c. Ecological Models
 - d. The most recent pertinent research
 - e. Risk Assessment
 - f. Successional Modeling
 - g. Monitoring Data
 - h. Fire Regime Condition Class
2. How important is both the fire ecology program and the fuels program in the Park's overall program of work?
3. Does ecologist have input into FMP, Prescribed Fire Plans, WFDSS, and Long Term Fuels Treatment Plan?
4. Is the fire ecologist working with the fuels specialist and other fire and resource management staff to implement adaptive management?
5. How well integrated are the park fuels and fire ecology programs? Do you consider fire ecology as part of the fuels or do fuels and ecology function somewhat independently? How well integrated is the ecology in the other areas of the fire management program?
6. How is the current emphasis on WUI changing your fuels and fire ecology programs?
7. What major issues does the fire ecology program face (e.g., lack of fire effects monitoring resources)?
8. What major issues does the fuels program face (e.g., smoke management)?
9. Does your Park use a prioritization process based on hazards, risks to communities and resources, human and resource values, and collaborative efforts with other local/state/Federal

Fire Ecology and Fire Effects – Regional Level Reviews

agencies to determine which fuels projects will be funded? If a prioritization process is used, but with different factors, what are they? Is there a process for prioritizing monitoring projects?

10. Who (Local collaborators, Superintendent, Program Managers, FMO, Fire Ecologist, etc.) is involved in the project prioritization process?
11. Is park staff in agreement regarding the appropriateness of fuels treatments?
12. What specific issues or problems do you have with the fire ecology program or fuels program? What are the solutions?
13. Is the fuels program perceived as a resource management program, a fire management program or both?
14. Does the park do mechanical treatments and, if yes, are there any impediments to implementing them?
15. Are you aware of HFPAS and how it will impact both the fuels program and fire ecology program? How are these changes impacting short and long term monitoring?

C. Monitoring

1. Are parks, community, and/or project level monitor plans used? Have they been kept current? What type of support do you need to complete and maintain these plans?
2. Are monitoring data being analyzed? Are objectives being achieved? What actions are being taken based on monitoring results?
3. Is there a defined procedure outlined in the Monitoring Plan or Fire Management Plan that documents how results will be used to influence future management actions?
4. Are mechanical treatments being monitored?
5. Do you monitor fire effects of wildfires? If yes, what protocols do you use (e.g., CBI, rapid assessment)?
6. Are monitoring type descriptions, objectives and protocols documented?
7. Are there clear, appropriate, quantitative short-term and long term objectives?
8. Has the sampling design been customized (pilot sampling) to meet the park's needs? Are modifications in methodology well-documented?
9. Are rapid assessment plots being used to monitor wildfires or prescribed fires?
10. Are control plots necessary or utilized?
11. Is any type of short-term monitoring being conducted?
12. Is all your data entered in to a database? Do you use FFI? What other databases or spreadsheets are used to store monitoring data?
13. Have all your data entered into a database and been quality checked?

D. Research

1. To what extent is fire research being conducted in the park?
2. What is the unit(s) fire Research needs? Have these needs been identified in the FMP?
3. Has the unit(s) been a part of any Joint Fire Science projects?
4. Has the unit submitted Fuels Reserve Research Request(s)? Did the submitted request(s) meet a research need identified in the FMP?
5. Have there been any problems implementing or supporting JFSP projects, Fuels Reserve Research Requests, or other fire related research?

Fire Ecology and Fire Effects – Regional Level Reviews

6. Are the researchers presenting final results to park managers and provide the park with copies of the collected data at the completion of the project.

E. Communication and Coordination

1. Is the rest of the fire staff aware of what monitors and the ecologist are doing and why?
2. Are the fire ecologist and lead monitor taking the time to communicate with both fire and non-fire staff the results of their monitoring efforts? The communication can be informal or through regular meetings.
3. Are monitoring data presented to fire management staff, parks, public, and/or scientific community through regular meetings, presentations, and web sites, publications?
4. Do you have any issues with the end of year report or the Fire Ecology Program spreadsheet? Do you find them useful?
5. If there are other parks in the fire ecology network, what steps are taken to ensure that the resources are adequately shared and coordinated? Inter-park agreement? Annual work plans? Do network parks feel they are getting the support they need?
6. Are there opportunities to coordinate monitoring with I&M networks or interagency partners? Any sharing of monitoring resources with other partners in your FPU?
7. Do resource managers (natural and cultural) communicate regularly with fire ecologist and lead monitor?
8. Does fire ecology staff know who their national/regional fire ecology and fuels program leads are?
9. Has the unit developed ecological After Action Reviews (AAR) or something similar as a means to discuss monitoring results or trends and management activities following the completion of a project or projects?
10. Any difficulties associated with NFPORS? What process do you use to request supplemental travel funding for fire effects monitoring? Do you put these requests in NFPORS?
11. Has the park(s) had any BAER activities in recent years? What is the fire ecology program's role in BAER? Is there any monitoring of treatment effectiveness for BAER projects? Who assists in developing BAER plans? Do you know who your regional BAER coordinator is?

Fire Ecology and Fire Effects – Regional Level Reviews
For the Program Review you should have the following items available:

	<p>Tool List</p> <p>(Programs, reports and paperwork available to aid in the review process)</p>
	<i>Fire Ecology Annual Reports</i>
	<i>Fire Effects files, project review reports and project files</i>
	<i>5-year or multi-year project plan FMP and/or NEPA Compliance documents files</i>
	<i>Monitoring Plan(s)</i>
	<i>FMH-4s</i>
	<p>Tool List</p> <p>(Reference Materials)</p>
	<i>RM 18</i>

Wildland Fire Planning

Element Title: Wildland Fire Planning – Regional Level

TEMPLATE #5

Introduction: This checklist and accompanying interview questions are used to evaluate the wildland fire planning components of an NPS Fire Program within a Region.

Interview questions are provided as suggestions to guide a conversation with staff to get a better portrayal of a region's fire planning status, needs, and issues. The use of the provided interview questions is not mandatory, and may be modified or substituted at the interviewer/reviewer's discretion. Communicating with staff at all levels with a region is important to get a complete picture of a program. Interviews with a sampling of parks within the region may also be important to guarantee the review is robust.

Additional References: NPS Management Policies (2006), Chapter 4.5; Directors Orders 18 - Wildland Fire Management, Chapter 4.1 and 5.1.H Planning; Reference Manual 18, Chapter 4, Fire Management Plans.

Location:		Date:	
Respondent & Title:		Reviewed By:	
Key Code: E = Exceeds M = Meets NI = Needs Improvement NR = Not Reviewed			
Element/Activity	Reference	Code	Remark
1. Strategic plans and work plans are developed to provide vision and objectives for the fire management program.	2006 NPS Management Policies Section 2.1.4		
2. Fire Management Plans exist for all parks in the region that are required by policy to develop a FMP.	DO 18 Ch. 4.1 and 5.1		
3. Fire Management Plans meet policy requirements and have objectives that are based on park's approved land management plans and linkages are clear between all park planning documents.	DO 18		
4. NEPA support is available.			
5. Process for finalizing and tracking FMPs is established and understood by parks. An individual/position is identified to be responsible for monitoring and reviewing.	RM 18 Ch. 4		
6. Regional staff tracks the completion of FMP annual and 5 year reviews and insures their completion.	RM 18 Ch. 4		

Wildland Fire Planning

TEMPLATE #5

7. Regional staff review and provide feedback on updates and revisions to FMPs.	RM 18 Ch. 4		
8. Sufficient capacity and expertise in the regional office exists to support and advise parks when developing, reviewing and updating FMPs.	RM 18 Ch. 4		
9. Regional fire management staff is adequately staffed and trained to provide definitive advice and assistance in the development of FMPs and associated compliance documents	RM 18 Ch. 4		
10. All FMPs and associated compliance documents in the region have been reviewed against 2009 Policy Implementation guidance. Documentation of the reviews is complete and current.	2009 Guidance for Implementation of Federal Wildland Fire Management Policy		
11. Fire Program Analysis (FPA): <ul style="list-style-type: none">• FPU Charter is in place for all participating parks.• Data required to support FPA is available and up-to-date.• Geographic Area leads and NPS contact has been identified.• The Regional Director is aware of and appropriately engaged in FPA• Key staff are adequately trained to assist parks as needed• Submissions are timely and meet FPA requirements.	www.fpa.nifc.gov		
12. Regional fire management staff is involved in related NPS planning efforts such as the development and regional review of wilderness standards, Resource Stewardship Strategies, and General Management Plans.	NPS Management Policies Section 2.3.1.3		

Wildland Fire Planning

List of potential interviewees:

- Chief of Natural Resources
- Chief of Cultural Resources
- Regional Environmental Compliance Specialist
- Chief Ranger
- Air Quality Specialist
- Wilderness Coordinator

List of potential discussion questions:

- To what extent do regional fire managers participate in other planning activities (e.g. wilderness, GMP, RSS, etc.)?
- Are the 1 and 5 year periodic reviews of the Fire Management Plan and program useful?
 - What changes are recommended?
- To what extent are FMPs and associated compliance documents used for annual planning and operational guidance?
 - What would make those documents more useful?
- Are other NPS operations and disciplines well integrated into the FMP development and implementation?
 - How could this be improved?
- Is the regional adequately staffed, trained, and organized to assist parks with fire management planning and compliance needs?
 - Where are there gaps and how could they be filled?
- Does the region get adequate support, guidance and information from FMPC with regard to fire management planning and compliance?
 - How could this be improved?

Wildland Fire Planning

Operation: Wildland Fire Planning		Date:
Objective(s):		
Planning	Circle the number as appropriate	
All parks with vegetation capable of burning have prepared a fire management plan.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	Parks with vegetation capable of burning have not prepared a fire management plan.
Regional office assists parks in the review and approval of fire management plans and associated environmental compliance documents following national guidelines for fire management planning.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	Regional office does not assist parks in the review and approval of fire management plans and associated environmental compliance documents. Plans do not follow national guidelines for fire management planning.
Fire Management Plans: • Respond to the park's natural and cultural resource objectives. • Provide for safety considerations for park visitors, employees, and developed facilities. • Address potential impacts on public and private neighbors and their property adjacent to the park; and protect public health and safety.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	Fire Management Plans do not: • Respond to the park's natural and cultural resource objectives. • Provide for safety considerations for park visitors, employees, and developed facilities. • Address potential impacts on public and private neighbors and their property adjacent to the park; and protects public health and safety.
Parks annually review and update fire management plans to ensure consistency with NPS policy, federal wildland fire management policy and federal environmental regulations.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	Parks do not annually review and update fire management plans to ensure consistency with NPS policy, federal wildland fire management policy and federal environmental regulations.
Oversight and Supervision		
Planning coordinator is well-informed about the fire management planning process and requirements.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	Planning coordinator is not well-informed about the fire management planning process and requirements.
Communication		
Interpersonal communications are clear and there is a high level of trust. Adequate personnel and technology are available to relay information accurately to those who make the decisions.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	Interpersonal communications are not clear and there is not a high level of trust. Adequate personnel and technology are not available to relay information accurately to those who make the decisions.
	Total:	
Benefit Statement		
Operation Approved by: _____ Title: _____ Date: _____		
GREEN ZONE (1-20)	AMBER ZONE (21-40)	RED ZONE (41-60)

Wildland Fire Planning

For the Program Review you should have the following items available:

	Tool List (Programs, reports and paperwork available to aid in the review process)
	<i>FPU Charters</i>
	<i>Fire Management Plans</i>
	<i>Fire Management Plan Approval Memorandums, Signature Pages, and Checklists</i>
	Tool List (Reference Materials)
	<i>NPS Director's Order 18</i>
	<i>NPS Reference Manual 18</i>
	<i>Interagency Standards for Fire and Fire Aviation Operations (The Red Book)</i>

ELEMENT TITLE: AFFILIATED PROGRAMS – REGIONAL LEVEL**TEMPLATE #6**

Location:		Date:	
Respondent & Title:		Reviewed By:	
Introduction: Affiliated programs including Rural Fire Assistance, Prevention, Equipment, Facilities, Aviation, and BAER.			
Key Code: E = Exceeds M = Meets NI = Needs Improvement I = Issue NR = Not Reviewed			
Element/Activity	Reference	Code	Remark
1. Community Assistance <ul style="list-style-type: none">Regional program in place for coordination and assistance			
2. Rural Fire Assistance <ul style="list-style-type: none">State representationRegional program in place for coordination and assistanceObligations are accurate and timely			
3. Fire Prevention Program <ul style="list-style-type: none">Regional program in place for coordination and assistance	RM 18 Ch. 6		
4. Facilities <ul style="list-style-type: none">PMIS process meets DOI Wildland Fire Facilities request timeline and guidanceAdequate support provide to parks with approved fundingAdjustments in project funding coordinated between national office and parks	RM 18 Ch. 12		
5. Equipment/ Working Capital Fund <ul style="list-style-type: none">Adequate vehicles and equipment are provided for park programs. Type and number of apparatus adequate for workload complexity and meet agency standards.Working Capital Fund standards met. Regional process for inventory and replacement in placeCoordination exists with national officeRegional coordination exists with ONPS equipment personnel Equipment: water tenders, engines, etc.The use of off road vehicles (e.g. UTVs) follows national and regional policies	RM 18 Ch. 13		

AFFILIATED PROGRAMS – REGIONAL LEVEL

TEMPLATE #6

<p>6. Aviation (Full aviation reviews are managed by the Department)</p> <ul style="list-style-type: none"> • Aviation Plans in place and updated (RM-60 DM's) • Aviation MOU's and Agreements updated and in place • Aviation Training requirements met • Safecomms and AMIS documented • Aviation oversight and support to the Parks 	<p>DO 60/ RM 60 / RM 18 Ch. 2 / Interagency Helicopter Operations Guide</p>		
<p>7. Post Fire Programs - Burned Area Emergency Response (BAER) and Burned Area Rehabilitation (BAR)</p> <ul style="list-style-type: none"> • Coordination duties are assigned • Regional process and protocols are established • Regional coordinator provides training, technical assistance, and information to parks • Records are kept and available • Expenditures and obligations are authorized and within funding authorities • Post-fire plans are reviewed and approved • Post-fire plans are integrated with park planning documents to meet park and resource management objectives • Post-fire plans are in compliance with environmental laws and regulations • Annual and Final Accomplishment Reports are prepared and submitted to the approving authority. • National office coordination is ongoing • BAER teams are identified and local resources are reasonably used to expand the capacity of local and regional BAER Teams. Resource Advisors (READs) are available and utilized. • Employees involved in BAER know, understand, and practice safe operations. Job Hazard Analysis Forms are available and complete for field activities. 	<p>RM 18 Ch. 19</p>		

AFFILIATED PROGRAMS – REGIONAL LEVEL

TEMPLATE #6

<p>8. Smoke Management</p> <ul style="list-style-type: none">• State and National Air Quality and Smoke Management standards are followed in wildland fire incidents• Smoke management plans are required and realistic• Statewide and local interagency coordination occurs with cooperators and regulatory authorities• Parks adhere to permit approval process• Air quality monitoring networks in place and utilized; interagency agreements utilized where appropriate for cost share equipment and personnel; contracts implemented where appropriate• Participate with cooperators and regulators when following standards for class I airsheds and non-attainment areas• Memoranda of understanding utilized for coordination amongst cooperators and regulators. Annual coordination occurs with regulators and cooperators on programmatic changes relative new air quality regulations.			
--	--	--	--

ELEMENT TITLE: AFFILIATED PROGRAMS – REGIONAL LEVEL TEMPLATE #6

Operation: Affiliated Programs		Date:
Objective(s):		
Program Management	Circle the number as appropriate <☺ 1 2 3 4 5 6 7 8 9 10 ☹>	
Affiliated programs are in place to sustain the fire management mission. Objectives are defined. The program leads have perfect knowledge about the mission, personnel, capabilities and limitations, and are able to achieve program objectives.		Affiliated programs are not in place to sustain the fire management mission. Objectives are not defined. Program leads have little knowledge about the missions, personnel, capabilities and limitations, and lack skills, knowledge or ability to achieve program objectives.
Work Planning and Standard Operating Plans		
There are well-designed work plans and SOP's that are reviewed and revised as needed to meet demands and to account for adaptation.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	There are no work plans or SOP's or they don't address many current adaptations made in response of demands for efficiency. Time constraints have a strong effect on ability to plan.
Communication		
Interpersonal communications are clear and there is a high level of trust in the organization. Adequate personnel and technology are available to relay information accurately to those who make the decisions	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	There is low trust in the organization or the personnel/communication is unreliable based on the expected needs.
Team		
There is a high level of team competency and level of individual training & experience. There is cohesiveness and an atmosphere that values input/self-critique. There is a high level of team morale.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	Low level of team competency. Lack of individual training & experience. No team cohesiveness and atmosphere that values input/self-critique. Lack of team morale. Team members with major life distractions.
	Total:	
Benefit Statement		
<div style="display: flex; justify-content: space-between;"> Operation Approved by: Title: Date: </div>		
GREEN ZONE (1-14)	AMBER ZONE (15-27)	RED ZONE (28-40)

ELEMENT TITLE: AFFILIATED PROGRAMS – REGIONAL LEVEL TEMPLATE #6

INTERVIEW QUESTIONS

- What are the priorities of the affiliated fire management programs?
- What do you see as the strengths or defining characteristics of the NPS Wildland Fire Program?
- How well do the components of Fire Program function together as a team?
- Is funding going to the right program areas for the right reasons?
- Do you feel you have adequate equipment and facilities to meet your needs?
- Is the region providing customer service and technical assistance?
- What kind of support do you receive from the national office?
- Do you know of any cost efficiencies in managing the fire program?
- Do you feel your people are qualified to perform the job?
- Are you comfortable that safe operations are occurring during fire operations?
- Are there proper management controls in place for the fire program?
- What can you do to help?

AFFILIATED PROGRAMS – REGIONAL LEVEL

For the Program Review you should have the following items available:

	Tool List (Programs, reports, and paperwork available to aid in the review process)
	<i>Work plans, project plans, project proposals</i>
	<i>Standard Operating Procedures</i>
	<i>Regional policy memoranda</i>
	<i>Accomplishment Reports</i>
	<i>Program expenditure reports</i>
	<i>Past Program review reports</i>
	<i>Fire review reports such as large fire cost reviews, escaped fire reports, etc.</i>
	<i>Fire records</i>
	<i>BAER Plans</i>
	Tool List (Reference Materials)
	<i>RM 18</i>
	<i>Interagency Standards for Fire and Fire Aviation Operations (The Red Book)</i>
	<i>Interagency Incident Business Management Handbook</i>
	<i>Interagency Helicopter Operations Guide</i>

Element Title: Fire Communication and Education - Region

TEMPLATE #7

Introduction: This checklist and accompanying interview questions are used to evaluate the fire communication and education components of an NPS Fire Management Program at a region. The checklist elements include serving as a resource, serving as an advocate, seeking interdisciplinary coordination, assisting parks in using strategy, assisting parks in policy and standards and identifying regional priorities and initiatives. Interview questions are provided as suggestions to guide a conversation with staff to get a better portrayal of the region's fire communication and education program. The use of the provided interview questions is not mandatory and may be modified or substituted at the interviewer/reviewer's discretion. Communicating with staff at all levels of a region is important to get a complete picture of a program. Field trips to treatment and activity sites, as well as work locations will also be important to guarantee the review is robust. Directors Orders #18: Wildland Fire Management, 6.6 Fire Communication and Education – Fire communication and education is a key component of the NPS Fire Management Program. A comprehensive, well-planned, and interdisciplinary communication and education program will be developed and implemented to enhance understanding of, and public support for, the entire scope of wildland fire management activities, particularly the role of fire in ecosystems. Also note Reference Manual (RM) 18, Ch. 21 addresses Communication and Education.

Location:		Date:	
Respondent & Title:		Reviewed By:	
Key Code: E = Exceeds M = Meets NI = Needs Improvement NR = Not Reviewed (Needs further discussion from group)			
Element/Activity	Code	Remark	
A. Serving as a Resource: Serving as a resource to the parks in the region and coordinating all matters relating to fire communication and education Reference: RM 18, Ch.21, Section 2.2			
1. Facilitates and/or coordinates discussions / meetings between national, regional, and park fire communications and education staff.			
2. Coordinates and manages the distribution of communication and education products available from the national office, regional office and/or the interagency fire management arena. (NPS, NIFC and NWCG exhibits, materials and products)			
3. Develops products which support NPS mission and interagency fire policy (fact sheets, exhibits, websites, brochures, handouts, and others TBD and as defined in the annual work plan) and are updated on an established time schedule.			
4. Serve as SME's and/or spokespersons for the media.			
5. As requested, provides media assistance to NPS park units before, during and after a fire management activity.			

Fire Communication and Education - Region

TEMPLATE #7

6. Incident and project information is posted on InciWeb/Fire News.		
7. Facilitates and assists parks with the development, writing, and placement of fire stories. (Success stories, information for InsideNPS and Morning Report, People Land and Water, Fire Management Today)		
8. Facilitates and assists parks with creating and maintaining a fire management presence on internal and external park web pages. (In accordance with park web protocol.)		
9. Regional fire management program is represented on the internal and external NPS web pages. (In accordance with the regional web protocol.)		
B. Serving as an Advocate: Serving as an advocate for integrated programs in the region. Reference: RM 18, Ch. 21, Section 2.2		
1. Fire management staff coordinates media contacts with Regional communication staff and via NPS protocol inform WASO Public Affairs and FMPC.		
2. Recruits, mentors and supports non-fire NPS staff to serve as NWCG qualified Public Information Officers (PIOF, PIO2, PIO1) that can support NPS fire management activities.		
3. Develops a regional PIO cadre which can assist parks with information needs for fire management activities.		

Fire Communication and Education - Region

TEMPLATE #7

C. Seeking Interdisciplinary Coordination: Seeking interdisciplinary coordination with other regional programs relative to fire communication and education in the parks. Reference: RM 18, Ch. 21, Section 2.2		
1. Interdisciplinary/divisional and interagency relationships are established, professional and complimentary.		
2. Participates in task and/or workgroups (either existing or initiated by the program contact) that enhances the fire communication and education program.		
3. Joint communication and education efforts are coordinated, planned and implemented. Fire and interdivisional staff communicate regularly and collaborate on programs which enhance NPS fire management.		
4. Creates and maintains partnerships to enhance the knowledge of designated key contacts about the basic tenets of the NPS Fire Management Program.		
D. Assisting Parks in Using Strategies: Assisting parks in using ongoing communication and education strategies, consultation, and collaboration to enhance fire management programs. Reference: RM 18, Ch. 21, Section 2.2		
1. The regional fire management office has a designated communication and education contact* to facilitate and coordinate the regional communication and education program. * The regional communication and education contact may be located at the region within the fire management workgroup, within another division in the region (as a collateral duty), or assigned to a field position who serves as coordinator of defined task group which facilitates the regional program.		

Fire Communication and Education - Region

TEMPLATE #7

E. Assisting Parks in Policies and Standards: Assisting parks in compliance with Department of the Interior and Service-wide communication policies and standards. Reference: RM 18, Ch. 21, Section 2.2		
1. Communication plan and/or action plan addresses broad fire messages for internal and external audiences. (Plan should be in tandem or complimentary to the Service-wide and/or interagency fire management communication plan.) Either within the plan or as a separate plan, notification protocol for emergency communication is established. (IE in the event of serious fire injury or fatality or in the event of an escaped prescribed fire, the formal hierarchy and critical significant courtesy contacts are defined.)		
F. Identifying Regional Priorities and Initiatives: Identifying regional fire communication and education priorities and initiatives. Reference: RM 18, Ch. 21, Section 2.2		
1. Develops an annual program of work based upon national, regional, and park defined needs and emerging issues in the NPS and interagency fire management arena.		

Operation: Fire Communication and Education		Date:
Objective(s):		
Fire Communication and Education Program	Circle the number as appropriate	
A program is in place to perform the mission of Fire Communication and Education. Objectives are defined. The program lead has perfect knowledge about the mission, personnel, capabilities and limitations, and is able to achieve program objectives.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	A program is not in place to perform the mission of Fire Communication and Education. Objectives are not defined. The program lead has little knowledge about the mission, personnel, capabilities and limitations, and lacks skill, knowledge or ability to achieve program objectives.
Work Planning and Standard Operating Plans		
There is a well-designed work plan and SOP's that are reviewed and revised as needed to meet demands and to account for adaptation.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	There are no work plans or SOP's or they don't address many current adaptations made in response of demands for efficiency. Time constraints have a strong effect on ability to plan.
Communication		
Interpersonal communications are clear and there is a high level of trust in the organization. Adequate personnel and technology are available to relay information accurately to those who make the decisions	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	There is low trust in the organization or the personnel/communication is unreliable based on the expected needs.
Team		
There is a high level of team competency and level of individual training & experience. There is cohesiveness and an atmosphere that values input/self-critique. There is a high level of team morale.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	Low level of team competency. Lack of individual training & experience. No team cohesiveness and atmosphere that values input/self-critique. Lack of team morale. Team members with major life distractions.
	Total:	
Benefit Statement		
Operation Approved by: _____ Title: _____ Date: _____		
GREEN ZONE (1-14)	AMBER ZONE (15-27)	RED ZONE (28-40)

Fire Communication and Education Interview Questions

List of potential interviewees:

- Regional Fire Management Staff
- Non-fire regional staff (For example: public affairs, interpretation, web manager, natural resources.)
- Regional Fire Communication and Education Specialist (if applicable)
- A sampling (3-5) of park Fire Management Officers and/or Park Superintendents

List of potential discussion questions:

- In your opinion, what should be the role of the communication and education in the region and surrounding communities?
- What do you see as the strengths or defining characteristics of the regional communication and education program?
- What do you see as the obstacles, if any that limit the regional communication and education program's effectiveness?
- How would you rate the performance/effectiveness of the communication and education program?
- How does the communication and education specialist or designated contact interact with you?

For the Program Review you should have the following items available:

	Tool List (Programs, reports and paperwork available to aid in the review process)
	<i>Products which support NPS mission and interagency fire policy (fact sheets, exhibits, websites, brochures, handouts, and others as defined in the annual work plan)</i>
	<i>Briefing materials</i>
	<i>Communication plans</i>
	<i>Success stories and other articles produced for InsideNPS, NPS Morning Report, Inciweb, etc.</i>
	<i>NPS fire management program internal and external web pages, social media sites, etc.</i>
	Tool List (Reference Materials)
	<i>RM 18</i>
	<i>DOI web guidance documents, social media policy, etc.</i>
	<i>NWCG Communicator's Guide to Wildland Fire</i>
	<i>NWCG Communication Planning</i>

ELEMENT TITLE: Information Resource Management and Support Regional Level**TEMPLATE #8**

Location:		Date:	
Respondent & Title:		Reviewed By:	
Introduction:			
Key Code: E = Exceeds M = Meets NI = Needs Improvement I = Issues NR = Not Reviewed			
Element/Activity	Reference	Code	Remark
A. DATA MANAGEMENT			
1. Spatial Analysis program established for: <ul style="list-style-type: none">• Data development and Metadata procedures• Data refinement and analysis• LANDFIRE• Fuels/ vegetation mapping• Fire occurrence• Fire reporting	RM 18 Ch. 20, RM 18 Ch. 11, RM 18, Ch. 7, and RM 18 Ch. 8		
2. Geographic Information Systems <ul style="list-style-type: none">• Workload is defined and agreed to in individual performance review plans• Staff size and budget is adequate for workload• Staff receives adequate training and developmental opportunities for workload• Fire GIS data is organized and up to date in an easily accessible directory structure• Fire history/ Fuels treatments / etc. data is provided to Regional (fire) GIS per RM-18• Fire GIS program networks with other programs and interagency efforts			
3. Wildland Fire Reporting - Regions will ensure <ul style="list-style-type: none">• All parks have completed accurate fire reports• Entered them in the WFMI Fire Reporting Module• Are managing the records correctly at the end of each fiscal reporting quarter and at the end of each calendar year.	RM 18 Ch. 11		

ELEMENT TITLE: Information Resource Management and Support Regional Level**TEMPLATE #8**

4. NFPORS - Provides regional oversight for: <ul style="list-style-type: none">• Reviews and approves proposed treatments & activities in NFPORS• Has knowledge of each regional treatment and activity approved in NFPORS and Plan of Work• Insures monthly updates and annual close-out are completed.• Monitors and seeks to correct errors in NFPORS (Quality Assurance).• Assists non fire funded parks with NFPORS entries, updates and accomplishments.• Responds to National data calls.	RM 18 Ch. 7; and NPS Wildland Fire & Aviation Annual Financial Management Guide		
5. Fire Program Analysis (FPA) <ul style="list-style-type: none">• All parks adequately represented and supported• FPA data standards set and understood by all affected parks• FPA charters on file for all parks• NPS represented in each GACC• FPA business rules developed and shared with parks• Coordination with the national office ongoing• Processes developed for integration of FPA into park budgets• Regional inputs finalized, consistent with business rules, and available			
6. Budget Data and Planning Data Systems (PDS) Regional offices are responsible for: <ul style="list-style-type: none">• Managing the regional budget data packages• Analyzing, determining, and justifying park fire management needs based on park program complexity and eligibility to receive base fire funding and staffing• Determining coordination and support funding needs by individual program requirements and interagency obligations	RM 18 Ch. 14		

ELEMENT TITLE: Information Resource Management and Support Regional Level**TEMPLATE #8**

7. Fire Facilities PMIS Process and Equipment/ Working Capital Fund <ul style="list-style-type: none">• PMIS process meets DOI Wildland Fire Facilities request timeline and guidance• Regional process for inventory and replacement of equipment in place• Coordination exists with national office• Regional coordination exists with ONPS equipment personnel	RM 18 Ch. 12 and RM 18 Ch. 13		
8. Privacy and Security of Data <ul style="list-style-type: none">• All Personally Identifiable Information is secure and safeguarded.• All official NPS data is maintained in a manner which meets the highest data integrity standards	RM 18 Ch. 20 and Federal Information Security Management Act (FISMA)		

B. SUPPORT			
7. GIS Specialist <ul style="list-style-type: none">The Regional Fire GIS Specialist provides a variety of support functions, including geospatial expertise, data layers, and map products.	RM 18 Ch. 20		
8. Wildland Fire Tools and Applications <ul style="list-style-type: none">The wildland fire program works with the parks to support wildland fire applications.	RM 18 Ch. 20		
9. IT Hardware Support <ul style="list-style-type: none">Equipment inventoried and replacement schedule establishedEquipment meets current standardsMaintenance program in place			

Information Resource Management and Support – Regional Level

Operation: Spatial Management Program		Date:
Objective(s):		
Spatial Management Program	Circle the number as appropriate <☺ 1 2 3 4 5 6 7 8 9 10 ☹>	
A program is in place to perform the mission of the spatial management program. Objectives are defined. The program lead has perfect knowledge about the mission, personnel, capabilities and limitations, and is able to achieve program objectives.		A program is not in place to perform the mission of the spatial management program. Objectives are not defined. The program lead has little knowledge about the mission, personnel, capabilities and limitations, and lacks skill, knowledge or ability to achieve program objectives.
Standard Operating Procedures		
Standards are in place for securing and safeguarding data and are used.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	Standards are not in place for securing and safeguarding data. The standards are not used.
Communication		
Interpersonal communications are clear and there is a high level of trust in the organization. Adequate personnel and technology are available to relay information accurately to those who make the decisions	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	There is low trust in the organization or the personnel/communication is unreliable based on the expected needs.
Team		
There is a high level of team competency and level of individual training & experience. There is cohesiveness and an atmosphere that values input/self-critique. There is a high level of team morale.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	Low level of team competency. Lack of individual training & experience. No team cohesiveness and atmosphere that values input/self-critique. Lack of team morale. Team members with major life distractions.
	Total:	
Benefit Statement		
<div style="display: flex; justify-content: space-between;"> Operation Approved by: Title: Date: </div>		

GREEN ZONE (1-14)

AMBER ZONE (15-27)

RED ZONE (28-40)

ELEMENT TITLE: Information Resource Management and Support
Regional Level TEMPLATE #8

INFORMATION RESOURCES INTERVIEW QUESTIONS

- How is spatial information used to analyze and support fire programs?
- What are the issues or problems with fire reporting, information gathering, and communication with the field?
- What kind of support do you receive from the national office?
- Do you know of any cost efficiencies in managing the information resources?
- What are your interagency relationships?
- Information sharing – what are you doing and why are you doing it?
- Do you understand the WFDSS process? Have there been any problems using decision support tools and / or centers?
- Are there proper information management controls in place for the fire program?
- How well do the components of Fire Program function together as a team?
- Do you feel you have adequate equipment and facilities to meet your needs?
- Do you feel your people are qualified to perform the job?
- Is funding going to the right program areas for the right reasons?
- What can you do to help?

FIRE GIS INTERVIEW QUESTIONS

Fire GIS Support

- Who is responsible for the maintenance of the base cartography?
- Who makes the maps for the fire program?
- Who does GIS analysis for the fire program?
- What parks does the Fire GIS staff support?
- Is GIS data being used effectively in the Fire Management Program?
- Does the Fire GIS program sufficiently meet fire management program needs?
- Does the fire management program support Fire GIS?

Fire Program/Interagency Issues

- Interagency issues?
- What specific issues or problems do you have with the fire GIS program? What solutions?
- Is the Park aware of who is their national/regional fire GIS reps are?
- How well integrated is the Fire GIS Program in the other staff areas? Is the Fire GIS program perceived as a resource program, a fire program or both?
- Does the Fire GIS program provide support to meet geospatial data needs related to FPA and WFDSS?
- If there are other parks in the fire management cluster, what steps are taken to ensure that the resources are adequately shared? Interpark agreement? Annual work plans? Do cluster parks feel they are getting the support they need?

ELEMENT TITLE: Information Resource Management and Support
Regional Level TEMPLATE #8

Base Cartographic GIS Data

- Are good base cartographic data available for the unit?
- Is there an up to date vegetation map that the unit feels is adequate?

Wildland Fire Program Core GIS Data

- Is there a GIS layer for the fire management units?
- Is there a Fire History data set?
 - If yes what period is covered?

ELEMENT TITLE: Information Resource Management and Support
Regional Level TEMPLATE #8

For the Program Review you should have the following items available:

	Tool List (Programs, reports and paperwork available to aid in the review process)
	<i>Fire Reports</i>
	<i>FPA data and documentation</i>
	<i>PMIS data and documentation</i>
	<i>NFPORS data and documentation</i>
	<i>Regional policy memoranda</i>
	<i>Standard Operating Procedures</i>
	<i>GIS Data Library</i>
	Tool List (Reference Materials)
	<i>RM 18</i>
	<i>Interagency Standards for Fire and Fire Aviation Operations (The Red Book)</i>
	<i>DOI information technology guidance, Federal information system security guidance, social media policy, etc.</i>
	<i>NWCG GIS Standard Operating Procedures Guidebook (PMS 936)</i>

ELEMENT TITLE: Fire Program Administration – Regional Level**TEMPLATE #9**

Location:		Date:	
Respondent & Title:		Reviewed By:	
Introduction: This checklist and aide tools are used to evaluate the administrative and fiscal components of the regional fire management program.			
Key Code: E = Exceeds M = Meets NI = Needs Improvement I = Issue NR = Not Reviewed			
Element/Activity	Reference	Code	Remark
1. Review Allocation by activity to ensure expenditures and obligations meet funding authority. Review documentation using reports to validate expenditures/obligation are with in Funding allocations and activity definitions. Review current year expenditures/obligations against prior year accounts. Review charges are appropriate for activity/subactivity charged. Review that accounts are established correctly within activity guidelines.	RM Chapter 15; NPS Wildland Fire & Aviation Financial Management Guide		
2. Review Purchase Cards to ensure compliance with agency standards and policies. Review available documentation to ensure that purchases are approved and appropriate for activity.	Federal Acquisition Regulations (FAR); Integrated Charge Card Program Policy Manual		
3. Review Time/Attendance records to ensure compliance with agency standards and policies. Review to ensure staffing charges follow the current year budget structure. Regular time should be charged to base funding source for all preparedness. Base funded fuels positions should charge regular hours for all fuels work to base account. (Fuels positions can move base to emergency suppression.) Ensure backfill authority is appropriate and charges are correct. Ensure that Time and Attendance records are complete.	RM Chap. 15 &16; NPS Wildland Fire & Aviation Financial Management Guide; Interagency Incident Business Management Handbook (IIBMH)		

Fire Program Administration – Regional Level

TEMPLATE #9

4. Travel management Ensure that documents are complete (TA and Vouchers) and appropriate for activity. If Blanket Travel Authorizations are issued, do they meet bureau requirements?	CFR Title 5 and Federal Travel Regulations contained in 41 CFR, Chapters 300 through 304; Departmental Manual Part 347		
5. Purchasing Review all documents for appropriate purchases against activity. Purchases are authorized and documented. Agreements are valid and meet agency mandates. Validate purchase are in support of the fire management program.	Federal Acquisition Regulations (FAR); Integrated Charge Card Program Policy Manual		
6. Fleet management Review vehicle use and expenditures are with in activity guidelines. Review that vehicle inventory meets agency and program management limitations.	RM Chap. 13; Federal Acquisition Regulations (FAR)		
7. Capitalized equipment Review to ensure that equipment was authorized and is appropriate for activity.	RM Chap. 13, Federal Acquisition Regulations (FAR)		
8. Casual Hires (ADs) Review paperwork and use of the AD authority for hiring emergency workers. Rate is consistent with position as listed in the Interagency Incident Business Management Handbook (IIBMH). Employees hiring ADs are aware of paperwork and documents needed to complete the emergency hire.	IIBMH Chapter 10; Administratively Determined (AD) Pay Plan for Emergency Workers		

Fire Program Administration – Regional Level

TEMPLATE #9

9. Contracting, Grants, and Agreements Review contracts, grants and agreements to ensure that these they are signed by warranted officers. Review statements of work for clear and concise definitions of the work activities, deliverables and timelines. Regional tracking mechanisms exist for interagency agreements. Contracting deadlines routinely met with appropriate documentation on file. Regional procedures in place for contracting officer and solicitor review of agreements prior to director signature. Procedures established for aiding parks with agreement review. Fair share cost agreements processed yearly in a timely fashion.	Director's Order #20 Agreements; Federal Acquisition Regulations (FAR)		
10. Incident Business Review incident business records for records management, and adherence to business practices for trespass, cost recovery, and claims. Incident records are cataloged per interagency records management guidelines, stored, safeguarded and properly disposed.	RM Chap. 15 &16; NPS Wildland Fire & Aviation Financial Management Guide; Interagency Incident Business Management Handbook (IIBMH); 35 CFR; National Archives and Records Administration; Interagency Standards for Fire and Fire Aviation (the Red Book) Chap. 11		

ELEMENT TITLE: Fire Program Administration – Regional Level

Operation: Fire Program Administration		Date:
Objective(s):		
Supervision	Circle the number as appropriate <☺ 1 2 3 4 5 6 7 8 9 10 ☹>	
Supervisor has in depth knowledge about the mission, personnel, capabilities and limitations, and is able to apply the appropriate control to minimize risk		Supervisor has little knowledge about the mission, personnel, capabilities and limitations, and lacks skill, knowledge or ability to apply the appropriate control to minimize risk.
Work Planning and Standard Operating Plans		
There is a well-designed work plan and SOP's that are reviewed and revised as needed to meet demands and to account for adaptation.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	There are no plans or SOP's or they don't address many current adaptations made in response of demands for efficiency. Time constraints have a strong effect on ability to plan.
Communication		
Interpersonal communications are clear and there is a high level of trust in the organization. Adequate personnel and technology are available to relay information accurately to those who make the decisions	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	There is low trust in the organization or the personnel/communication equipment is unreliable based on the expected needs for the mission.
Finance and Budget		
Expenditures and obligations meet funding authority. Charges are appropriate for activity/subactivity charged. Accounts are established correctly within activity guidelines.	<☺ 1 2 3 4 5 6 7 8 9 10 ☹>	Expenditures and obligations meet funding authority. Charges are appropriate for activity/subactivity charged. Accounts are established correctly within activity guidelines
	Total:	
Benefit Statement		
<div style="display: flex; justify-content: space-between;"> Operation Approved by: Title: Date: </div>		
<div style="display: flex; justify-content: space-between;"> <div style="background-color: #00FF00; padding: 5px; width: 33%; text-align: center;">GREEN ZONE (1-12)</div> <div style="background-color: #FFA500; padding: 5px; width: 33%; text-align: center;">AMBER ZONE (13-25)</div> <div style="background-color: #FF0000; padding: 5px; width: 33%; text-align: center;">RED ZONE (26-40)</div> </div>		

Fire Program Administration – Regional Level

Fire Program Management Interview Questions

- Does the Administrative Office provide oversight of the fire management program?
- Is there documentation that credit card statements have been reviewed and certified on a monthly basis?
- Does the Region have a signed financial plan? This will be submitted for each sub-activity within the program area.
- Does the fire management program receive Information Technology Services?
- Is there customer service and technical assistance from the region to the park management staff? What kind of support do you receive? Is the support adequate?
- Is there equity in park management support? Are there field visits and what is their nature?
- What is missing in the fire management program? What else would you like to receive?
- Is there a spirit of teamwork within the region?
- What would you do to make the program better?
- What do you see as the obstacles, if any that limit the wildland fire program's effectiveness?
- What do you see as the strengths or defining characteristics of the wildland fire program?
- What priorities would you like to see focused upon in the short term and long term of the fire program?
- How would you like to see the fire management program organized?
- What is your perspective of the fire management program?
- Are there issues that we should know about?
- Please list any individual who you think we should interview.

Fire Program Administration – Regional Level

For the Program Review you should have the following items available:

Tool list (Programs, reports and paperwork available to aid in the review process)
AFS3
FFS Tables
Budget Structure (Fiscal Year of review)
RM18
FireCode Business Rules
Casual Hires (ADs)
Severity authorizations
Emergency Stabilization and Burned Area Rehab authorizations
Purchase card logs
Credit card statements
Credit card receipts
Time and Attendance reports (time sheets)
OF288
overtime authorization forms
RNP444
Purchase Requisition
Third Party Drafts
Purchase orders (liquidated or unliquidated)
Service & supply plan
Agreements (Interagency and Local Nonfederal)
Property/inventory list

Personnel Interviewed	Title	Date Interviewed