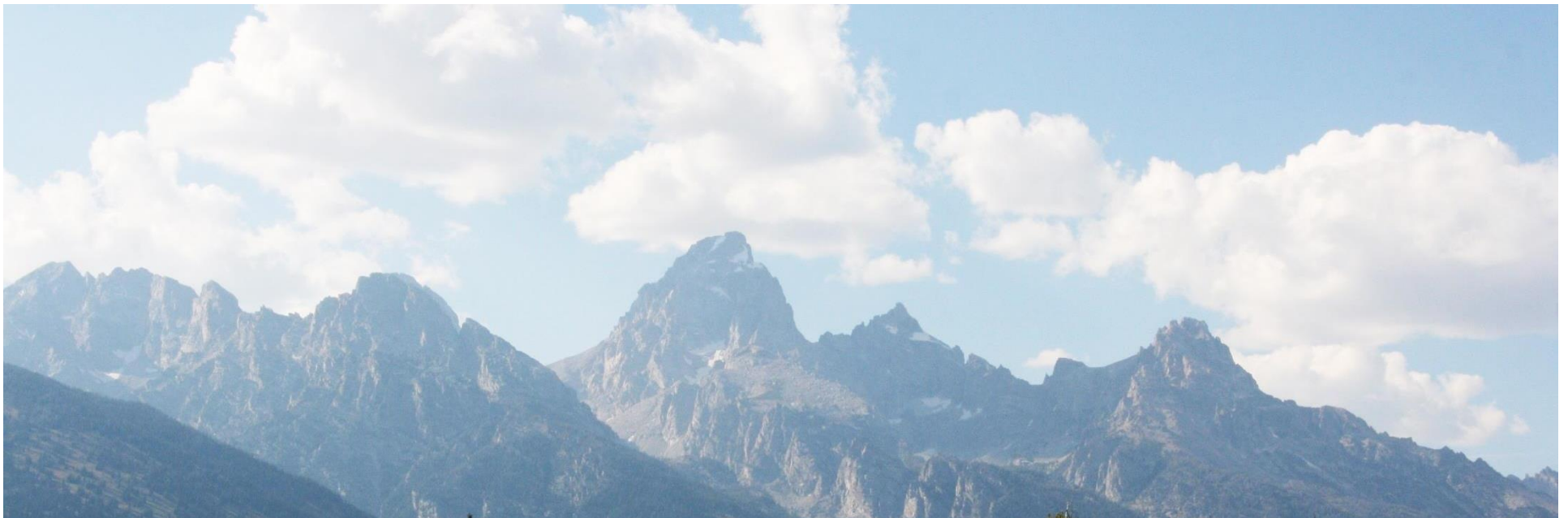


MOVING MITIGATION FORWARD

Opportunities for the Teton Area Wildfire Protection Coalition

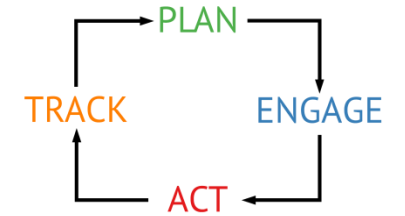


Submitted by Community Mitigation Assistance Team I



August 18, 2016

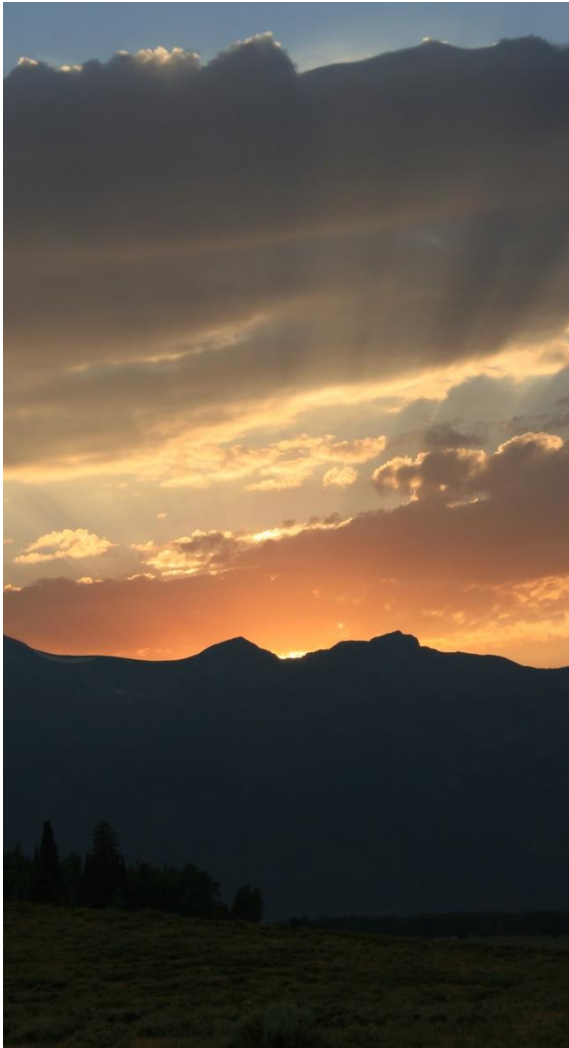
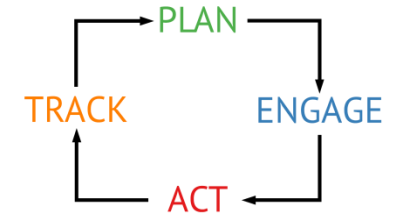
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PREFACE



Teton Valley is home to Yellowstone and Grand Teton National Parks, the Bridger-Teton National Forest, the National Elk Refuge, the Caribou-Targhee National Forest, the communities of Jackson and Wilson, about 22,000 people and some of the most beautiful country in the world. Only 3% of the land mass is in private hands with the remaining 97% in the public domain.

Hazardous fuel loads, homes (which are also fuel for wildfire) in fire-prone areas, challenging terrain, continued development in forested areas, restricted access, and increasingly dry conditions mean dispersed homes and subdivisions around Jackson are at high wildfire risk. Multiple fires continue to burn throughout the County including many in Yellowstone National Park where re-burns of areas that burned in 1988 are common.

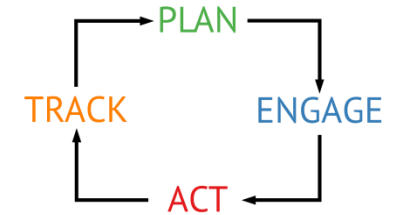
The Teton Area Wildfire Protection Coalition (the “Coalition”) formed in 2004 to address the need to mitigate on public and private lands and continues to push mitigation throughout the Teton Valley. This broad-based public working group represents agencies, organizations, businesses, and citizens who work to help implement the community wildfire protection plan (CWPP). These groups are represented on the Coalition: Teton County Commissioners, Jackson Hole Fire/EMS, Bridger-Teton National Forest, Grand Teton National Park, Sierra Club, Jackson Hole Land Trust, Jackson Hole Conservation Alliance, Contractors, Citizens,

Homeowner’s Associations, and the Teton Conservation District.

With fires actively burning in the Teton area during the fire season of 2016, the Coalition identified two goals of high importance to address sustainable capacity into the future: a) enable more mitigation on the ground and b) engage more homeowners in mitigation. The Bridger-Teton National Forest, as part of the Coalition, ordered a National Community Mitigation Assistance Team (the “Team”) to look for opportunities to move mitigation forward in the Teton Valley.



PREFACE



The Team is made up of public and private wildland-urban interface mitigation specialists who have extensive knowledge and experience working with communities, developing sustainable mitigation partnerships, teaching fire adaptation practices, developing community wildfire protection plans, sharing best mitigation practices, and dealing with public concerns regarding wildfire mitigation.

The Coalition met the enabling conditions required for a Community Mitigation Assistance Team deployment. Enabling conditions: a) there must be a viable local coalition with a history of mitigation activities, b) the Forest Service must have a pre-existing working relationship with the community or coalition, c) there must be an identifiable need and likelihood of success, d) all partners involved must be willing and able to work with the Team, e) the Forest Service must provide logistical support to the team and, f) the team's work must be wildfire mitigation related, preferably with smoke in the air or in an area in severity status.

After an in-depth examination and analysis of Coalition and member processes (see the "Methodology" section in (Appendix A) the Team reached several conclusions which were vetted with the Coalition and then identified opportunities for achieving Coalition objectives.

The Team used established methodologies to approach the situational analysis process. The

process provides a framework for developing and delivering results-based programs that tackle high-stakes issues. It also provides clear links between actions and outcomes, with the understanding that effort alone is not sufficient to succeed.

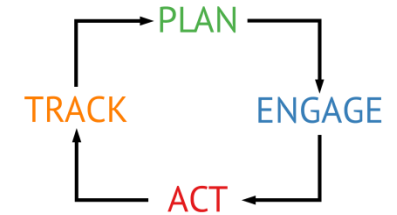
The Team took a three-pronged approach. Phase 1: Baseline data collection and pre-work included review of the Teton County Community Wildfire Protection Plan (CWPP), the Coalition mission and charter documents, population/risk/fire occurrence maps, the Teton Valley Fire Adapted Communities Self-Assessment Tool (FACSAT) and other background information regarding mitigation. Phase 2: A SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis achieved through a visioning session with Coalition partners followed by a series of in-depth interviews with mitigation leaders to further define opportunities. Phase 3: Synthesized insights, baseline data collection, interviews, and the results of a joint Team/Coalition workshop designed to identify opportunities to meet Coalition goals.

The Team found a highly motivated, dedicated, informed, and action-oriented Coalition committed to wildfire risk reduction through fire adaptation (one of the three tenets of the National Cohesive Wildfire Management Strategy along with resilient landscapes and wildfire response) with a track record of success including a) formation of the Coalition itself, b) development of a countywide community wildfire protection plan in 2005 and a

revision in 2014, c) ongoing implementation of the CWPP, d) larger scale, landscape-level hazardous fuel reduction projects on public lands, e) home assessments and site visits on private property, f) creation of defensible space through landscape modification, g) continued community outreach and education, and h) adoption of the International Code Council Wildland-Urban Interface Code.



PREFACE



Many homes and public land parcels are significantly safer as a result of the Coalition’s work. That doesn’t mean the Teton Valley is safe from wildfire; it isn’t. But the Coalition and Team identified reasonable and prudent opportunities for action;

- 1) Fully embrace community fire adaptation through hazardous fuel treatments on public and private lands near the wildland-urban interface,
 - 2) Create defensible space and hardened homes,
 - 3) Provide for good access to dispersed home sites,
 - 4) Fully educate residents about risks,
 - 5) Maintain and grow the Coalition to work collaboratively toward shared goals,
 - 6) Streamline processes to encourage mitigation,
 - 7) Assure the Coalition has capacity for success.
- Fire adaptation concepts focus not on one tool, but on all the tools used in concert to accomplish holistic community-wide risk reduction.

This report shares the opportunities resulting from the Team/Coalition workshop exercises, individual Coalition member interviews, background research, and examination of Coalition and individual partner processes. Findings are designed to build and sustain communities to live successfully with wildfire on the landscape in the Teton Valley.

Community Mitigation Assistance Team I:

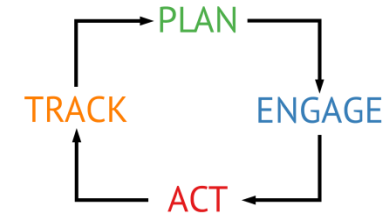
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The Team offers sincere gratitude to the Coalition for the time and engagement provided by partners, and for the demonstrated commitment to learning and innovation in community fire adaptation. All team members are personally available for follow-up and to provide additional information about our programs.

MOVING FROM COOPERATION TO COLLABORATION



Communities across the West face the challenges of wildfire on the landscape and Teton County is no exception. Many valley residents remember the Hunter and Yellowstone fires of 1988 followed in subsequent years by the Green Knoll, Blacktail Butte, and Horsethief fires. No homes were lost to wildfire in recent history but conditions are primed for a large wildfire that could do significant long-term damage to the environment and quality of life in the valley. Between 2,500 and 3,500 homes in the interface and portions of the community of Wilson are at high risk.

Here's what's happening or has happened in Teton County.

The State of Wyoming does fuel treatments on public land and conducts some assessments on private property for mitigation projects funded by public funds.

The Bridger-Teton National Forest does assessments on private property and feeds those assessments to the Teton Conservation District for project funding consideration. The Bridger-Teton does fuel treatments on National Forest lands and is working on the Teton to Snake Fuels Management Project designed to remove hazardous fuels, provide fuel breaks and provide for areas where firefighters might more successfully and safely suppress a wildfire in that corridor. The Forest also sponsored the Home Ignition Zone (HIZ) workshop for the

community and requested on-site assistance from the national Community Mitigation Assistance Team.

The Teton Conservation District does approximately 10 property assessments a year, writes treatment prescriptions for mitigation, guides property owners through the grants process, and tracks resulting mitigation. The Conservation District dedicates approximately 20% of one full-time equivalent position to mitigation work. Having the public or other groups do home assessments which are funnelled to the Conservation District will only plug up that maxed-out process.

Teton County does some home assessments which lead to mitigation projects supported by public money (CAFA).

The Jackson Hole Conservation Alliance and the Bridger-Teton National Forest are primarily responsible for messaging about wildfire prevention, risk and mitigation. Prevention messaging is still needed during high fire danger but risk and mitigation messaging has for the most part been accomplished and there is a low need for more mitigation messaging except during wildfire incidents. As you'll see later, messaging results in education but it doesn't result in mitigation.

The Coalition has also taken on some group projects like the Kanclerz/DeChano-Cook Research, Community Wildfire Preparedness Day, the Homeowner's Guide to Wildfire Protection video and a chipper day.

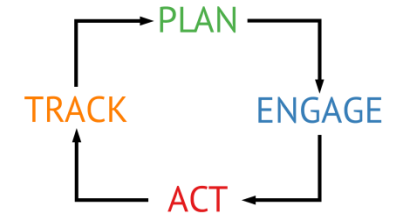
The County adopted the ICC International WUI Code in 1998 which guides development in the wildland-urban interface and makes recommendations on creation of defensible space.

The Teton Area Wildfire Protection Coalition has several roles, objectives and functions. First, the Coalition is a cooperative; relationships are informal, each organization functions separately, little planning is required, and projects are undertaken on an as-needed basis. A good example of this is the Community Wildfire Mitigation Day and a chipper day spearheaded by Coalition members.

Sharing personnel and resources is effective and productive. So is having partners willing to give up their free time on a Saturday to help with a chipping event and interact with the community. Regular structured, planned, and productive Coalition meetings are key to keeping partners engaged and active.

The primary role of the full Coalition is to vet mitigation projects proposed through the Teton Conservation District and currently funded by the National Fire Plan.

MOVING FROM COOPERATION TO COLLABORATION



One of the strengths of the Coalition is the ability for individual Coalition partners to plan and implement strategic mitigation projects that fall within their individual plans of work. For instance, the State of Wyoming and the Bridger-Teton National Forest analyze conditions then plan and implement those mitigation projects on public lands. Similarly, the Teton Conservation District conducts assessments, writes prescriptions for mitigation projects, and after Coalition vetting, moves mitigation projects forward on private lands. An outreach committee, supported by the Bridger-Teton National Forest and the Jackson Hole Conservation Alliance, spearheads primarily prevention and risk awareness messaging to the public.

This method of promoting mitigation is successful inasmuch as the capacity of Coalition members can support the activity. In the last 14 years, the Coalition vetted over \$1 million in mitigation projects designed to reduce risk to property owners around Jackson. The Coalition is eager to refine the process and enable a wider foundation for increased and sustainable mitigation.

The Team's cumulative experience shows that mitigation doesn't necessarily come about by engaging with a homeowner one time through an assessment, providing funding for a mitigation project, handing out brochures, sending postcards, or creating a website. In fact, each of those things

alone is fairly unproductive and usually resulting in a frustrating experience. Engaging homeowners to the point that they will mitigate is not easy. To be successful it takes planning, engagement, time, patience, and most importantly, a strategy.

Research and experience show that telling people through messaging, mailings, literature, and other media that they need to mitigate is not effective. Here's why: Media messaging is valuable to educate people about risk. Once they understand that "Yes, there is risk" they tune out the message because they've "got it." The Kanclerz/DeChano-Cook (KDC) research on Teton County indicates that understanding of risk is fairly widespread -- "a very low percentage of respondents indicated that they did not know what kinds of activities to do." Messaging has done its job and the need for more messaging should be minimal to maintain that understanding.

Now, it's time for behavior change. Messaging doesn't cause behavior change. Behavior change is based on shaping personal values and beliefs over time with facilitation and reinforcement of the behavior change. It's a process with several steps.

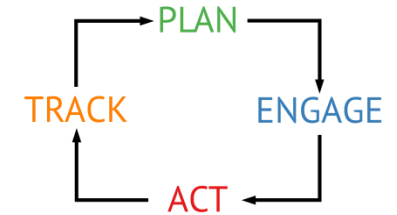
The first step is face-to-face personal engagement on a repeated basis. You are far more likely to get a property owner to mitigate all or part of their property if they know and trust you -- if you've built some kind of positive relationship. Over time that

trust translates into an inherent trust and understanding of the message, then ultimately action when the message is internalized. Add some financial incentives, technical support and advice, some peer pressure, a neighbor doing mitigation, the realization that wildfire is part of the landscape in their neck of the woods and soon a community-wide culture of mitigation starts to grow and things start to happen.

It's like a seesaw with all the weight on one side: first you move personal engagement to the other side, then technical assistance, then some more one-on-one, then incentives, and the seesaw starts to balance out. Move a neighborhood peer group and a few more discussions to the other side and you've reached the tipping point where the seesaw balance changes. You must reach the tipping point before mitigation happens.

Coalition partners currently self-designate projects and their level of involvement in mitigation (though there have been some Coalition-wide projects) and has produced several noteworthy successes. However these successes are dependent on only a few Coalition partners which limits the group's potential success. Those partners who currently invest in on-the-ground mitigation (the Forest, State, Conservation District) are constrained by individual mission, funding, process, and staffing. They are likely maxed out.

MOVING FROM COOPERATION TO COLLABORATION



The normal response is to do more. But if you continue to do something that isn't working it might not be that you're not doing it right, it might be that it's not the best way to do it. Invest in best results efforts. Streamline processes to encourage, not discourage, mitigation. If the assessment process is too difficult, look at processes that are more user friendly. If the assessment to mitigation timeline is too long consider whether portions of the process could be shortened or eliminated. Streamline the assessment →mitigation prescription→funding application→approval→mitigation application conduit to allow for more mitigation projects to travel faster and more efficiently through the pipeline. Refine outreach by using messaging for education and employ one-on-one engagement for mitigation results.

Successful managers, from Incident Commanders to County Emergency Operations or Fire Department Chiefs and NGO Directors, know the value of strategy. What's the goal... Say it, write it, share it, make it real.

We often see a community take on a project. The first thing they do is set the goal (for example \$1 million for a city park) then plan on how to get there. Planning is difficult in the short term -- it takes time, brainpower, problem solving, and thinking outside the box -- but in the long run it saves time, labor, resources, and frustration. Planning refines and focuses the right action at the right time by the

right people using the best method. With luck it will also achieve maximum benefit with minimum burden.

The Team identified short- and long-term opportunities that could exponentially increase effectiveness and mitigation on the ground. All these opportunities involve a strategic approach by the full Coalition to plan, engage, act, and track and they are all tied to organization function and design.

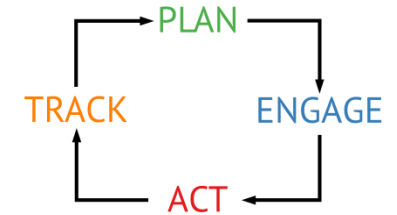
Coalition partners who are not involved in on-the-ground mitigation could increase mitigation capacity by taking a hands-on role in meeting with homeowners, doing assessments, and guiding mitigation outside the granting process. In other words, each organization and individual in the Coalition could participate in building capacity for mitigation on the ground by establishing an annual goal. For example: Can the existing HOA members pledge to work/engage/mentor two other targeted HOAs over the next year to help them mitigate? Can the Sierra Club, County, Fire Department, Land Trust and Conservation Alliance do the same, each establishing their own target goals and engaging strategically to achieve them?

It's true that if we keep doing things the same way we'll get the same results. If we want different results we might have to change our approach. This paradigm shift opens new doors and daylights new opportunities. Like most change, it probably will be difficult.

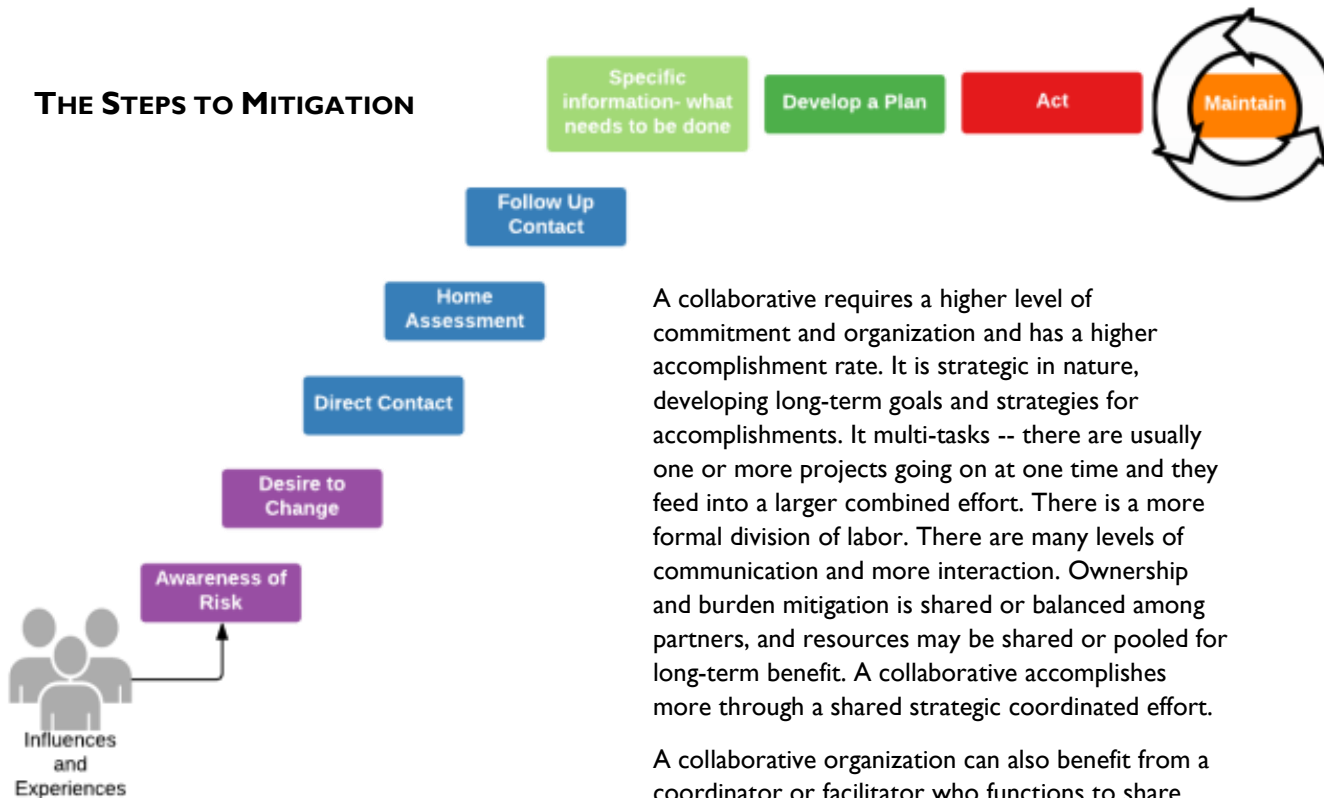
But this paradigm shift for the Coalition could be the step that results in more on-the-ground mitigation. To make that shift, the Coalition needs to move from being a cooperative to a collaborative. The cooperative model currently used by the Coalition is an informal effort that does ad hoc projects dependent on the willingness and capacity of individual Coalition members. Resources are separate and there is a level of autonomy with a shared goal.



MOVING FROM COOPERATION TO COLLABORATION



THE STEPS TO MITIGATION



A collaborative requires a higher level of commitment and organization and has a higher accomplishment rate. It is strategic in nature, developing long-term goals and strategies for accomplishments. It multi-tasks -- there are usually one or more projects going on at one time and they feed into a larger combined effort. There is a more formal division of labor. There are many levels of communication and more interaction. Ownership and burden mitigation is shared or balanced among partners, and resources may be shared or pooled for long-term benefit. A collaborative accomplishes more through a shared strategic coordinated effort.

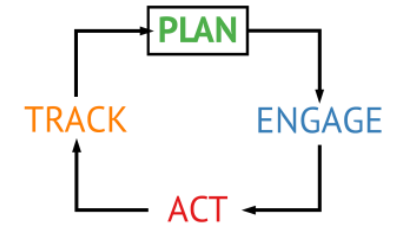
A collaborative organization can also benefit from a coordinator or facilitator who functions to share information, learning, help lead a strategic effort, balance the burden of mitigation efforts, and move goal accomplishment forward in an orderly way. The coordinator or facilitator could be viewed as the glue that holds the partners together by managing meetings, sharing information both internally and externally, holding partners accountable for doing

what they promised, and serving as a link or liaison between the agencies and residents.

The coordinator would serve as the primary point of contact for the organization. This means they are familiar enough with each partner's responsibilities to have the knowledge to answer some questions and direct inquiries for technical assistance to the appropriate agency. Basically, the coordinator has their pulse on what's happening -- they know when grant announcements are coming up and can prompt discussion on potential projects, they help track potential projects on private land to leverage dollars spent on adjoining public lands, they promote accomplishments and celebrate successes. In essence, they keep the organization moving forward. They are not responsible for doing all the Coalition's work; that's still the responsibility of Coalition members.

The Team developed several organizational structures for the Coalition's consideration which are discussed in detail later in the report.

PLAN



STRATEGICALLY PLAN MITIGATION ACTIVITIES

Teton County has made great strides in addressing planning for wildfire risk reduction. The Coalition understands the risk Teton County faces and has an active history promoting and facilitating mitigation on public and private property for more than 14 years.

Successes include:

- Creation of the Coalition, in itself, was a big accomplishment that sets the stage for success.
- The Teton County CWPP process was a great first step to identify risk and opportunities for reduction.
- Teton County was an early adopter of the International WUI Code in 1998.

- *Continue to strive for vision in policy and innovation in implementation.*

Existing Funding Sources

The two grants currently used for fuels mitigation in Teton County highlight the Coalition's effectiveness in obtaining funding.

The two current funding sources are:

- Community Assistance Funding on Adjacent Lands Grant (CAFA) Funding
- National Fire Plan Western States Wildland-Urban Interface Grant

- *Continue to facilitate mitigation action on public and private property.*

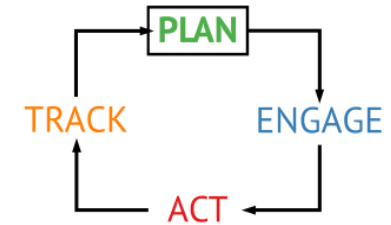
STREAMLINE GRANT-DELIVERY PROCESSES

Many individuals interviewed by the Team expressed confusion regarding the grant and funding processes. Additionally, the role of the contractor in the project planning process has changed over time. These issues impact the accessibility and utilization of existing grant funding.

- *Ensure that all grant processes, including how funds are allocated, are clear and transparent.*
- *Grant manager(s) should regularly update the Coalition on project outcomes, remaining funds, challenges, and new grant monies received.*
- *Consider a grants training for the Coalition to enhance knowledge of grant processes.*
- *Continue to utilize the current County process established for CAFA funding. Update the Coalition on new grants that become available and work through an overall quick review to prioritize risk in high risk areas.*



PLAN



Role of the Contractor

Historically, contractors played an integral role in community outreach, project planning and identification; they engaged residents and implemented projects. Today, due to concerns over the fair allocation of grant funding, contractors are not as actively completing this role.

- Determine who fills the void left by contractors to engage property owners, identify projects and complete assessments.
- Determine if contractors could perform this role if a different selection and allocation mechanism were in place.

Options for adjusting the contractor’s role include:

- Consider having contractors provide homeowners with project design and technical field services, provide costs related to pre-project design/field services are out-of-pocket costs to the landowner and not reimbursable by a grant, and/or;
- Consider having Conservation District or Wyoming State Forestry staff complete the project design and technical field services and contractors bid on project completion only, and/or;
- Consider having the homeowner select the contractor after receiving 2-3 bids. Contractor

selection is not based solely on low bid **as long as** there is a system for determining the maximum allowable award per acre and a related adjustment in cost-share of the grant award. See Appendix B for bid evaluation forms.

COORDINATE GRANT PROPOSALS AND MANAGEMENT

Grants that include numerous partners show broad involvement help leverage matching funds and secure larger amounts of funding.

- Include partners and take advantage of the strong Coalition partnerships in grant applications.
- Develop a single transparent process for awarding funding to property owners, regardless of the funding source.

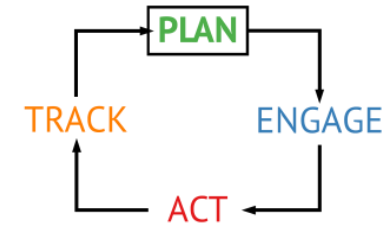
DIVERSIFY FUNDING

Seek diverse local, state, and federal funding sources to allow grant managers to leverage funds and diversify programs. The Colorado State Forest Service maintains a comprehensive database of available grants. While some are Colorado based, the majority are available nationwide. It’s viewable at nrdb.csfs.colostate.edu.

- Provide a list of local grant opportunities on the existing website.

- Pursue Secure Rural Schools Act Title II and Title III funds. Counties have the option to select the percentage of Secure Rural Schools Act funding that goes into Title I, II, and III. Title II funding can be used for hazardous fuels reduction. Title III funding can be used for “Firewise Communities activities” which could include funding for a coordinator or a chipping program. This percentage allocation usually needs to occur within a certain time period after the Secure Rural Schools Act has been reauthorized.
- Pursue non-conventional funding mechanisms such as:
 - Private business support
 - Foundations
 - Utility Companies
 - Fundraisers (such as Old Bill’s Fun Run) or other local charities.
- Pursue funding for activities indirectly related to mitigation. In addition to mitigation funding, additional resources should be considered to aid in communications, engagement, planning, monitoring and staffing.

PLAN



COMMUNITY WILDFIRE PROTECTION PLANNING

The Teton County Community Wildfire Protection Plan (CWPP) provides an analysis of the County's overall wildfire risk and recommends actions to reduce that risk. The initial plan was drafted in 2005 and was updated in 2014 by Coalition members.

- Continue to use the Community Wildfire Protection Plan as a guiding document for mitigation.
- Ensure public awareness and communicate accomplishments.
- Communicate the limitations, challenges, and time constraints associated with federal planning processes and environmental review required to implement fuel reduction.



- Recognize the limitations posed by the scale of a county-wide planning effort and seek opportunities to engage in smaller scale (neighborhood or subdivision) efforts such as:
 - Community Assessments completed at the subdivision or community level.
 - Community assessments provide a smaller scale analysis of wildfire risk and actions that can be taken to reduce that risk and are especially good for communities that want to start undertaking actions quickly.
 - A community assessment can be used to supplement and update the County CWPP, or as a stand-alone document for the respective community.
 - Subdivision-level Community Wildfire Protection Plan
 - A subdivision-level plan provides a wildfire risk analysis and plan of action for a community at a more comprehensive level than a community assessment.

Reference Appendix B for more information on community assessments and subdivision-level CWPPs.

FORMALIZE A CULTURE OF WILDFIRE CONCERN THROUGH CODES, ORDINANCES AND REGULATIONS

In 2013, Teton County adopted the International Wildland-Urban Interface Code of 2012. The code set forth construction material and vegetation management requirements to reduce home ignitability in high hazard areas for new construction. This code does not apply to existing development unless additions and alterations greater than 500 square feet are implemented.

Wildfire concerns and wildfire risk reduction concepts do not appear within the Teton County Comprehensive Plan or land development regulations or the Town of Jackson planning documents. It is important to integrate wildfire risk reduction ethics into the value system articulated by the town and county within their planning documents. This will foster increased public awareness that many stated community values are at risk from wildfire. Codifying wildfire risk reduction into planning documents fosters a culture of wildfire awareness and concern.

- Incorporate wildfire risk reduction values into all Town of Jackson and Teton County planning documents when they are revised.

PLAN

STRATEGICALLY PLAN AN APPROACH TO OUTREACH AND COMMUNICATIONS

Messaging, outreach, and communications are often confused.

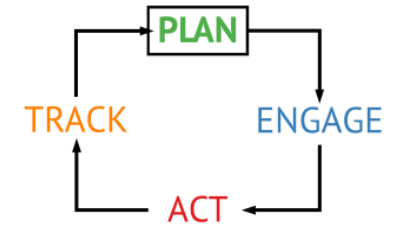
Think of it this way. *Messaging* uses literature, news releases, articles, announcements, flyers and highly popular, well-used, and current websites to educate the audience about wildfire risk and available technical assistance or meeting times and dates. *Messaging* is effective in educating people. It is not effective in moving people to mitigation.

Outreach is often considered messaging but when it comes to mitigation, outreach means literally reaching out to others personally and face-to-face to talk about the value of mitigation, why homes burn, and how property owners can help themselves. It also involves sharing personal values about homes, risk, and responsibility. Messaging can't do that; moving people to mitigate takes the personal touch.

Research shows that general messaging through news releases, announcements, websites, Facebook, and other general audience methods, while relatively easy to accomplish, has value to inform people but does not have value to move them further. The survey conducted by Kanclerz/DeChano-Cook in *Understanding wildfire vulnerability of residents in Teton County, Wyoming* indicates there is good awareness of wildfire risk reduction methods in the local community, and that mitigation is happening though it is difficult to track. The Coalition is well positioned based on its history of accomplishments to refine outreach to result in more mitigation.

Understanding the reasons residents don't mitigate is important to formulating a strategic plan for achieving mitigation. According to Sarah McCaffrey in *Outreach Programs, Peer Pressure, and Common Sense: What Motivates Homeowners to Mitigate Wildfire Risk?*, "Reasons offered for not taking action included work already being completed by the previous owner, lack of knowledge on what to do, part-time residency, lack of time, and low-risk perception."

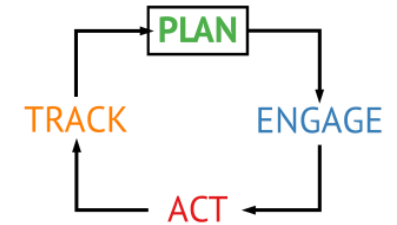
Teton County residents gave these two reasons for not mitigating: a) they don't have the time or money and b) they believe the fire department or Forest Service are responsible for the activity. This information should be taken into consideration and addressed both through consistent messaging and personal communication. See links to Dr. Sarah McCaffrey's Forest Service research in Appendix A.



Some strategies for successful outreach and communications which lead to mitigation include:

- *Message to educate about risk.*
 - *Messaging addresses lack of knowledge only if the audience doesn't understand or is not aware of the risk.*
 - *News releases, literature drops, media articles, websites, Facebook pages, Twitter accounts, and meetings have some value in educating people about wildfire risk but they don't result in significant mitigation action.*
 - *Websites and other social media have some value in educating the public about wildfire risk but they must be constantly updated and maintained with current information and messaging. This often requires a substantial time commitment.*
 - *Issue education/outreach messages on joint letterhead, develop joint information flyers and press releases, and coordinate combined events. There is strength in numbers.*

PLAN



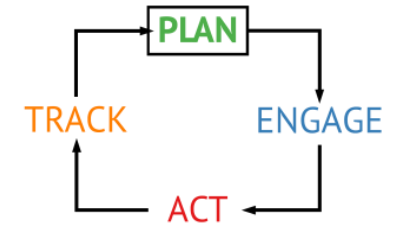
- Use personal communication, face-to-face, to foster mitigation.
 - Peer-to-peer learning (neighbor to neighbor) is cited as one of the most effective tools to educate citizens.
 - Face-to-face engagement, assistance, and partnering with property owners results in far more direct mitigation action than messaging.
 - The most effective way to move people to action is direct one-on-one engagement. The common factors that influence those who mitigated are awareness of the risk and common sense.
 - The mitigation message, delivered face-to-face, should inform residents of what they need to do and why they need to do it. Communicating about fire behavior is helpful.

- Inconsistent or confusing messages about distance from the home to mitigate, which trees to cut, and how to harden a home are counter-productive.
- All agencies must agree on a standard language regarding mitigation actions and messaging, then use it without deviation. Speak with one voice regarding mitigation. Be consistent about distances from homes and highest priority mitigation actions, but be flexible if someone has an emotional attachment to a tree near the house. If they wish to keep that tree they need to take precautions like removing ladder fuels and limbing up lower branches. Some mitigation is better than no mitigation.

- If local uniformed fire department staff or wildland firefighters understand mitigation principles, are good communicators, and can discuss the value of mitigation, they can be valuable in building relationships with homeowners and moving them to mitigate. If you have the right folks, consider forming a cadre that can routinely work in high risk communities to do quick assessments or site visits as an entree to discuss the importance of mitigation. With the right people it can be effective.
- Use existing activities, such as chipper days, to engage residents by discussing their individual concerns, addressing most efficient methods, offering suggestions, and identifying other ways to assist.
- Invest in programs like the Neighborhood Ambassador program to achieve mitigation actions on the ground.
- Engage entities that may have different motives but whose values align with fire adapted messaging and who have a stake in risk reduction. Tourism, recreation, environmental and wildlife focused groups will all be impacted by wildfire and must be at the table.



PLAN



STANDARDIZE GUIDELINES FOR DEFENSIBLE SPACE

The Team heard considerable variation in the definition of defensible space - for example, guidelines for vegetation removal around homes and structures ranged from 30 feet to 300 feet; some recommended removal of all vegetation within this zone. Subsequent implementation of any guidelines must be flexible because needs vary based on vegetation type, terrain and other factors. Any mitigation action, however small, is better than no mitigation action. Mitigation is a continuum and a process. It rarely happens all at once and must be maintained over time and property owners should understand their risk if they choose not to fully mitigate.

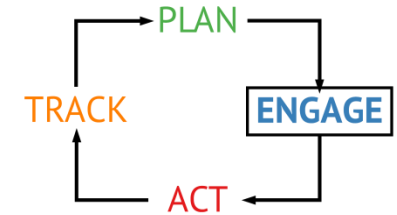
It is important to have a common understanding and agreed-upon vision of what is needed. For example, some common key talking points regarding mitigation should include:

- The most important place to start with mitigation is around your home. Work your way out from the home as time and funding allow. A “hardened home” is more resilient to wildfire.

- Most homes are not lost due to the flaming fire front but rather from ember showers that land on combustible surfaces or materials like pine needles, furniture cushions, dry leaves or dry wood decking. See links to Dr. Jack Cohen’s research in Appendix A.
- Embers can travel up to a mile and during extreme fire behavior can cause ignitions that would not normally occur; embers can lodge in cracks and crevices, blow through gaps under a garage door, and ignite cedar fences attached to homes.
- Use ½-inch metal screening or other solid material to enclose eave and soffit vents and the area below decks and steps to keep out needles, leaves and embers.
- Having 5-10 feet of non-combustible material (bare ground, rock, pavers, concrete) around a home reduced its vulnerability.
- It is not necessary to remove every tree and shrub within 30 feet of the home. Trees can be left if properly maintained (i.e. lower branches are limbed up to about 10 feet, no ladder fuels are present, upper branches of trees do not hang over or touch the house) and if the structure near the tree is properly “hardened” against ignition.

The “Living with Wildfire in Wyoming” publication available on the Barnyards and Backyards website provides in-depth information on defensible space and other topics related to wildfire:
www.uwyo.edu/barnbackyard/.

ENGAGE



STRATEGICALLY ENGAGE COMMUNITIES IN MITIGATION

One of the common themes we heard throughout the interview process was the need to better engage Teton area residents. Our cumulative experience has shown that participation generally does not come about through a one-time engagement with a homeowner, providing funding for a mitigation project, or handing out brochures. Consider ways to continually keep citizens aware and actively engaged.

Strategic outreach followed by site-specific education leads to increased understanding of wildfire risk and engagement in mitigation activities. Resources and programs that incentivize action provide a means for follow-through and further engagement. Through this process, communities and homeowners take steps that increase community fire adaptation.

INCREASE THE PARTICIPATION OF CONCERNED CITIZENS

The success of any coalition mitigation depends on community involvement, inclusiveness, and consistent participation of all members. This provides the cornerstone for capacity, longevity and opportunity for growth. The Wild Neighborhoods program run by the Teton Conservation Alliance is a potential venue for engaging concerned citizens in mitigation activities.

- *Identify and engage community leaders to facilitate mitigation and increase capacity.*
- *Train individuals to conduct Home Ignition Zone assessments and homeowner education, unifying community fire adaptation messaging, and cultivating lasting relationships that increase the pace and scale of defensible space implementation.*
- *Facilitate annual or semi-annual engagement and training opportunities for all members to promote increased ownership and awareness of current events, funding mechanisms, ecological issues, treatment prescriptions, and more.*
- *Hold meetings in a location and at a time when engaged citizens are more likely to attend, such as early evening.*



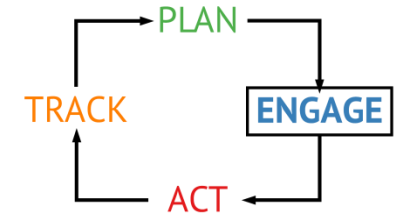
A program that has been very beneficial for FireWise of Southwest Colorado is the establishment of a Neighborhood Ambassador Program. This program focuses on engaging residents to help motivate their neighbors, provides for continuous interaction between agency personnel and residents, and offers a holistic approach to creating community fire adaptation at a grassroots level.

There are several keys to its success including:

- Providing a point of contact for residents who have questions and need guidance.
- Using an adult learning model which provides useful information and sets expectations.
- Providing for sustainability -- when an ambassador is ready to leave the program they are expected to find someone to take their place.

More information on the Neighborhood Ambassador Program can be found in Appendix C, or by visiting southwestcoloradofires.org. An Ambassador Resource Notebook that FireWise gives to Ambassadors has been left with Lesley Williams.

ENGAGE



CENTRALIZE AND CONNECT COMMUNITY POINTS OF CONTACT

Team exercises held with the Coalition indicate that residents don't always know who to turn to for guidance and advice. Page 28 of the Teton County Community Wildfire Protection Plan lists a number of Technical Assistance Providers. Points of contact should fully understand and be able to communicate the information the public seeks about risk management, mitigation efforts, funding, and assessments.

- Update contacts list, include areas of expertise. Post in easy to find location(s) and share that information widely with the community.
- Assure that points of contact can handle inquiries and are not overly burdened.

FOCUS PARTNER PARTICIPATION AND DIVERSIFY WHEN NECESSARY

Diversity brings strength. Many hands make light work. In addition diversity can open previously closed venues and help grow and spread your mission opportunities. Take a strategic approach to growing the movement; include people with like values and goals to strengthen the outcome. It's not about the number of people, it's about the right people.

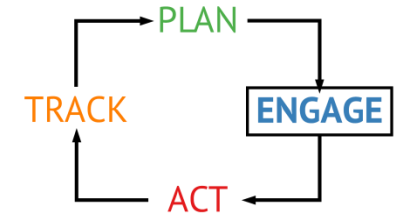
- Potential partners must bring added value; do not add partners just to add partners. Ask what these new partners bring to the table.
- Grow diversity by targeting carefully identified voids in current participation then consider who might bring value-added benefits to your organization.
- Identify potential new partners by referring to the "What is Community Fire Adaptation" in Appendix A.
- Review the Teton County Fire Adapted Communities Self-Assessment Tool to see what organizations might bring value to the mission based on identified need, such as insurance representatives, realtors, property managers, utility companies, travel & tourism boards, HOAs, and groups and individuals that will help you achieve particular outcomes.
- Recruit high visibility and credible individuals or groups to target the gaps or weaknesses in partnerships as collectively identified by the Coalition.
- Reach out to current contacts provided in the Community Wildfire Protection Plan and make specific outreach to members not actively engaged.

For examples of the diverse partnerships built by a similar organization visit www.cusp.ws/partners.

One of the best ways to strengthen a coalition and maintain engagement is a strategically designed project with high probability of success and high value to the organization.

- Example: Instead of "complete more assessments" consider "establish a goal of assessing all of the Wilson Front within one year"
 - Step 1: Develop a consistent assessment form which is easy to use,
 - Step 2. Develop a cadre of people to do the assessments in targeted high risk areas,
 - Step 3. Do the assessments from X month to X month (set a date for completion)
 - Step 4. Track progress to make sure it's happening.
 - Step 5. Use the assessments to follow up with residents to track mitigation or to help those who haven't.
 - Step 6. Celebrate success.

ENGAGE



DEVELOP AN OUTCOME-BASED MODEL FOR RISK ASSESSMENTS AND SITE VISITS

Interviewees expressed concern over the lack of a formal “assessment tracking process” which results in an unclear picture of what areas need work. The Team determined that there are currently three different assessments used by various Coalition stakeholders. The assessments completed by the fire department (essentially for operational purposes) are not readily accessible to other entities. In addition, the Forest Service and the Teton Conservation District both complete assessments. Currently, there is not a mechanism for tracking or further utilizing assessment information to engage residents.

- Focus on setting a purpose, developing consistent terminology and setting up a tracking system.
- Have a purpose for assessments beyond meeting a quota.
- Determine how to share the information with residents, e.g. one at a time, as a community, or on a website, or with centrally posted maps.
- Determine who should participate in the site visits (see below).
- Set up an Assessment Tracking form utilizing a tool such as Google Sheets so all assessors can access and populate with information.
- Determine what will be done with the assessments once completed.

- Define ‘risk assessments’ vs ‘home site visits’.
 - **Parcel Level Risk Assessments:** A comprehensive assessment of the key factors contributing to wildfire risk for each home in an identified area (county, community, etc.) Homes are assessed and given a relative risk rating. This does not typically involve the homeowner.
 - Identify and train key individuals to complete and document parcel-level risk assessments.
 - Determine an outreach strategy that uses the risk assessment data collected.
 - An example of parcel-level risk assessments can be found in Appendix C.
 - **Home Site Visits:** Site visits provide a one-on-one educational opportunity with the homeowner. Site visits have proven to be a critical step in engaging homeowners in risk-reduction activities. Site visits should be the initial step in identifying eligibility for cost-share funding.
 - Clarify a single point of contact for homeowners wishing to schedule a site visit. To increase efficiency, group site visits or coordinate multiple visits based on common geographic locations.

ACT

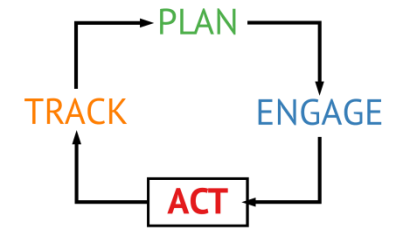
STRATEGICALLY IMPLEMENT COMPREHENSIVE MITIGATION ACTIVITIES THAT LEAD TO COMMUNITY FIRE ADAPTATION

As mentioned before, mitigation requires constant reevaluation. Community fire adaptation begins with the home and moves outward encompassing neighborhoods, the community, and eventually the landscape. Reducing fuels near the home that could lead to direct flame impingement is important; however, research shows that ember exposure is the leading cause of home loss during a wildfire incursion. Performing a home-ignition zone assessment identifies areas that require further work to harden a home against ignition.

In addition to home preparedness, community preparedness contributes significantly to suppression effectiveness and firefighter/public safety. FireWise of Southwest Colorado offers a mini grant fund that provides up to \$500 for non-mitigation activities like signage, fire danger signs, sponsored community meetings with a BBQ when introducing Community Wildfire Protection Plans or mitigation projects, and up to \$100 for the removal of new beetle-infested trees. They also offer a Kickstart Program that provides up to \$7500 for a community project that is recommended in a community assessment or CWPP, to help spur momentum with community

members. See Appendix D for more information on these programs. Considerations for community preparation are unique to each community, but should always place an emphasis on being proactive instead of reactive.

- *Develop incentive programs that help promote overall community preparedness, not just defensible space.*
- *Convey in messaging that community fire adaptation is a cycle, not a checklist.*
- *Aid public understanding by clearly illustrating the relative effectiveness of home preparation and fuel reduction tactics such as structure hardening, defensible space, thinning, and prescribed fire.*
- *Coordinate with neighborhoods and communities to identify individual preparation steps, fuel reduction projects, emergency access and egress, evacuation plans, and safe zones.*

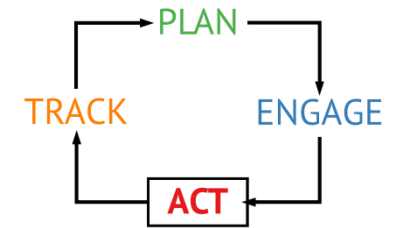


ENGAGE STRATEGICALLY FOR LASTING IMPACT

Planning and outreach strategies must be approached holistically in order to reach broader audiences and influence community values in ways that promote continual risk reduction action. Completing a mitigation project cannot be viewed as the final end goal but rather as a success in the continuum of fire adaptation.

- *Identify and implement projects that can serve as highly visible demonstration sites for others to replicate. Provide a visual model.*
- *Capitalize on the mutually beneficial outcomes of projects. The varying values for completing fuels reduction (wildlife, forest health, aesthetics, etc.) strengthens project value.*
- *Community events, such as chipping days, encourage a sense of 'community value' and neighbor-to-neighbor unity behind a cause that can be built upon to increase community involvement.*

ACT



SPUR OWNER-INITIATED MITIGATION

Wildfire mitigation is ultimately the responsibility of the individual property or homeowner. While cost-share funding can be an effective incentive for encouraging homeowners to take action, other engagement strategies can be equally effective. Community events such as chipping days provide additional value beyond just the reduction of fuels. Research by Kanclerz and DeChano-Cook provide insight as to the high level of wildfire risk awareness held by Teton County residents in their 2013 report. Capitalize on awareness by employing other engagement strategies.

- Encourage homeowners who complete mitigation outside of a cost-share program to self-report their project. Consider sending a postcard or letter to residents asking them to report their mitigation efforts so the Coalition can update accomplishment maps.
- Use parcel level risk assessment information to send homeowners a notice regarding their wildfire risk. Ask them to report back on actions they've taken to reduce their risk.
- Ask chipping participants to report the work they completed including the number and size of piles, limbing, brush cutting etc.).

See Appendix D for an example of a self-reporting form from Coalition for the Upper South Platte.

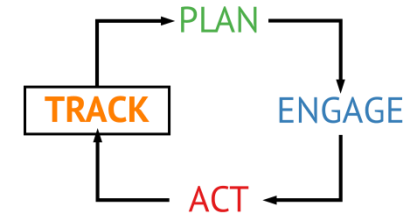
SEEK OUT AND IMPLEMENT NEIGHBORHOOD COORDINATION EVENTS

Community fire adaptation moves from focusing on individual residents to focusing on the neighborhoods and communities as a whole. While less tangible than reporting outcomes, the concept of “building community” is essential and ultimately creates more resilient landscapes and communities that are better prepared to live with wildfire.

- Continue to promote National Community Wildfire Preparedness Day (1st Saturday in May) events and let residents know about State Farm/National Fire Protection Association funding opportunity.
- Help plan community chipper days. See Appendix D for additional ways to think about chipping events.
- Coordinate an evacuation drill – especially in a community that has never been evacuated. This is an effective way to bring together the Office of Emergency Management, the fire department, and residents.
- Develop a “speaker’s bureau” of Coalition members that can talk to residents about different topics at homeowner association or other meetings.



TRACK



RECOGNIZE AND CELEBRATE SUCCESS

Tracking accomplishments, especially acres treated, is inherently important for many reasons but one of the most important is to help you recognize and celebrate success. Most people shy away from “tooting their own horns” but one of the best ways to get and keep individuals and the community at large engaged is to recognize and celebrate success.

Opportunities:

The idea of celebrating success knows no bounds. It can be a shout out with some photos on Facebook, a blog post, part of an annual accomplishment report or better yet, in the local newspaper. It can be a recognition ceremony or nominating a resident or community for an award. Be sure to engage your local news media for coverage of these successes. The opportunities are endless – think outside the box!

Having a baseline understanding of where you are starting is key. On an annual basis start tracking:

- Track number of community events annually.
- If you start an Ambassador Program, track the number of individuals engaged by year.
- Encourage Ambassadors to report private accomplishments – both tangible acres as well as other preparedness activities – annually.

See Appendix D for an example self-reporting form.



COORDINATE MAPPING AND ACTIVITY TRACKING

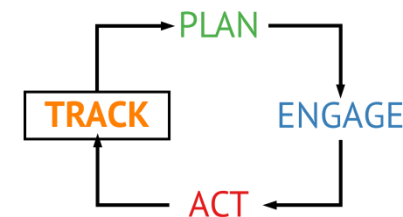
It is vital to identify high risk, populated, and treated areas to focus a strategic mitigation effort and track risk reduction success. Consolidate maps to provide one clear, concise map that provides a common mitigation/threat picture for all partners. A good map acts as a tool to generate awareness, encourage individuals and communities to mitigate, and help provide a visual picture to prioritize mitigation.

- Identify a Coalition partner with the capability to compile and store geospatial project data across ownerships.

- Provide a mechanism to track risk reduction projects conducted by agency and private landowners.
- Document, track and map wildfire risk reduction projects over time to show progress toward risk reduction and to highlight remaining risk reduction opportunities.
- Create clear and concise maps in digital and print formats.
- Distribute maps in an easily accessible and transparent manner to partners and citizens to “paint the picture” of wildfire risk and needs.

Currently available data has been assembled into ESRI map packages and PDFs (See Appendix E).

TRACK



TRACK AND ADAPT ACTIONS

The Coalition previously developed goals, strategies, and objectives. This report to the Coalition provides additional strategies and objectives relating to program processes and organizational design that supplement existing plans.

Develop a simple work plan using the Action Tracking template in Appendix E. Select, modify, and prioritize key strategies. For each strategy chosen identify the actions to be taken, who will complete the actions, and when the actions will be completed. If external funding is required to complete the action, identify the source and estimate the amount.

- Direct Indicators measure progress on mitigation. They are linked to mitigation outcomes and are impact-oriented, measurable, and specific. They include quantities for acres of fuel reduction, parcels with completed defensible space implementation, risk assessments, site visits, and grant funding utilization.
- Indirect Indicators measure progress on opportunities to address key threats to moving mitigation forward. They are linked to programmatic processes and organizational design. They include qualitative assessments of progress on pursuing strategies. Continuing to review and use the Fire Adapted Community Self-Assessment Tool (FACSAT) allows for the measurement of less-tangible factors related to mitigation.

For some indicators, processes must be developed to collect and analyze data across all jurisdictions. Include actions to develop data collection processes in work plans. Periodically assess direct and indirect indicators as outlined in the Action Tracking Plan. Consider the results in the context of the coalition's goal to move mitigation forward in the Teton area. Analyze, share, and celebrate results among Coalition partners. Collectively adapt strategies, actions, and monitoring to align with the current situation.

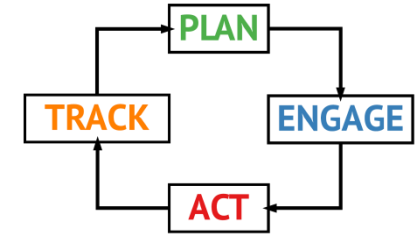
CAPTURE AND SHARE LEARNING

Share results, successes, and lessons learned among partners at the local, regional, and national scales. The adaptive management model provides regular feedback internally and externally, fostering a culture of collaboration and learning, and leading to innovations in community fire adaptation.

The Fire Adapted Communities Learning Network is a national network of practitioners working to increase community fire adaptation, and provides a platform for shared learning across scales. To submit a story visit FireAdaptedNetwork.org.



ORGANIZATIONAL DESIGN



EXISTING FRAMEWORK

The 2004 Coalition Charter identifies the Coalition’s mission, ideal representation, and decision-making processes. The Coalition operates largely with the volunteer efforts of its membership’s capacity and commitment. Roles are loosely defined and membership is fluid, based on individual or entity interest. The Coalition successfully coordinated a revision of the CWPP in 2014 and the completion of several priority fuels reduction projects. Additionally, an Education and Outreach subcommittee is defined and works to engage community members in understanding wildfire risk, risk reduction actions and fire-adapted principles.

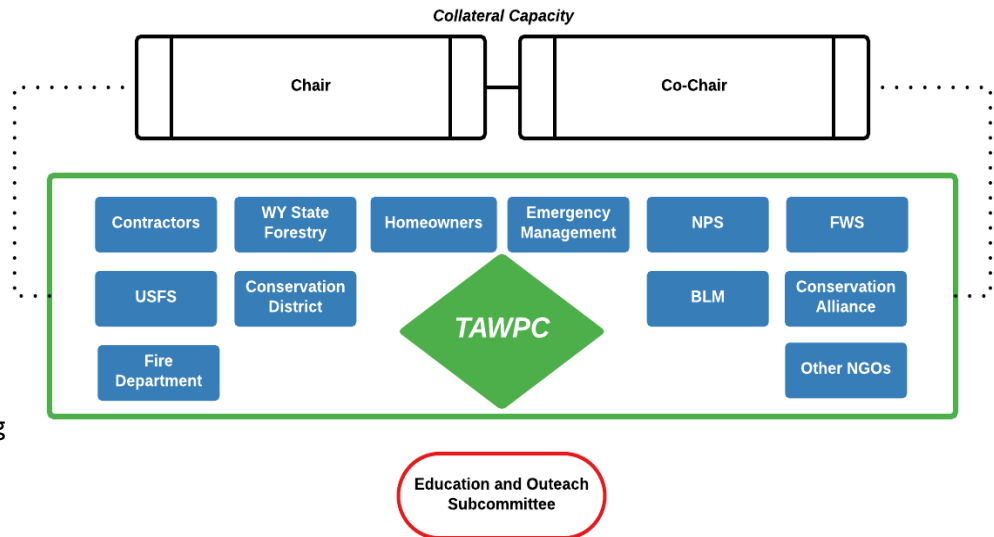
The concept of hiring a Wildland-Urban Interface Coordinator was a common theme heard in Team/Coalition exercises. A coordinator could ultimately increase the Coalition’s capacity for mitigation, but it is important to define the role of a coordinator prior and address existing organizational challenges before taking steps to re-organize or add dedicated personnel.

Defining the roles in terms of leadership, coordination, and implementation helps clarify expectations, and most importantly, set the coordinator up to succeed. The Coalition must determine if they wish the coordinator to lead the the Coalition, coordinate and facilitate among partner entities and working groups, or directly engage with property owners and spur them to mitigation. A coordinator cannot do all the work of the Coalition. See Appendix F for sample job descriptions.

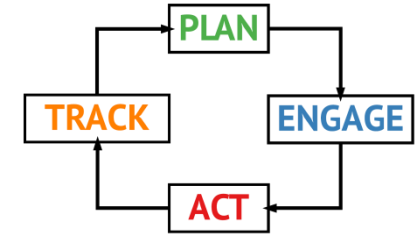
Opportunities exist for organizational enhancement. Within the Coalition, few processes have been formalized with the exception of the methodology for determining priority fuels projects. The Coalition primarily promotes homeowner education, home assessments and defensible space and hazardous fuels reduction projects. Coordination and mitigation achievement is limited by capacity, process, unclear delegation of roles, inconsistent understanding of the process, and resulting flaws in communication.

The Team has provided four different models for consideration with increasing levels of complexity.

- Current Governance Structure:
 - TAWPC Charter and Mission
- Current Roles and Responsibilities:
 - Loosely defined roles/ responsibilities (exception- Education / Outreach Subcommittee)
- Current Capacity:
 - Collateral leadership
 - Collateral Subcommittee / Working Groups:
 - Education and Outreach
- Individual agency / entity programs:
 - Assessments
 - Grant Opportunities



ORGANIZATIONAL DESIGN



ALTERNATIVE TIERED FRAMEWORKS

The following tiered frameworks represent alternatives that the Coalition may pursue. Frameworks are designed to help improve coordination, increase mitigation implementation, and streamline processes to increase efficiency and transparency.

Organizational frameworks are designed to be adaptable and dynamic as the Coalition continues to grow. Successes and momentum encourage change and the Coalition can use the options presented to help guide future development planning. The frameworks may also help guide the Coalition's role as a cooperator/collaborator within other related organizations and/or entities.

Option I - Modified Framework:

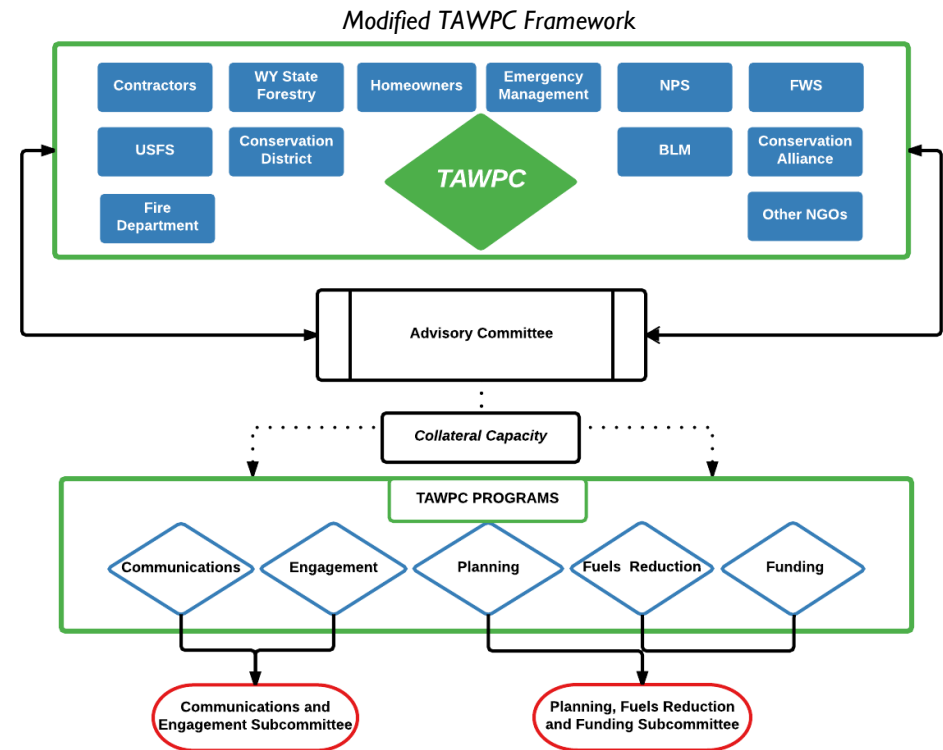
The Coalition may choose to modify its organizational structure to provide additional support for existing or anticipated mitigation programs. Defining roles and responsibilities within the Coalition increases coordination and productivity. This approach relies on each member organization making additional time in their work day or after hours to do Coalition tasks or projects that they would not normally include in their day-to-day jobs. We call this **collateral** duties.

Modified Governance Structure:

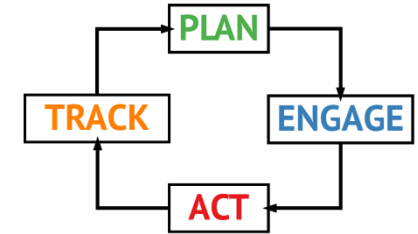
- Coalition Charter and Mission
- More formalized MOU between partners
- Advisory Committee (Coalition Guidance)
 - Committee made up of one representative from each partner organization/ entity OR;
 - Committee made up of pre-determined number of representatives from each Federal, State, County, Local, and Homeowner entity.

Roles and Responsibilities:

- Advisory Committee holds voting rights; decisions made by either two-thirds or simple majority of the Advisory Committee. The Team does not recommend contractors hold voting rights due to potential conflict of interest.



ORGANIZATIONAL DESIGN



Option 1 - Modified Framework (Contd.):

- Capacity:
 - Collateral Subcommittee and Working Groups:
 - Communications
 - Engagement
 - Planning
 - Fuels Reduction
 - Funding
- Initial Cost Estimate: Other than collateral commitment, this option does not have immediate costs.

This model was used by the Tahoe Fire and Fuels Team from 2008 - 2012 before a local governmental organization was defined as a lead.

- Benefits
 - Largely relies on existing structure.
 - Familiarity avoids loss of engagement threat.
 - Helps define roles and responsibilities.
 - Does not require immediate process adjustments.
 - Provides additional opportunities for multiple organizations to participate in mitigation.
- Downfalls
 - Continues to rely on collateral capacity.
 - Does not facilitate the option to increase capacity by hiring staff.
 - Formalizing additional workgroups increases reliance on collateral capacity.

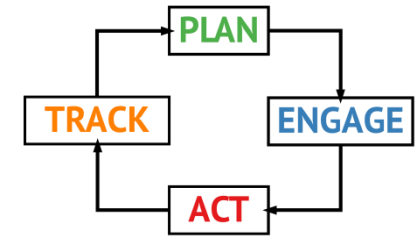
Option 2- Existing Non-Governmental Organization

Engaging with an existing NGO provides nonprofit status for the TAWPC operation. This option uses the existing structure and financial management policy of the NGO. A memorandum of understanding (MOU) between the Coalition and the non-governmental organization delegates authority and sets fiscal management rates and defines roles.

Within this model, the Team recommends identifying a Steering Committee or Advisory Committee to further define roles and formalize decision making processes. This structure provides the necessary platform for TAWPC to independently obtain funding, hire staff and set direction for the coalition.

- Governance Structure:
 - NGO Board of Directors → MOU with the TAWPC representative Steering Committee.
- Roles and Responsibilities:
 - NGO acts as a fiscal sponsor for TAWPC to carry out its mission. The TAWPC mission should complement or further the existing mission of the NGO.
 - MOU delegates authority to a representative TAWPC Steering Committee.
 - Steering Committee (TAWPC oversight- decision making by two-thirds or a simple majority of Steering Committee)
 - Steering Committee made up of one representative from each partner entity OR;
 - Steering Committee made up of pre-determined number of representatives from each Federal, State, County, Local, and Homeowner entity. The Team does not recommend contractors hold voting rights due to potential conflict of interest.

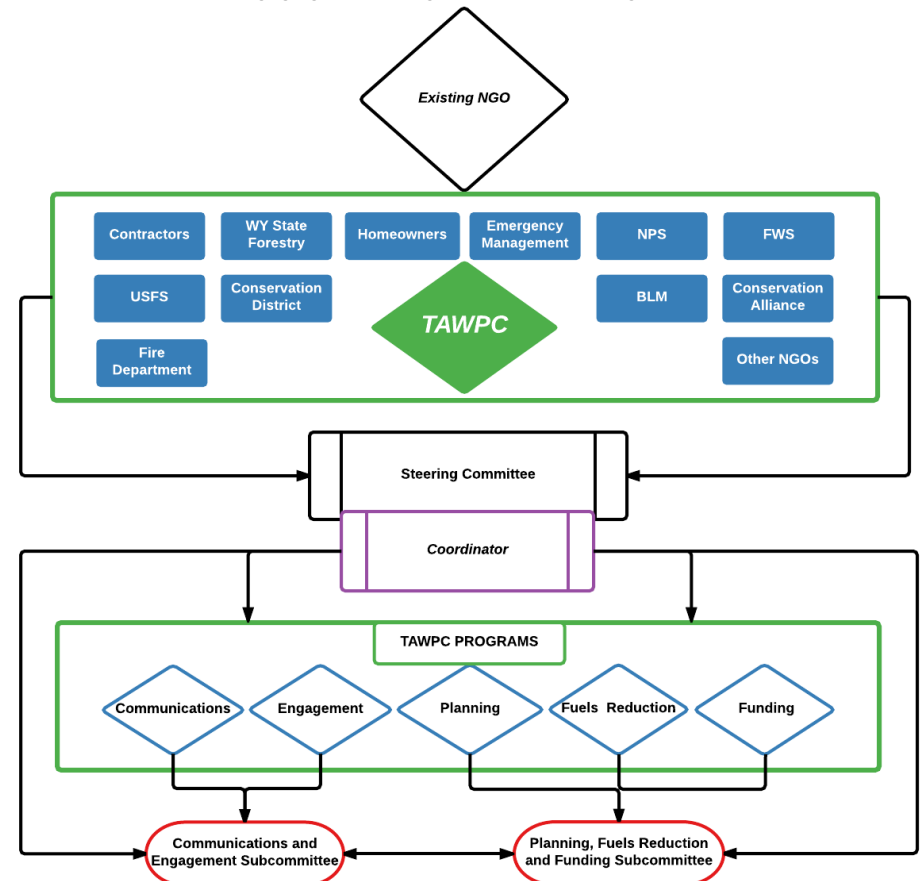
ORGANIZATIONAL DESIGN



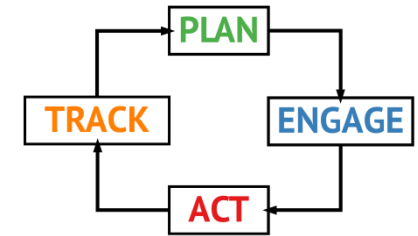
Option 2- Existing Non-Governmental Organization (Contd):

- Capacity:
 - TAWPC member Subcommittees and/or Working Groups:
 - Communications
 - Engagement
 - Planning
 - Fuels Reduction
 - Funding
 - TAWPC Coordinator
 - Contracted by or employed by NGO.
 - Authority delegated through MOU → Reports to Steering Committee
 - Coordinates TAWPC membership, coordinates subcommittee / workgroups, facilitates TAWPC meetings, etc.
 - Initial Cost Estimate: Only requires funding if NGO requires initial financial commitment with executed MOU. Beyond that, costs are based on negotiated fiscal management fee (once funding is obtained). Also requires funding if the option to seek a 'coordinator' position is validated by the group.
- Related organizations that use a similar model:
 - FireWise of Southwest Colorado: www.southwestcoloradofires.org
 - West Region Wildfire Council: www.COwildfire.org
- Benefits
 - Uses existing organizational structure, policies, procedures
 - Steering Committee / Advisory Committee provides direction and representative voice.
 - Capacity has the ability to start with formalizing workgroups and then grow to include a staff capacity.
 - Allows TAWPC to independently seek funding sources for programs if there is a desire for additional funds.
- Downfalls
 - Which NGO? Selection Process. Necessitates a negotiation for fiscal agent fee.

Engaging an Existing NGO as a Fiscal Agent



ORGANIZATIONAL DESIGN



Option 3 - Local Government Organization

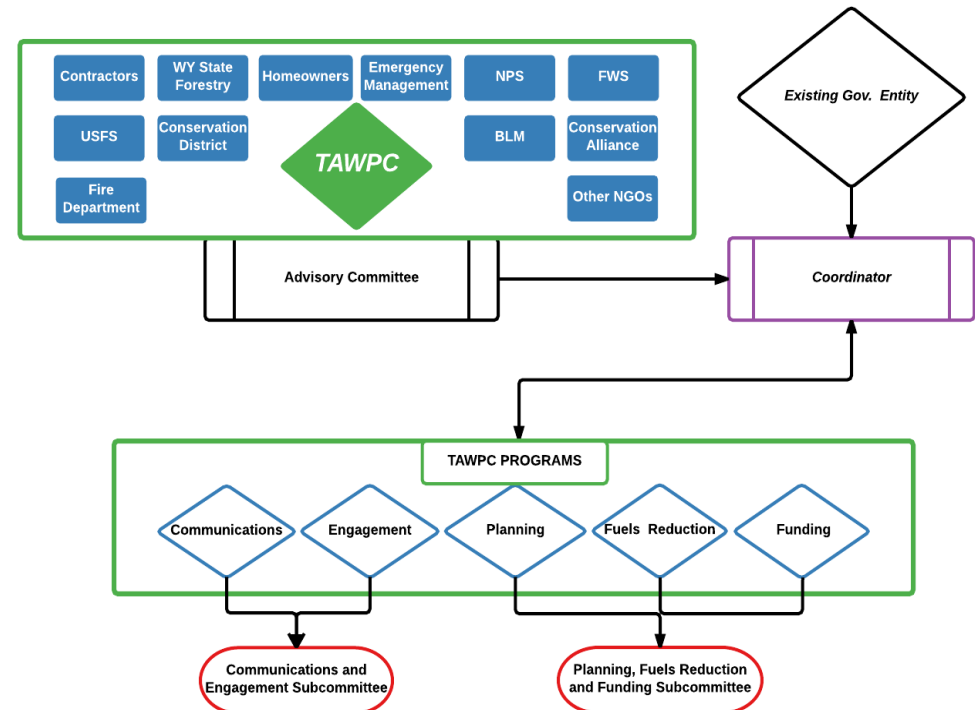
Orienting TAWPC within a willing governmental organization provides clear leadership and ownership of TAWPC. A cooperative agreement between TAWPC and the governmental organization defines decision-making process and roles.

- Governance Structures
 - One governmental agency leads and manages TAWPC efforts
- Roles and Responsibilities
 - Defined Agency Representative Leadership
 - Advisory Committee
 - Committee made up of one representative from each partner entity OR;
 - Committee made up of pre-determined number of representatives from each Federal, State, County, Local, and Homeowner entity. The Team does not recommend contractors hold voting rights due to potential conflict of interest.
- Capacity
 - Collateral Subcommittees and/or Working Groups
 - Communications
 - Engagement
 - Planning
 - Fuels Reduction
 - Funding
 - TAWPC Coordinator
 - Works for governmental agency
 - Reports to respective agency
 - Job Description and MOU delegates roles and responsibilities related to TAWPC Programmatic objectives.
 - Coordinates TAWPC membership, coordinates subcommittees and/or workgroups, facilitates TAWPC meetings, etc.

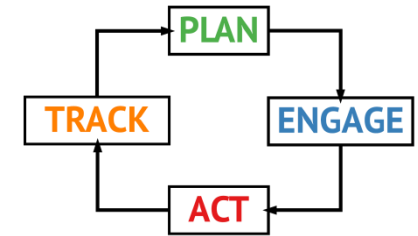
- Initial Cost Estimate: If TAWPC decides to pursue this model, there aren't any direct costs to the group. However, this model does rely on the chosen governmental organization committing significant time and funding related to hiring a 'coordinator' type position.

The Tahoe Fire and Fuels Team uses a similar model: www.tahoefft.org

Cooperating with an Existing Governmental Organization



ORGANIZATIONAL DESIGN



Option 3 - Local Government Organization (Contd.):

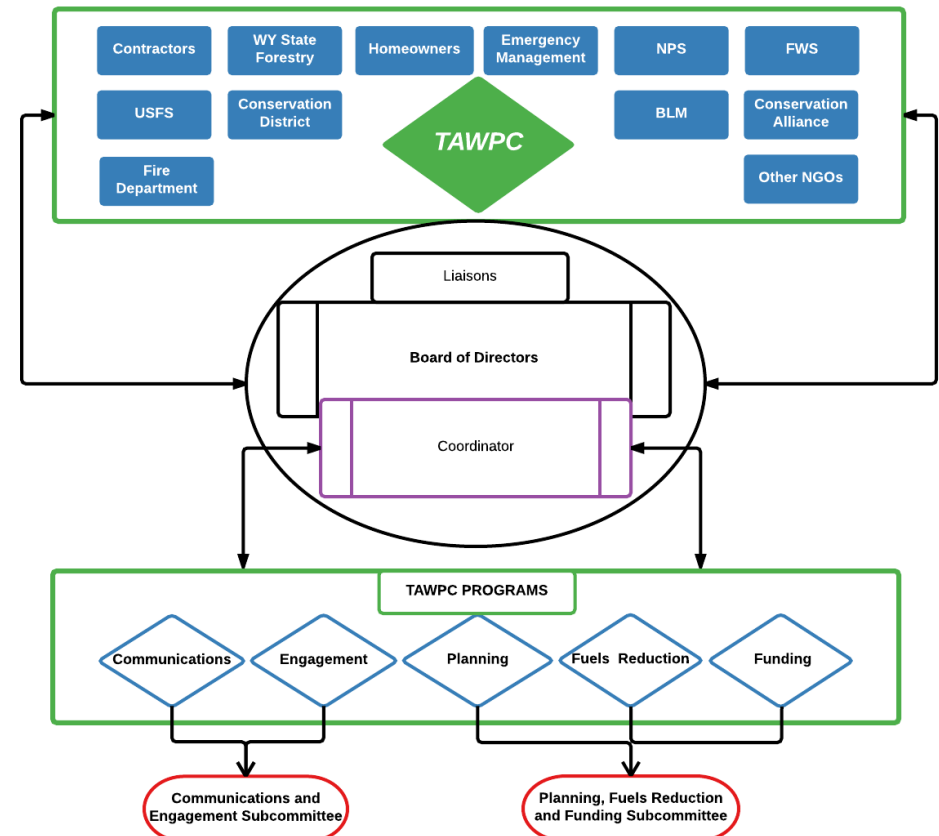
- Benefits
 - Steering Committee / Advisory Committee provides direction and representative voice
 - Formalizes a TAWPC Lead
- Downfalls
 - Selecting agency... Which one?
 - Potential 'ownership' issues i.e, agency becomes the face of TAWPC
 - Agency direction/commitment may change over time
 - Tendency to an increased dependency on the governmental lead

Option 4 - Newly Created NGO

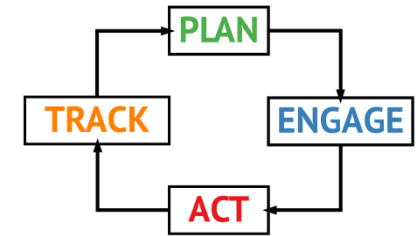
Creating a stand-alone, non-profit organization provides TAWPC with organizational independence. This option requires development of articles of incorporation/bylaws, Board of Directors selection, and newly created policies and procedures. It requires either immediate capacity (staff) or significant commitment from TAWPC member's capacity at the onset.

- Governance Structures:
 - TAWPC becomes a stand-alone 501(c)3 organization
 - Board of Directors and decision-making processes identified by articles of incorporation and bylaws
 - Liaisons - A non-voting advisory committee made up of one representative from each partner entity OR;
 - A predetermined number of representatives from each Federal, State, County, Local, and Homeowner entity.

Forming a Stand-Alone Non-Profit Organization



ORGANIZATIONAL DESIGN

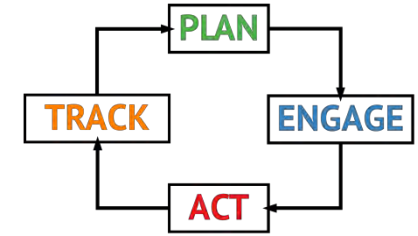


Capacity:

- TAWPC Coordinator or Director
 - Contracted or employed by TAWPC
 - Reports to BOD
 - Manages TAWPC finances, coordinates membership, subcommittee/workgroups, facilitates TAWPC meetings, etc.
- Collateral Subcommittee and/or Working Groups
 - Communications
 - Engagement
 - Planning
 - Fuels Reduction
 - Funding
- Initial Cost Estimate: This organization requires both collateral and financial capacity at the on-set. Actual costs related to filing for incorporation and non-profit status depend on expected annual revenue. Plan on approximately \$2,000.00 for filing costs.
- Related organizations that use a similar model:
 - Coalition for the Upper South Platte (www.cusp.org)
 - Fire Adapted Colorado www.facebook.com/FireadaptedCO
 - Benefits
 - Clear Identity.
 - Fewest barriers for potential growth.
 - Allows TAWPC to independently source funding.
 - No loss of funding to outside fiscal agent.
 - Downfalls
 - Requires the development of new policies and procedures.
 - Requires a BOD- some stakeholders limited on positions they can hold.
 - Requires and immediate funding source for filing costs.
 - Initial collateral investment in org development.
 - Necessitates TAWPC staff or significant collateral commitment.



APPENDICES



APPENDIX A – BACKGROUND

Annotated Links

What is Community Fire Adaptation?

CMAT Methodology

APPENDIX B – PLAN

Grant Process Flowcharts

Community Assessments and Subdivision Level CWPPs

Community Assessment Template

Subdivision Level CWPP Template

CWPP Action Matrix

APPENDIX C – ENGAGE

Risk Assessment Program

Neighborhood Ambassador Program

Mini Grant and Kickstart Program

Unified Messaging Program

APPENDIX D – ACT

Mini Grant Program

Self-Reporting Accomplishments Form

Chipper Programs

APPENDIX E – TRACK

Teton County Map Layers

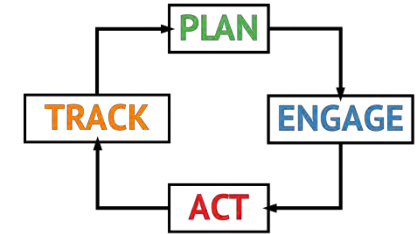
Action Tracking Template

APPENDIX F - ORGANIZATIONAL DESIGN

Example Memorandums of Understanding

Example Coordinator Job Descriptions

APPENDIX A - BACKGROUND



ANNOTATED LINKS

WHAT IS COMMUNITY FIRE ADAPTATION?

CMAT METHODOLOGY



Annotated Reference of Electronic Links

Cohen, Jack. Jack D. Cohen is a retired Research Physical Fire Scientist who worked with the USDA Forest Service Missoula Fire Sciences Laboratory. Cohen was and still is considered the pre-eminent researcher on wildfire and home ignitions. Cohen is a founder of the Firewise Communities/USA recognition program, and coined the concept and phrase “home ignition zone.” The link below bundles his papers on preventing home loss disasters during wildfire. <http://www.firewise.org/wildfire-preparedness/wui-home-ignition-research/the-jack-cohen-files.aspx?sso=0>

Jakes, Pamela. Pamela J. Jakes is a retired Research Forester who worked with the USDA Forest Service Northern Research Station. She is considered a leading authority on social interaction with wildfire. Some of her research is listed here:

Jakes, Pamela. *Best management practices for creating a community wildfire protection plan.* 2012. Gen. Tech. Rep. NRS-89. Newtown Square, PA: U.S. Department of Agriculture, Forest Service, Northern Research Station.

Jakes, Pamela. *Collaborative planning to reduce risk.* In: Martin, Wade E.; Raish, Carol; Kent, Brian: eds. Wildfire risk human perceptions and management implications. Washington, DC: Resources for the Future: 44-63.

Jakes, Pamela. *Working with community leadership to promote wildfire preparedness.* In: McCaffrey, S.M., tech. ed. The public and wildland fire management: social science findings for managers. Gen.Tech. Rep. NRS-1. Newtown Square, PA: U.S. Department of Agriculture, Forest Service, Northern Research Station: 137-149.

McCaffrey, Sarah. Sarah M. McCaffrey is a Research Forester who works at the USDA Forest Service Northern Research Station. She is considered a leading authority on science to improve our understanding of the social and economic dimensions of fire and fuels management. Some of her research is listed here:

McCaffrey, Sarah. *What Motivates Homeowners To Mitigate Fire Risk* (2011)
In working to foster fire-adapted communities, individuals and organizations need to understand the dynamics of public support for fuels management on private and public land.

McCaffrey, Sarah. Compilation of Publications
https://www.researchgate.net/profile/Sarah_McCaffrey/citations?sorting=recent

Quarles, Steve. Dr. Quarles is an expert on how building materials perform and how different building designs fare in wildfires. His research and outreach focuses on wildfire protection for residential and light commercial buildings.

Quarles, Steve. <http://www.disastersafety.org/Wildfire>. A compilation of videos from the Insurance Institute for Business and Home Safety

Waldo Canyon Final Report:

<http://www.fireadapted.org/~media/Fire%20Adapted/Images/News%20Images/Waldo-Canyon-Rpt-FINAL-shrunk%203.pdf>

University of California Homeowners wildfire mitigation guide:

ucanr.edu/sites/wildfire/

A Publication for the Inland West:

http://www.uidaho.edu/~media/Files/Extension/Forestry/Fire/WUI/FireProtectBro2010_final

Sunrise Infographic: <http://fireadaptednetwork.org/wp-content/uploads/2014/03/Sunrise-Diagram.png>

Barnyards and Backyards website: <http://www.uwyo.edu/barnbackyard/>

Teton Area Wildfire Protection Coalition established website: <https://westernwyfac.org>

WiRe - An interdisciplinary research group on community adaptation to wildland fire. <https://wildfireresearch.wordpress.com/>

Additional references

Jakes, Pamela. *Understanding social complexity within the wildland urban interface: A new species of human habitation?* 2009 Environmental Management. 43: 1085-95.

McCaffrey, Sarah. *Best practices in risk and crisis communication: Implications for natural hazards management.* Natural Hazards. 65(1):683-705. Toman, Eric; Stidham, Melanie; McCaffrey, Sarah; Shindler, Bruce. 2013.

McCaffrey, Sarah. *The role of community policies in defensible space compliance.* Forest Policy and Economics. 11: 570-578. Winter, Greg; McCaffrey, Sarah; Vogt, Christine A. 2009.

McCaffrey, Sarah. *Social science at the wildland-urban interface: a compendium of research results to create fire-adapted communities.* Gen. Tech. Rep. NRS-111. Newtown Square, PA: U.S. Department of Agriculture, Forest Service, Northern Research Station. 75 p. McCaffrey, Sarah M.; Winter, Greg. 2011.

McCaffrey, Sarah. *Understanding homeowner preparation and intended actions when threatened by a wildfire.* In: McCaffrey, Sarah M.; Fisher, Cherie LeBlanc, eds. 2011.

Proceedings of the second conference on the human dimensions of wildland fire. Gen. Tech. Rep. NRS-P-84. Newtown Square, PA: U.S. Department of Agriculture, Forest Service, Northern Research Station: 88-95.

McCaffrey, Sarah. *Understanding public perspectives of wildfire risk.* In: Martin, Wade E.; Raish, Carol; Kent, Brian, eds. Wildfire risk, human perceptions, management implications. Washington, DC. Resources for the Future: 11-22. McCaffrey, S. 2008.

Quarles, Steve. [Exterior Rated Fire Retardant Treated Wood](#). Article in extension.org March 13, 2013.

Quarles, Steve. [Fire Ratings for Construction Materials](#). Article in extension.org May 24, 2013.

Quarles, Steve. [Fire Ratings for Roofing Material](#). Article in extension.org March 23, 2012.

Quarles, Steve. [Impact of Oil-Based Penetrating Stains on the Fire Performance of Deck Boards](#). Article in extension.org May 24, 2012.

Quarles, Steve. [Window Failure During Wildfires](#). Article in extension.org June 27, 2012.

Quarles, Steve. [Vulnerabilities of Buildings to Wildfire Exposures](#). Article in extension.org April 25, 2015.

Quarles, Steve. [Material and Design Considerations for Building in Wildfire Prone Areas](#). Webinar October, 2011.

Community Fire Adaptation

Community Fire Adaptation incorporates people, buildings, businesses, infrastructure, cultural resources, and natural areas together to prepare for wildland fire. Within a fire adapted cultural community leaders and residents accept responsibility for living in an area with wildfire hazards. They have the knowledge and skills and have adopted tools and behaviors to prepare in advance for their community's resilience in a wildfire prone environment (FAC Guide 2014).

Tools For Community Fire Adaptation

Specific community fire adaptation tools and strategies address resident safety, building and neighborhood design, business preparedness, infrastructure and utility protection, wildland and park management, and other community assets. The more actions a community takes during the process, the more resilient and adapted the community becomes to the wildfire threat.



Methodology

Both the Team and the Coalition recognized from the start that an open, flexible approach based on mutual respect, openness, and candor would result in the best outcome. To that end, the Team and Coalition discussed and agreed upon a “plan of attack” that is outlined briefly below. The Team worked in tandem with the Coalition to assure good communication, sharing of lessons learned, comprehensive discussions about concerns and challenges, and identification of viable and sustainable solutions. The Team and Coalition partners worked collaboratively to build rapport and listen to concerns and ideas in as unbiased a way as possible. Coalition members were generous with their time and helpful throughout the process. Their level of investment in and dedication to widespread mitigation concepts and actions on the ground throughout the Teton Valley increased the odds for a beneficial outcome. The process to collect pertinent information, identify concerns, and analyze potential solutions is outlined below.

Phase One: Baseline Data Collection

The Team reviewed the Teton Valley Community Wildfire Protection Plan, the Coalition’s mission and charter documents, population/risk/fire occurrence maps, the Teton Valley Fire Adapted Communities Self-Assessment Tool (FACSAT), and other background information to form contextual awareness.

Phase Two: Workshop, Interviews, and SWOT Analysis

Workshops

The team conducted two workshops. The first workshop, coordinated by the Bridger-Teton National Forest and the Team, engaged the Coalition in a SWOT (strength, weaknesses, opportunities, and threats) analysis, which allowed stakeholders the opportunity to share their perspectives with the Team and learn from each other. More than 20 Coalition representatives participated. The Team used the process to understand local conditions and discuss common concerns. For more information about the visioning process please refer to <Appendix A>. The second workshop shared lessons learned from on-the-ground fire adaptation efforts by national partners and discussed Teton-area specific goals, concerns, and options as a way to vet some of the Team’s findings.

Interviews

Team members also conducted a series of interviews with 12 individuals representing the diverse Coalition membership. The interview questions were designed to provide insight into mitigation efforts in Teton County. Interviews were documented and analyzed.

Phase Three: Analysis

The analysis phase identified:

1. Opportunities the team could complete during the assignment to build more local capacity for mitigation.
2. Sustainable, actionable opportunities and strategies for the Coalition.

Summary of SWOT Analysis Sessions for the Teton Area Wildfire Protection Coalition

Compilation of responses from SWOT analysis exercises completed through Team/Coalition Exercises. SWOT analysis involved discussion within the groups to determine strengths, weaknesses, opportunities and threats for the Coalition to move mitigation forward in the Teton Valley.

STRENGTHS:

- Frequent meetings
- Interagency and stakeholder Collaborative
- Strong Commitment of agency execs
- Most of the right people are at the table
- Strong interest from Forest
- Recent CWPP
- TAWPC Foundation
- WUI Code

WEAKNESSES:

- Limited town/county staff elected/non-elected participation
- Not all participants engage frequently
- Limited Capacity - these are only collateral duties
- Limited Public buy-in
- TAWPC Diversity
 - Realtors
 - BLM
 - Insurance
 - Fish and Wildlife
 - Resorts
 - WY State Forestry
 - Chamber of Commerce
 - Tourism Bureau
 - EOC
- TAWPC decision-making process (consensus)
- Capacity/structure of TAWPC Partners
- Inconsistent assessment tools
- No tracking of assessments
- Identity/branding/outreach
- Land development codes/planning -> future development
- Coordination among entities
- Diversity of participation

THREATS:

- NGOs advising against landscape scale treatments
- "Leave it alone" attitude
- Emerging responsibilities and collaterals from staff
- Lack of CWPP knowledge/outreach
- Restrictive CC&Rs
- Long fire-return intervals not aligned with HFR

- Teton to Snake HFR
- Lack of continued engagement from existing (current) stakeholders
- Lack of implementation on private lands
- Economics
- Insurance
- Public apathy and opposition
- Lack of media focus

OPPORTUNITIES:

- Doing nothing is a significant management decision
- Developing a new website
- Hiring a Dedicated WUI coordinator
- Funding mechanisms to draw money from existing grants
- Neighborhood delineation
- Charter updates
- Sharing success stories
- Connecting conservation groups with other stakeholders
- "Living with wildfire"
- Revisit mission/vision for TAWPC
- Incorporate community voice
- Intern tasks/conservation district fuels coordinator
- Environment is economy
- Help identify targets/funding sources
- Engage high risk/existing communities (help TAWPC capacity)
- Structure protection plans
- Development of outreach plan
- TAWPC organizational development
- Codes
- New funding sources - incentives
- Door-to-door education & events
- Mitigation demonstration sites
- Existing relationships
- Transparency in communication & mapping
- Conservation & fire stewards
- Managed fire
- Celebrating success
- Many homes are not the primary residence
- Community leadership focus

Stakeholder Impressions - Common Threads

CMAT methodology for this compilation of perspectives are based on internal and external findings including: CMAT SWOT analysis, USFS SWOT analysis, TAWPC findings from community exercise, and interviews with agency personnel and engaged members of the community. These thoughts are grouped into general categories that best reflect the context of perspective.

Relationships:

- In general, there are good strong bonds between TAWPC and the community and between the members within the Coalition
 - Contractor and community ties to the Coalition have lessened over the years
- Agencies are perceived to have good relationship to the community

Community:

- There is a general sense of apathy within the community regarding wildfire risk reduction.
 - Approximately 1/3 of residences within Teton County are not primary residences for the owners
 - There is a sense of denial on the wildfire issue with some residents – not driven by facts or logic.
- Media coverage of wildfire mitigation concepts and projects could be stronger to help spread the message within the community
- Homeowner Associations need to have stronger involvement with the Coalition and take more of a leadership role with getting risk reduction projects accomplished within their communities.

Communication:

- Community marketing and outreach on wildfire risk reduction issues needs to be improved
 - Outreach messaging must be clear, consistent and include best management practices for the situation
 - Consistency of messaging must improved
 - Success stories should be integral to the marketing strategy
- Credibility of assessment personnel must be established
- Increase public awareness of mitigation grant opportunities
- Wildfire hazard mapping should be readily available and scaled for effectiveness
- Integrate wildfire risk reduction into the community value system

Legal:

- Teton County adopted the 2012 International WUI code and requires wildfire risk reduction for new construction projects and is not retroactive for existing communities
- Authority guiding wildfire risk reduction projects is spread across the multiple jurisdictions of federal, state, county and town
 - The Fire Warden is in charge of prevention within Teton County private lands by state law

- Jurisdictions have a great track record of working well with each other on these issues
- Planning and zoning regulations need to be more responsive to wildfire issues

Funding:

- Grants are an important component in completing mitigation projects
 - Communication to the public of funding opportunities needs to be improved
 - Processes for grants need to be streamlined and better understood by potential recipients
 - New grant resources need to be sought out and developed
- Incentives for mitigation projects needs to be further developed
 - Includes tax breaks and homeowner insurance cost reductions

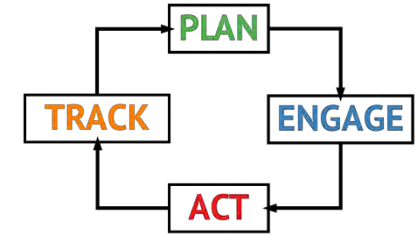
TAWPC:

- Need better clarity of organizational structure and function
- Current Vision and Mission statements should be reviewed to see if still valid
 - Transparency in organizational operations is perceived as lacking
 - Contractor roles have changed over time and have become less participatory
 - Property owners are much less engaged in the organization than before
- Personnel work very well with each other and are of the same mindset for mission accomplishment
 - Strong interpersonal relationships have helped to sustain Coalition efforts
- Capacity of personnel is limited by other duties they are required to perform
 - Widely perceived value in establish a position that would work on wildfire risk reductions issues full time
 - Frequency and level of participation is a challenge
 - Meeting times are not conducive to attendance
- Coalition provides a mechanism for delivering messaging and provides valuable networking opportunities
 - These opportunities could be enhanced

Actions:

- Improve wildfire mitigation education within the community
 - Door to door effort have not been very productive
 - Establish mitigation demonstration sites in prominent locations
 - Need more direct contact with property owners
 - One on one or small group education efforts are most effective
 - Assessments should be conducted with the landowner present
 - Goal of education must be increased mitigation completion on the ground
- Managed fire opportunities should be increased, but with consideration of proximity to communities
- Existing community guiding documents such as LDR and CWPPs need to be revised or added to enhance community relevance

APPENDIX B - PLAN



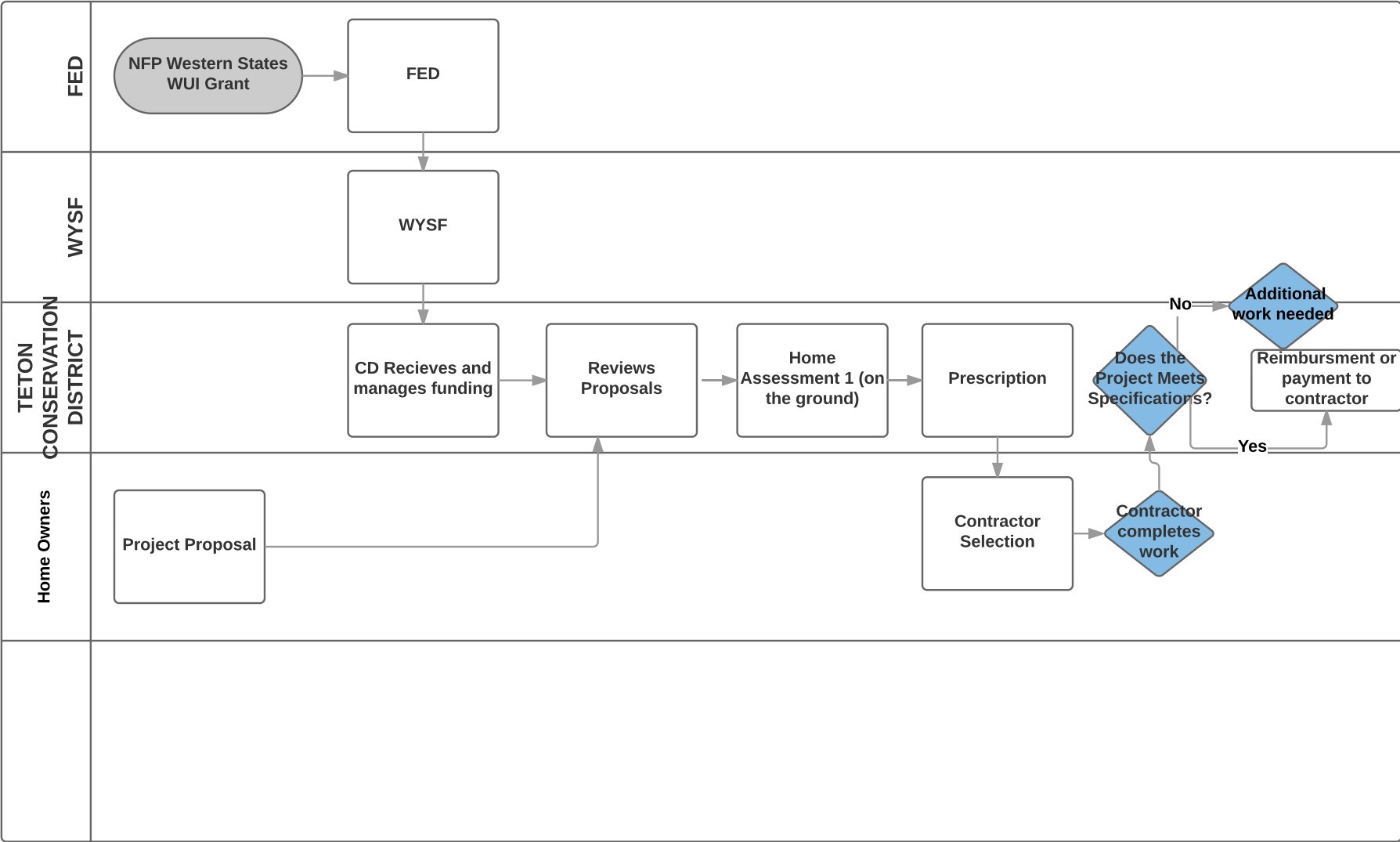
GRANT PROCESS FLOWCHARTS

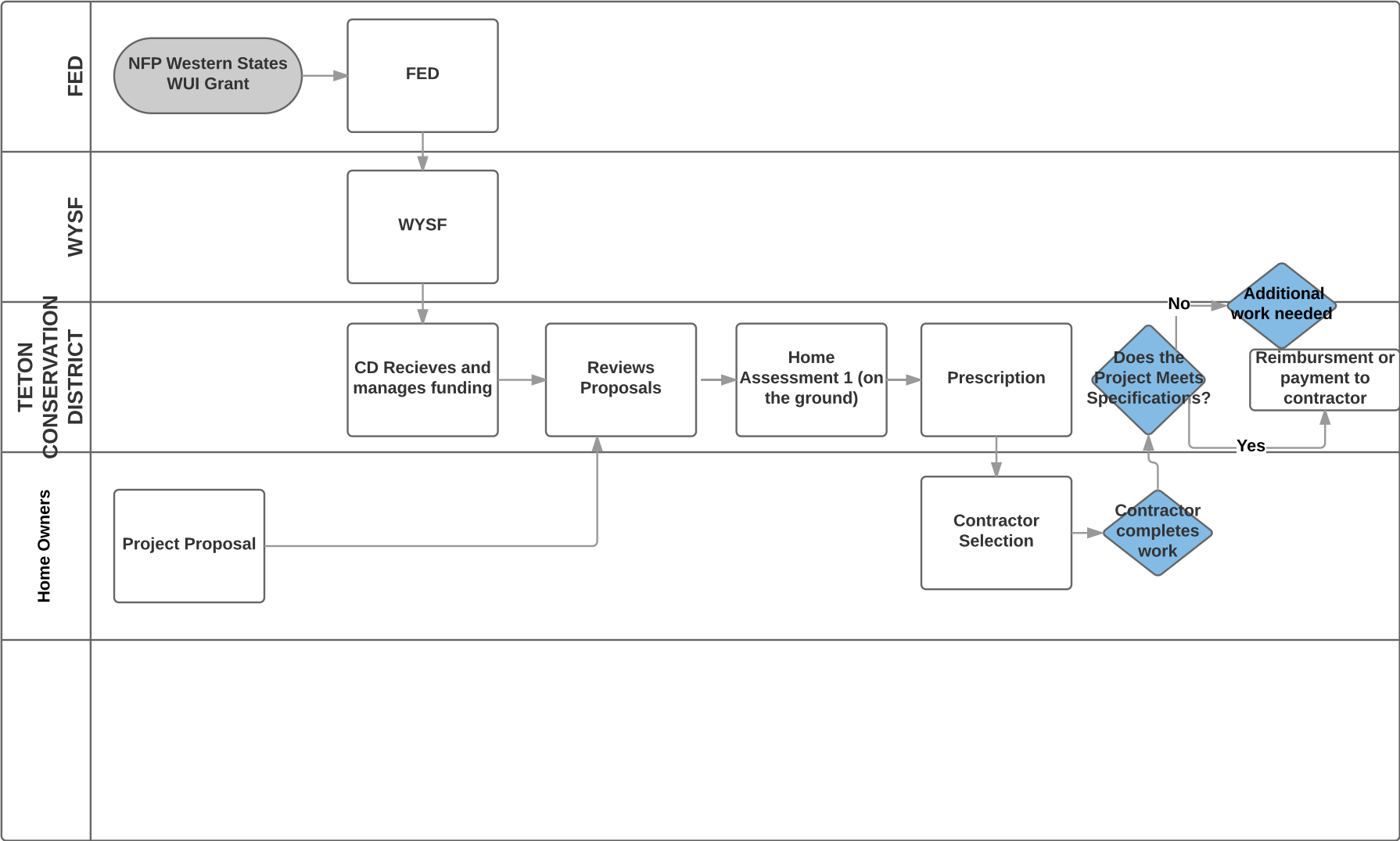
COMMUNITY ASSESSMENTS AND SUBDIVISION LEVEL CWPPs

COMMUNITY ASSESSMENT TEMPLATE

SUBDIVISION LEVEL CWPP TEMPLATE

CWPP ACTION MATRIX





Community Assessment:

Community assessments (CA) provide a smaller scale analysis of wildfire risk and actions that can be taken to reduce that risk. CAs provide on-the-ground collaboration which drives partner and community engagement as well as common understanding of community vulnerabilities/risks.

As part of the CA, achievable recommendations/ goals are made for the community to implement; ie, reflective signage, strategically located fuel breaks, evacuation preparedness, and ingress/egress considerations, like shaded fuel breaks. In addition, rapid parcel-level risk assessments should be conducted to provide individual homeowners with a cost-efficient means of delivering a relative risk rating and homeowner specific recommendations. CAs engage residents and set the stage for risk reduction action to be taken.

Community Assessments can be used to supplement and update the County Level CWPP, and can also be used as stand-alone documents for the respective community.

Subdivision-Scale Community Wildfire Protection Plan:

Successful wildfire risk reduction within communities is only sustainable when the community adopts the reality of the wildfire hazard into their way of life and their community culture. Establishing a Community Wildfire Protection Plan (CWPP) for a community is a great first step in that process.

Establishing a CWPP for a local community and using that CWPP as the central source document for mitigation education and action is critical to an active and successful wildfire risk management program at the local level. The CWPP is the unifying document for the coordination of actions by various agencies, HOAs, property owners and contractors. It provides the detailed scale of hazard assessment, risk analysis, project identification and project prioritization that is crucial to accomplishing mitigation work on the ground and reducing the wildfire hazard risk at the neighborhood and individual parcel level.

The Teton County CWPP is an implement designed for broad brush county-scope analysis and decision processes, but does not get down to the level of detail necessary to effect smaller neighborhood or individual projects. The CWPP development process that occurs at the local level should be designed as the initiator for coalescing a community culture that prioritizes the hazard reduction mindset within the community. This is a substantial opportunity to enlighten and motivate the community through small group and individual education about wildfire. This serves to establish ownership of the issue by those that are directly affected by the threat of wildfire.

The local-scale CWPP should provide resident accepted tools for that community to move forward with successful mitigation projects through: property assessments, project identification, project prioritization, identification of the level and type of work to be accomplished as well as

establishing best management practices (BMPs) that are recognized as effective within the fuel model and fire history of the area. These BMPs must also fit well within the community's land management ethos, policies, and practices or they will not become widely implemented within the community.

Extenuating circumstances and unique situations should be acknowledged along with identification of multiple, effective alternative risk reduction approaches or a process established that will allow for acceptable solutions to these issues when they fall outside the norm of standard best management practices.

Funding sources should also be identified with the CWPP along with their required criteria to place these options at the disposal of the community residences at the front end of the project consideration. While funding from outside of the community can be very desirable to take risk reduction projects to reality, it is important that the CWPP should stress personal responsibility for addressing the wildfire hazard. The residents of the community must take charge of the solutions that will allow them to preserve the lifestyle they have chosen. This mindset should be developed within the community during the CWPP development process through the education process that is concurrent with the CWPP development.

The CWPP continues to be a useful mechanism in achieving risk reduction only if reviewed on at least an annual basis and to include updates on CWPP achievements. Tracking these achievements is critical to continued community focus and helps risk reduction efforts move forward to meet established time frames. Through time, there will likely be new or previously unaddressed issues that surface and need to be incorporated into the CWPP through addendum during the annual re-evaluation process. The annual CWPP review also serves to enhance and reinforce the community culture of risk reduction and contributes to the sustainability of that culture.

WRWC Community Assessment Template



A Community Assessment is intended to help a community plan for the specific wildfire risks and challenges in that neighborhood. More than one resident in the community should be involved to reduce the bias of the Assessment.

1. Residents decide the area that they want to work within.
2. WRWC representatives, the local fire district, fire or forestry representatives for any included, adjacent, or nearby public lands, and the Colorado State Forest Service should be included in the Community Assessment.
3. During the visit, WRWC representatives utilize the Community Assessment template to guide assessment for the various aspects of a fire adapted community.
4. WRWC will synthesize the info from the walk-about and/or engine drive through and provide short-term actions to mitigate some of the hazards identified during the assessment.
5. WRWC will present Community Assessment results to the community.

WRWC Community Assessment Template



Community Name: _____

Location Map
(Insert)

Define Community (Briefly describe the ecosystem, number and style or age of homes, roads, and land uses)

Describe how a wildfire is likely to start and spread within the community.

Describe past and current wildfire preparedness activities in the neighborhood.

Provide photos and brief descriptions of common strengths and vulnerabilities of the community.

WRWC Community Assessment Template



Access

Home Construction and Landscaping

Defensible Space Zones/ Forest Fuels

Community Fuel Breaks and Safe Areas

Fire Suppression Resources or Challenges

Evacuation Readiness

Action Plan

WRWC Community Assessment Template



Based on the vulnerabilities and beliefs about fire risk and spread in the community, create a list of achievable actions to reduce the risk and make community members more prepared for wildfire.

Community Elements:

- ◆ Evacuation Readiness
- ◆ Access
- ◆ Built Environment
- ◆ Defensible Space
- ◆ Community Protection

Community Assessment Document Outline

WRWC Community Assessment Template



Community Assessment Introduction

Community Profile

- location
- fuel type
- parcels/ acreage
- home construction overview
- access

Community Wildfire Risk

- fire history
- spread potential
- evacuation
- fire suppression resources
- fire suppression challenges

Wildfire preparedness activities

- defensible space
- fuel breaks

Risk Reduction Recommendations

- fuels reduction recommendations
- other recommendations (categorized ie, training, resources, equipt, etc.)

Parcel Level Wildfire Risk Assessment (this is included, but not integrated into the CA...it's a stand-alone option)

- parcel level wildfire risk assessment info and data table
- parcel level wildfire risk assessment recommendations

CWPP Final Framework (Rev. 3/10/13)

Please enter your responses in the aqua shaded spaces.

**Sources for information, 1-USFS/BLM, 2-CSFS,
3-Local Fire Dept., 4-Local County*

BACKGROUND AND HISTORY	
	<i>Instructions/Participation Process: Pull together a small working group of knowledgeable people, including property owners, CSFS, local government, and the local fire chief.</i>
1.	Provide the name, location, township and range, and general elevation of the local community.
2.	In the past 20 years, how many wildfires have occurred within or near your community? Percentage of lightning vs. human-caused? *1,3,2
3.	Describe the characteristics (size, cause, severity) of the wildfires and their impact (evacuations, structures lost or threatened) on the community and surrounding forest. *1,3,2
4.	Recently, what has the community been doing to become more prepared for a wildfire event? Make a short list of the wildfire mitigation activities that property owners and others have been doing to reduce the impacts of a wildfire.
THE CWPP AREA	
	<i>Instructions/Participation Process: Using the same core group, perhaps expanded by 2-3 members (USFS, BLM, CDOW or tribal) begin to draw a map of the CWPP Area---showing the external boundaries, ownership types, and fire protection coverage and gaps. Completing this section addresses the wildland-urban interface description.</i>
1.	What is the area that the CWPP will cover? *2,1
2.	What are its boundaries? *2,1
3.	Describe the amount (acres/percent) and characteristics of the private land within the WUI. *4,2,1
4.	Describe the amount (acres/percent) and characteristics of the public land within the WUI. *4,2,1
5.	Describe the fire protection for the area (fire protection district, federal land management agency, or county sheriff). *3,2,1
FIRE POLICIES AND PROGRAMS	
	<i>Instructions/Participation Process: Assign a small group to determine if there are local standards or procedures at a county or HOA level that will affect the plan. List all of the relevant policies.</i>
1.	What federal, state, and local policies and plans will govern the CWPP? These range from the Healthy Forest Restoration Act to local Homeowner Association covenants and standards.

Note: The following is boilerplate language that can be used in all CWPPs, with just a few spots to fill in your subdivision or applicable county name.

HFRA statement.

The _____ Community Wildfire Protection Plan (CWPP) has been developed in response to the Healthy Forests Restoration Act of 2003 (HFRA). This legislation established unprecedented incentives for communities to develop comprehensive wildfire protection plans in a collaborative, inclusive process. Furthermore, this legislation directs the Departments of Interior and Agriculture to address local community priorities in fuel reduction treatments, on both federal and non-federal lands.

The HFRA emphasizes the need for federal agencies to collaborate with communities in developing hazardous fuel reduction projects and places priority on treatment areas identified by communities themselves through development of a Community Wildfire Protection Plan (CWPP). Priority areas include the wildland-urban interface (WUI), municipal watersheds, areas impacted by windthrow or insect or disease epidemics, and critical wildlife habitat that would be negatively impacted by a catastrophic wildfire. In compliance with Title 1 of the HFRA, the CWPP requires agreement among local government, local fire departments, and the state agency responsible for forest management (in Colorado, the Colorado State Forest Service [District Forester]). The CWPP must also be developed in consultation with interested parties and the applicable federal agency managing the land surrounding the at-risk communities.

County Annual Operating Plan.

The County, Colorado Division of Fire Prevention and Control (DFPC), and Federal land management agencies, both approve and operate under the guidelines set forth in an Annual Fire Operating Plan (AOP) for wildfire. This plan provides is acknowledged by _____ Fire Protection District(s), the FPD with jurisdiction in _____ County. The AOP addresses how the participating parties will work together in regard to wildfire prevention, preparedness, response, and payment. Included in the plan are provisions for mutual aid between agencies, significantly enhancing initial and extended attack capabilities through the rapid convening of fire protection resources for managing a wildfire.

The _____ County AOP is tiered to the “Agreement for Cooperative Wildfire Protection in _____ County” between _____ County and the Colorado State Forest Service (CSFS). This in turn is tiered to the 201 “Colorado Statewide Cooperative Wildland Fire Management and Stafford Act Response Agreement” between the Federal resource management agencies and CSFS. On July 1, 2012, state responsibility for wildfire management and control was transferred from CSFS to the Division of Fire Prevention and Control in the Colorado Department of Public Safety. As a result, DFPC has replaced CSFS in the above-mentioned agreements.

_____ County is a voluntary member of the Colorado Emergency Fire Fund (EFF), which helps the County manage and pay for wildfires that exceed its ability to control. The fund is comprised of annual fees assessed to each member county. The County must request EFF designation for an incident that meets EFF criteria, and then the Director of DFPC, or his designee, must approve it.

USFS and BLM Land and Resource Management Plan/ Fire Management Plan.

The San Juan National Forest and San Juan Resource Area Land and Resource Management Plan and associated Fire Management Plan describe the role of fire in the native ecosystems in SW Colorado. These plans outline the strategies that the USFS and BLM will utilize to manage wildland fire and fuels on these federal lands in SW Colorado. The San Juan National Forest and San Juan Resource Area Fire Management Plan (2007) specifically describes objectives and strategies to manage fire and fuels on federal lands near communities within the wildland-urban interface.

This _____ Community Wildfire Protection Plan tiers to the _____ County CWPP approved in _____. This plan is consistent with the goals and strategies described within the _____ County CWPP and provides further strategic and tactical direction specific to wildfire protection and mitigation for the _____ community.

Add statement about your CWPP tiering to County CWPP.

This _____ Community Wildfire Protection Plan tiers to the _____ County CWPP approved in _____. This plan is consistent with the goals and strategies described within the _____ County CWPP and provides further strategic and tactical direction specific to wildfire protection and mitigation for the _____ community.

Colorado’s Minimum Standards for CWPPs (For info only)

The HFRA also required the Colorado State Forest Service (CSFS) to establish minimum standards for the development of CWPPs in Colorado, and the CSFS must approve any and all CWPPs to ensure that they meet these minimum standards. Please see Colorado’s Minimum Standards for CWPPs at: http://csfs.colostate.edu/pdfs/FINAL_Revised_CWPP_Minimum_Standards_111309.pdf

Electronic files of approved CWPPS, in addition to educational and reference materials, can be found on the CSFS website at:
<http://csfs.colostate.edu/pages/community-wf-protection-planning.html>

DESCRIPTION OF PARTNERS AND COMMITTEES

Instructions/Participation Process: List the working group members from the community, the fire department, and any other agencies that are providing information or assistance to the forming of the CWPP.

1. Name the members of the Core Planning Group and what group or agency they represent. If appropriate, describe the chairperson or key contact, and also any smaller working groups.

THE PLANNING PROCESS

Instructions/Participation Process: Briefly describe the public activities that have occurred in forming the CWPP—how the leadership reached out to the community—how the participants worked together to discuss and decide about various parts of the plan.

1. In what collaborative ways have you put the CWPP together?
2. Who did the core planning or leadership group involve?
3. Describe the meetings you had (who attended, number of meetings, what you did)

DESCRIPTION OF THE COMMUNITY

Instructions/Participation Process: Appoint a subgroup to write a description of the community. Use a map as needed. Prepare a general profile of the characteristics that define what the community is like, how it is growing or changing, its natural and land use characteristics, economic considerations or issues and its general social make-up—for example, % of seasonal or year-round residents, renters vs. owners, etc.

1. What are some of the characteristics of the community?
 *its natural environment -- trees, water, wildlife. *1, 2
2. *the total population, number of homes, vacant lots, and how fast it is growing. *4

3.	*its road system and linkages (access, adjacent properties). *4,3,2,1
4.	*the land uses -- residential, commercial, recreational, and other types. *4,3
WILDFIRE RISK ASSESSMENT	
<i>Instructions/Participation Process: Numerous factors contribute to whether the risk of a wildfire is high, moderate, or low for any given community. Using the community core group, with some additional assistance from the Colorado State Forest Service, begin to examine the various risk factors for your CWPP area. Some of these factors can more easily be described by community residents, while others will require more technical advice from forestry or fire management personnel.</i>	
1.	Fire Hazard (Vegetation, slope) - Provide a description of community fire conditions: *1, 2, 3 <ul style="list-style-type: none"> • The vegetation type and density and natural fire regime • The history of fire occurrences • The overall topography (shape of the ground, aspect) • Seasonal weather patterns affecting fire behavior
2.	Structural Vulnerability: *3,2,1 <ul style="list-style-type: none"> • Structural Ignitability (roof type, siding, decks, landscaping) • Access to structures by firefighting equipment (driveway width, overhanging vegetation) • Approximate percentage of structures with fire mitigation treatments
3.	Protection Capabilities: *3,2,1 <ul style="list-style-type: none"> • Description of road system accessibility (one-lane roads, turnarounds) • Fire hydrants/water storage available • Internal community fire protection capabilities (equipment, trained volunteers)
4.	Fire Risk (occurrence/ignition type) *3,1,2 <ul style="list-style-type: none"> • General risk level: High, moderate, low • Potential(s) for lightning-caused fires • Potential(s) for human-caused fires
5.	Values at Risk: *4,3,1,2 <ul style="list-style-type: none"> • Number of lives at risk

	<ul style="list-style-type: none"> Numbers of residences and density
	<ul style="list-style-type: none"> Other economic values – additional structures and facilities, watersheds and municipal water supplies
	<ul style="list-style-type: none"> Ecological values – Biological diversity, habitat, T&E, endemic species, soil, air, water quality, and ecosystem health
	<ul style="list-style-type: none"> Social values – views, pets, livestock, livelihood, cultural, recreational, historic resources
EMERGENCY MANAGEMENT	
	<i>Instructions/Participation Process: Can the neighborhood or HOA CWPP tier to these items in the county wildfire protection plan?</i>
1.	Protection Capabilities & Infrastructure Protection *3,4,2,1 <ul style="list-style-type: none"> Fire District capabilities (avg. responses time)
	<ul style="list-style-type: none"> Inventory of fire protection resources
	<ul style="list-style-type: none"> Local wildland fire management policies (full suppression, partial suppression, etc.)
	<ul style="list-style-type: none"> Training resources and needs
	<ul style="list-style-type: none"> Mutual aid agreements
	<ul style="list-style-type: none"> Evacuation Information: telephone trees, emergency contacts, address identification, community information database
MITIGATION AND IMPLEMENTATION PLAN	
	<i>Instructions/Participation Process: Use the following items to construct an action plan in the three areas indicated – outreach, fuel reduction, and policy. As a next step it might be helpful to organize the information into a matrix. See attached example.</i>
1.	Education and Community Outreach: *3,2,1
	Describe the audience
	Describe outreach methods
	Describe any current prevention or education activities
	Describe specific outreach actions that will increase community awareness and mitigation actions
	Resources needed -- Describe educational costs and volunteer efforts

2.	<p>Fuels Reduction: *2,1,3</p> <p>Discuss strategies for hazardous fuels treatments and methods to be used</p> <hr/> <p>List community partners and describe what, when and where they are doing fuels treatments</p> <hr/> <p>Identify current or past fuel reduction projects.</p> <hr/> <p>Using the strategies described above, describe high priority future projects: Location; Size; Purpose; Prescription for fuel treatments; Biomass disposal plan, estimate project costs and resources needed. ¹</p> <hr/>
3.	<p>Policies or Covenants: *4,3,2,1</p> <p>Describe existing authorities that govern land uses, and fuels management activities.</p> <hr/> <p>What additional policy tools are desired or needed to reduce fire risk (land use codes, municipal policies)?</p> <hr/> <p>If resources are needed and can concretely be described, inventory them here.</p> <hr/>
MONITORING AND EVALUATION	
<p><i>Instructions/Participation Process: How will multiple stakeholders be involved? Describe the key indicators for successful implementation or improvement. Set times for annual updates to the action plan. How will community leadership and residents remain involved? State how lessons learned and accomplishment of benchmarks will be used to improve the plan.¹</i></p>	
1.	<p>Monitoring *1,2</p> <ul style="list-style-type: none"> • List multi-party (diverse stakeholder) monitoring (who and what) <hr/> • Description of benchmarks/objectives and how they are being met <hr/> • Annual updates of progress <hr/> • Plan for updating the community and continued community involvement <hr/>
2.	<p>Evaluation *1, 2, 3</p> <ul style="list-style-type: none"> • Describe lessons learned <hr/> • Measure progress using benchmarks and indicators <hr/> • Revise and update CWPP with new information and needs <hr/>

CWPP Action Framework

Key Elements	Current Activities	Future Actions/Timelines	Resources Needed
Education and Community Outreach <ul style="list-style-type: none"> • Describe outreach methods • Describe audience 	Inventory any current prevention or education activities	Describe specific outreach actions that will increase community awareness and mitigation actions	Describe educational costs and volunteer efforts
Fuels Reduction <ul style="list-style-type: none"> • Identify & prioritize areas for hazardous fuels treatments and methods to be used • List community partners 	Identify current or past fuel reduction projects	Describe high priority projects <ul style="list-style-type: none"> • Location • Size • Purpose • Prescription for fuel treatments • Biomass disposal plan 	Describe project costs if possible
Policies or Covenants	Describe existing authorities that govern land uses and fuels management activities	Additional policy tools desired or needed to reduce fire risk	If resources are needed and can concretely be described, inventory them here

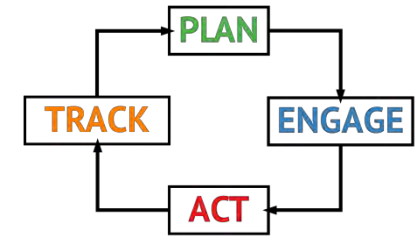
APPENDIX C - ENGAGE

RISK ASSESSMENT PROGRAM

NEIGHBORHOOD AMBASSADOR PROGRAM

MINI GRANT AND KICKSTART PROGRAM

UNIFIED MESSAGING PROGRAM

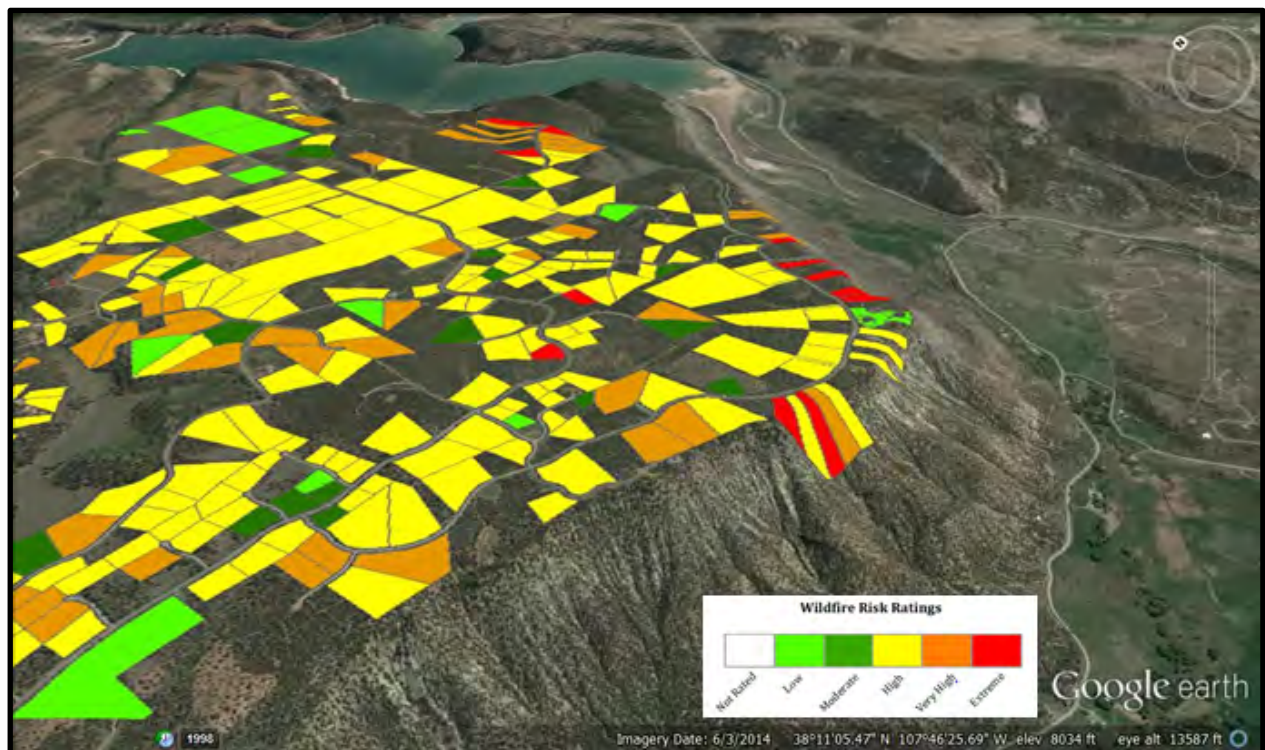


Risk Assessments inform WUI residents, promote fire adapted actions:

Parcel-specific wildfire risk assessments educate WUI residents about their specific vulnerabilities as related to wildfire.

Working closely with fire practitioners and research partners, the West Region Wildfire Council (www.COwildfire.org) designed an assessment tool based on eleven broad wildfire risk elements. Assessment results are categorized Extreme to Low, assigned a corresponding risk color and displayed visually on risk rating maps. To date, 5,300 assessments have been completed within the West Region.

Wildfire risk assessments are an extremely effective and cost-efficient way to educate residents about their wildfire risk and encourage actions to reduce wildfire risk. Risk assessment ratings often generate a more in-depth homeowner site visit where specific fuels reduction actions are identified, planned and ultimately completed.

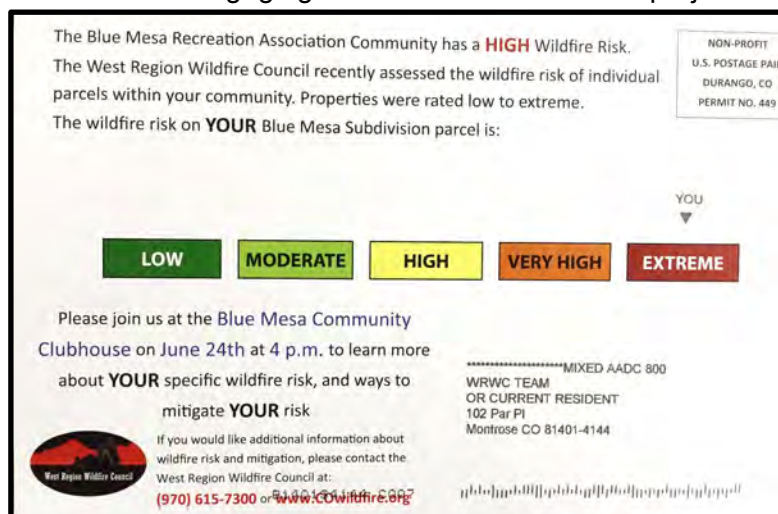


WRWC Wildfire Risk Ratings Key					
CATGEORY	OBSERVED CONDITION	POINTS	CATGEORY	OBSERVED CONDITION	POINTS
Address Visible	Posted and Reflective	0	Defensible Space	Greater than 150'	0
	Posted, NOT Reflective	5		Between 30'-150'	50
	Not visible from the road	15		Between 10'-30'	75
		Less than 10'		100	
Ingress / Egress	Two or more roads In/Out	0	Roofing Material	Class A: Non-Combustible (Tile, Metal, Asphalt)	0
	One road In/Out	10		Class B or C: Combustible (Wood)	200
Driveway Clearance	Greater than 24'	0	Building Exterior	Non-combustible	0
	Between 20'-24'	5		Log, heavy timbers	20
	Less than 20'	10		Wood, vinyl	60
Distance to Dangerous Topography	Greater than 150'	0	Other Combustibles	None, Greater than 30' from structure	0
	Between 50'-150'	30		Between 10'-30' from structure	10
	Less than 50'	75		Less than 10' from structure	30
Slope	Less than 20%	0	Decks & Fencing	None	0
	Between 20%-45%	20		Non-combustible Deck/Fence attached to structure	20
	Greater than 45%	40		Combustible Deck/Fence attached to structure	50
Background Fuels	Light	25			
	Moderate	50			
	Heavy	75			

Overall Total Rating	Min	Max
Low	25	150
Moderate	151	175
High	176	270
Very High	271	365
Extreme	366	665

Risk Assessment results as an effective outreach tool: Completing parcel-level risk assessments is just one step in a comprehensive approach to encouraging homeowner mitigation action. Collected risk data does absolutely nothing for engaging residents if they don't know it exists and if it's not employed as a tool for promoting understanding. The West Region Wildfire Council (WRWC) is working to send out parcel specific risk assessment results to all assessed properties in ourthe region. Outreach methods WRWC has utilized include:

- Oversized postcard or letter mailed to each individual address that was assessed with a specific call to action for engaging them in a fuels reduction project.



- Individualized URLs (code access) for each home that has been assessed. www.cowildfire.org/myhome.

CODE: TEST01

West Region Wildfire Council
Building Together to Reduce Wildfire Risk

Home About Us Mitigation Take Action CWPPs Resources

Welcome to *your* Rapid Wildfire Risk Assessment rating page

In 2013, the West Region Wildfire Council (WRWC) conducted a Rapid Wildfire Risk Assessment of every Wildland Urban Interface (WUI) dwelling within your fire district. This page shows results for:


**19093 PINON DR
CEDAREDGE, CO**


Properties were assessed from public roads and/or driveways. Each home was assessed in eleven categories, organized by theme:

- Background Risk Factors
- Home Hardening
- Defensible Space
- Emergency Access

Results shown are specific to your home and property. Photos are for general information only and do not show your specific property. A summary of the cumulative risk factors is shown at the bottom of this page, followed by contacts for information on taking action to reduce your wildfire risk.

THEME A: Background Risk Factors

Background fuels	Light	Moderate	Heavy
	Consists mainly of grasses and/or fuels less available to fire.	Consists mainly of light brush and/or scattered trees that are available to fire. Fuel loading and distribution will moderately contribute to extreme wildfire behavior.	Consists mainly of dense brush and/or dense trees that are available to fire. Fuel loading and distribution will significantly contribute to extreme wildfire behavior.
Your property's rating:			▲

Distance to dangerous topography	Greater than 150'	Between 50' - 150'	Less than 50'
	The proximity of a home to certain topographic features may significantly impact that home's survivability during a wildfire. Such features include over-steepened slopes, chimneys, drainages, gullies, narrow canyons, ridges, etc. These features are areas where wildfires can move quickly, increase in wildfire intensity and impact wildfire behavior. This is an approximate measure of the proximity of your home to any such topographic feature.		
Your property's rating:	▲		

Risk assessment data goes beyond educating individual homeowners about their wildfire risk and is helping to inform ongoing research efforts.

The next step in our comprehensive outreach process will be the development of an interactive web-based map that will visually display parcel-level risk assessment data as well as risk-reduction recommendations and resources for reducing wildfire risk.

Neighborhood Ambassador Program

Participation of residents generally does not come about just because you engage with a homeowner one time through an assessment or handing them brochures. It is important to consider ways that you can continually keep citizens engaged. One option is the development of a Neighborhood Ambassador Program. This program, used by FireWise of Southwest Colorado, came about after a research project completed by Fort Lewis College in Durango that showed “neighbors listen to neighbors.”

The design of the Ambassador program promotes personal responsibility of the homeowner by providing “support” to empower homeowners to take action and also continuity of the program (i.e. when you need to step down as the Ambassador, you find someone to take your place).

Ambassadors are volunteers who strive to engage and mobilize their neighborhoods and communities to improve wildfire readiness. The variety of activities they undertake may include but are not limited to education, promoting community work days, writing Community Wildfire Protection Plans, planning mitigation projects, and tracking volunteer hours (both their own and those of residents).

In setting up an Ambassador Program it is key to let them know what types of support you can offer them in return. FireWise of SW CO provides a mandatory 4-hour Ambassador Orientation to share information and benefits of the FireWise program, introduce key partners like the State Forest Service, local fire chief or county mitigation specialist as well as provide a Resource Notebook (a copy has been provided to Lesley Williams, USFS).

Perhaps the most important support the program offers is a point of contact for residents who have questions. That point of contact knows other key players to refer the resident to if they are unable to answer the question or provide the technical assistance needed.

Other additional support may also include:

- Benefits designed just for an Ambassador community (for example, FireWise of SW CO offers a Kickstart Program which provides funding for a community project to help them get started with their mitigation efforts)
- Community and parcel-level assessments
- Serving as a fiscal agent for a community that wishes to apply for grant funding
- Bi-monthly or quarterly meetings with an educational component
- Educational Workshops (Mitigation 101, Home Ignition Zone, Grant Writing)
- Facebook page (residents especially appreciate ongoing fire news)
- Monthly E-News or Blog Post (what’s happening, grant news, stories about community success stories, calendar of events, etc.)
- Opportunities to tour a home built with ignition-resistant materials, a burn area or prescribed burn, or good example of mitigation work. Tours have proven to be great opportunities to discuss forest ecology, fire behavior, forest health and other issues. They seem to be most effective when there is a very diverse audience of participants (i.e. technical specialists).
- Promoting and sharing resident’s accomplishments.

Mini Grant Program

A mini grant program can be another benefit to consider offering Ambassador communities in their quest to becoming adapted to living with wildfire. FireWise of Southwest Colorado offers both a mitigation and non-mitigation mini grant program. The mitigation mini grant provides up to \$1000 funding to assist with the removal and disposal of trees found to have beetles (to help slow spread). It does not pay for trees that are already dead or which the beetles have exited.

The non-mitigation mini grant is designed especially for communities without a formal governance structure (like an HOA or Metro District) and provides up to \$500 for:

- Purchase of reflective address or street signs
- Fire danger sign
- Printing of flyers for a community meeting
- Mailing costs
- Property survey to determine subdivision boundary (if related to a wildfire mitigation project)
- Community BBQ specifically designed around Community Wildfire Protection Plan development or community mitigation project

Community Assessments and Kickstart Program

Many residents know they need to do something but have no idea how to get started. Another benefit offered to new communities (in your program) could be **community assessments**. Assessments may be either a drive through or walk through of the community and are generally done in cooperation with your program, the State Forest Service, fire department and/or a mitigation specialist, as well as the Neighborhood Ambassador and a couple other residents.

The assessment shares information about the community, their wildfire preparedness efforts to date and their risk (based on county Community Wildfire Protection Plan risk map and input from technical specialists). They also contain at least 4-6 recommendations for the community to get started on. These recommendations may include items like: education on the need for mitigation, posting reflective address signing, evacuation preparedness, or the need for a shaded fuel break along road rights-of-way or mitigation of common space as well as the creation of defensible space. A recommendation could also be conducting parcel-level assessments for each property.

The **Kickstart Program** is the opportunity for the community to receive up to \$7500 for a “community mitigation project” that was recommended in the community assessment. A 25% cash cost-share is required. The Ambassador takes the lead on planning the project and getting HOA buy in, gets bids from contractors, and manages the project. A designated representative of the organization inspects all projects.

FireWise of SW CO Ambassadors are also required to take before and after pictures and share their project at a bi-monthly Fire Council meeting. Ambassadors generally love talking about their project and their experience in managing the project and this Kickstart incentive has been a phenomenal way to get a community moving towards mitigation.

Examples of Unified Messaging from Nevada

Apr 09, 2015

University of California Master Gardeners talk about fire-resistant landscaping at a wildfire awareness month kick-off event. Photo Credit: Tahoe Fire and Fuels Team



Topic: [Communications / Outreach Meetings / Events](#) Type: [Success Story / Lessons Learned](#)

Public Information Working Groups Create Wildfire Awareness

Author: Susie Kocher, University of California Cooperative Extension

Wildfire is a critical issue in the Lake Tahoe basin, an alpine resort area in the Sierra Nevada of California and Nevada. The area supports around 60,000 full-time and 40,000 part-time residents, along with hundreds of thousands of tourists attracted to the area for winter skiing and summer recreation around the unique lake. Surrounding lands are primarily forested and owned by the USDA Forest Service and state agencies, along with private lands around the lake where residential and commercial developments are located.

In 2007 the 3,100-acre Angora Fire burned 250 homes on the south shore of the lake. Afterwards, the governors of Nevada and California created a commission whose [report](#) recognized the need for multi-jurisdictional collaboration through the [Tahoe Fire and Fuels Team](#) to plan and implement fuels reduction and fire prevention projects, and to provide the public with consistent and coordinated notification and educational messaging.



The aftermath of the 2007 Angora Fire. The highlighted area shows the location of a forest thinning project, where the fire changed from a crown fire to a lower-intensity surface fire. Nearby homes were still impacted by embers. Photograph from R5-TP-025, USDA Forest Service.

To deliver coordinated messaging to the residents and visitors of the Lake Tahoe Basin, local organizations formed the Fire Public Information Team (Fire PIT). This standing working group consists of public information and education staff from local fire departments, regulatory agencies, state forestry agencies, the Forest Service, and Cooperative Extensions in both Nevada and California. The goal of the Fire PIT is to proactively inform and educate the public on how to protect lives, communities, property and the exceptional natural resources of Lake Tahoe. Team products include annual wildfire awareness events, coordinated media releases and outreach campaigns.

Annual Wildfire Awareness Events

The Fire PIT has been promoting Wildfire Awareness Weeks (or Months) since 2010. Volunteers and staff from over 20 organizations have collaborated to host outreach events, and conduct a media campaign to promote different aspects of fire adapted communities. Each year, the Fire PIT chooses a theme that will inspire actions to reduce wildfire risk to homes and communities. Themes have focused on defensible space, ember preparedness and community involvement. Planners also give presentations on wildfire awareness to 6th graders during the same period. In the last five years, over 60 events have been held, reaching more than 6,500 participants.



Tahoe Resource Conservation District staff members explain the fire triangle to 6th graders at South Tahoe Middle School. Photo Credit: Tahoe Fire and Fuels Team



A brochure for Lake Tahoe Wildfire Awareness Week

Promotion and Education Campaigns

The Fire PIT holds coordinated media campaigns, with publications, newspaper and radio public service announcements, TV and radio appearances, direct mail, banners and posters. All promotions direct residents to the [Living with Fire in the Lake Tahoe Basin website](#) maintained by the University of Nevada Cooperative Extension (UNCE). Outreach materials developed by UNCE are used by all basin agencies to deliver a consistent message on fire adapted community principles.



Examples of Fire PIT campaigns include:

The “Get Defensive” defensible space campaign, the Lake Tahoe Fire Adapted Communities Guide and the “Healthy Forest, Healthy Lake” series of interpretive trail signs.

Coordinated Media Releases

The Fire PIT develops monthly themed press releases that are shared widely on individual organizations’ social media.

Recently, collaboration has expanded in the form of joint messaging on prescribed fires. More than 10 agencies conduct burns in the Lake Tahoe Basin, making it difficult for the community to know who’s burning where, and when. To address this, the Fire PIT acts as a clearinghouse for prescribed fire information. Weekly press releases provide details on the location and plan for all prescribed fire activities in the Lake Tahoe Basin, across all land ownerships and jurisdictions.

A standing working group of public information and education staff in the Lake Tahoe basin has facilitated interagency cooperation, and has strengthened communication and support between agencies and the public. By working together to synthesize wildfire mitigation, information and education efforts, teams like the Fire PIT can help protect and create healthy, vibrant fire adapted communities. For examples of publications and press releases, visit the [Tahoe Fire and Fuels Team website](#).

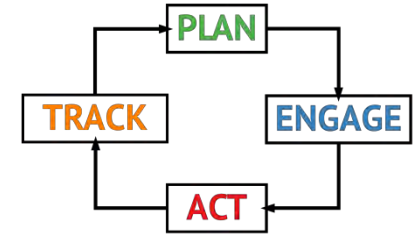
APPENDIX D - ACT

MINI GRANT PROGRAM

SELF-REPORTING ACCOMPLISHMENTS FORM

CHIPPER PROGRAMS

STANDARD DEFENSIBLE SPACE PRESCRIPTIONS



Mini Grant Program

A mini grant program can be another benefit to consider offering Ambassador communities in their quest to becoming adapted to living with wildfire. FireWise of Southwest Colorado offers both a mitigation and non-mitigation mini grant program.

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- Purchase of reflective address or street signs
- Fire danger sign
- Printing of flyers for a community meeting
- Mailing costs
- Property survey to determine subdivision boundary (if related to a wildfire mitigation project)
- Community BBQ specifically designed around Community Wildfire Protection Plan development or community mitigation project

Ambassadors must present invoices or receipts for reimbursement and provide documented volunteer hours.

FireWise does not ask for a formal application on this one. Approval is given and results are tracked on a spreadsheet by year.



Visiting with residents about CWPPS and fuels reduction after a BBQ funded by a mini grant. Photo by Pam Wilson, FireWise of Southwest Colorado



Assessment recommended removal of wood mulch within zone 1

Home Assessment Completed and Report sent to Homeowner. Within the Report there is a link to provide updates

Question	Response	Details
Accomplishments - Have you completed any of the items we recommended?		
	Please keep us updated as you complete work on your property - https://app.smartsheet.com/b/form?EQBCT=a39400ee97a74dd0adf11719af3d81ce https://app.smartsheet.com/b/form?EQBCT=a39400ee97a74dd0adf11719af3d81ce	

Forestry Client Property Owner completes update form

Name
Jon Bruno

Phone
719-433-6775

Email
joanthan@uppersouthplatte.org

Document ID number (taken from assessment Report)
This id number is located on the front of your assessment report
Test#1

What have you done since we visited?
Please review your assessment - have you taken care of any of the items we recommended?
Did you accomplish any of the top priorities?
Please explain -
Cleaned Gutters, Replaced wood mulch with Rock, trimmed trees on lower lot.

Please add any pictures of your completed work

IMG_1484.jpg [remove](#)
IMG_1503.jpg [remove](#)

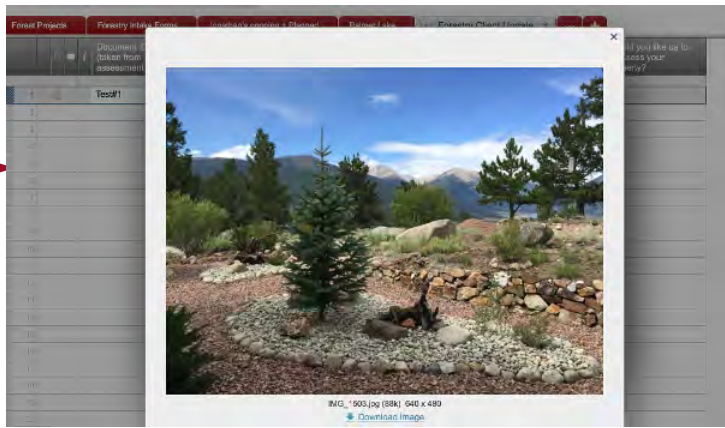
file name: **Upload...**

Would you like us to reassess your property?
Yes

Update form self populates spreadsheet and sends notification email to CUSP

Document ID number (taken from assessment report)	Name	Phone	Email	What have you done since we visited?	Would you like us to reassess your property?
Test#1	Jon Bruno	719-433-6775	joanthan@uppersouthplatte.org	Cleaned Gutters, Repla	Yes

Spreadsheet includes update form and pictures



Chipper Programs

It is wonderful that an interagency chipper is available for use in Teton County, however, having residents relying on agency personnel for a chipping day may not be the most sustainable option nor does it particularly encourage personal responsibility on the part of the homeowner. Below are three other ways that you could potentially structure a chipping program.

Chipper Rental Rebate Program: This program used by FireWise of Southwest Colorado is very simple to run and puts the onus back on the homeowner and/or the HOA or other governance structure. This program provides an incentive to residents that are doing mitigation on their own or using a contractor. The organization will need to promote the program and be prepared to write a rebate check, collect photos, and track rebate requests. Basically, it offers the homeowner the **lesser** of a \$100 day or 50% of the cost to rent a chipper or have a mitigation contractor do their chipping. If a Homeowners Association / Property Owners Association / Metro District / Road District or other governance structure sponsors a chipping day for residents, they can get reimbursed up to the **lesser** of \$300/day or 50% of the cost, up to \$1500.

The information collected from the resident/HOA includes an estimate of acres treated, volunteer hours, and cost of chipping and/or mitigation work. This is a great program to leverage with other mitigation grants where you need a match. For example, in one year, FireWise of SW CO gave out approximately 110 rebates totaling \$20,000 which residents matched with over 4,000 volunteer hours and \$130,000 of qualifying expenses.

This has also been a good program for second homeowners because they can get the work done in their own timeframe (vs. chipping on a certain day of a certain month). The program is advertised by Neighborhood Ambassadors via the community website, bulletin board or word of mouth. About 10% of the rebates given by FireWise go to second homeowners.

For an example of the rebate form and tracking sheet contact swcoloradofirewise@gmail.com.

Community Chipping Program: The West Region Wildfire Council (WRWC) Chipping Program (www.COwildfire.org/chipping) is run largely on community collaboration and



organization. The Community Chipping Program is intended to assist communities and homeowners reduce their wildfire risk by providing a curb-side chipping service. This is a **FREE** service to participating communities and residents within the West Region, however, each participant must track and document the amount of time that is spent cutting, dragging and making piles. WRWC chips up to five (5) piles that are a maximum of 5' x 5' x 7' each.

The WRWC uses an online pile registration form (built through Google forms) that residents use to indicate their desired participation in the chipping program (www.COwildfire.org/pile-registration). Each enrolled community has a pile registration deadline and all participants within that community must register their physical address, number of hours spent making the piles and other information on or before that deadline date. A WRWC chipping crew will mobilize to each enrolled community after the pile registration deadline and chip piles at registered addresses. Chips will be piled or broadcast on site depending on the participant's choice on the registration form.

The WRWC Chipping program is funded through County funding commitment, other leveraged grant funds and homeowner in-kind match.

Coalition for the Upper South Platte (CUSP) Neighborhood Fuels Reduction Program:

CUSP has operated an in-house chipper program since 2003. CUSP provides curbside chipping services as well as the staff to chip slash in neighborhoods around our work area. To request chipping residents call the CUSP office or access an online form located on the CUSP website at: <http://cusp.ws/forest-issues-2/chipper/>

The program is designed around the concept that CUSP is not a contracted chipper service and neighborhoods MUST participate in the entire process. CUSP only provides chipping services when the neighborhood has worked together, has numerous sites, and has led the planning and coordination efforts. CUSP uses resident volunteers to haul the slash while CUSP staff operate the equipment. Liability issues are limited through the use of Liability Release forms, and tailgate safety trainings. CUSP provides all of the necessary PPE for volunteers. In many communities, CUSP returns every year on the same date. CUSP provides this service to over 500 residents per year.

CUSP requires that residents document slash accumulation hours and be able to pay an \$85/hour fee for two staff (\$25/hr per additional staff).

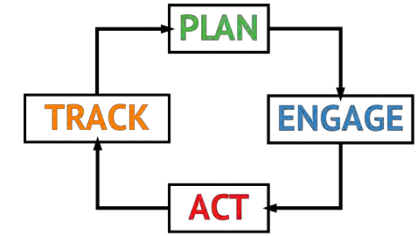


The CUSP chipper program is an outreach and education tool. Prior to chipping, CUSP may provide a staff forester to review the piles and make recommendations regarding additional defensible space needs. Throughout the chipper event planning process CUSP provides D-space, Home Ignition Zone, Community Wildfire Protection Plan, FireWise, forest management and fire information to the homeowner. Emphasis is placed on the "neighborhood" not the individual and the program requires broad community support to be successful. Many of our chipping clients have increased the level of mitigation over the years. CUSP believes the noise of a chipper grinding in the neighborhood moves people to act better than any PSA.

APPENDIX E - TRACK

TETON COUNTY MAP LAYERS

ACTION TRACKING TEMPLATE



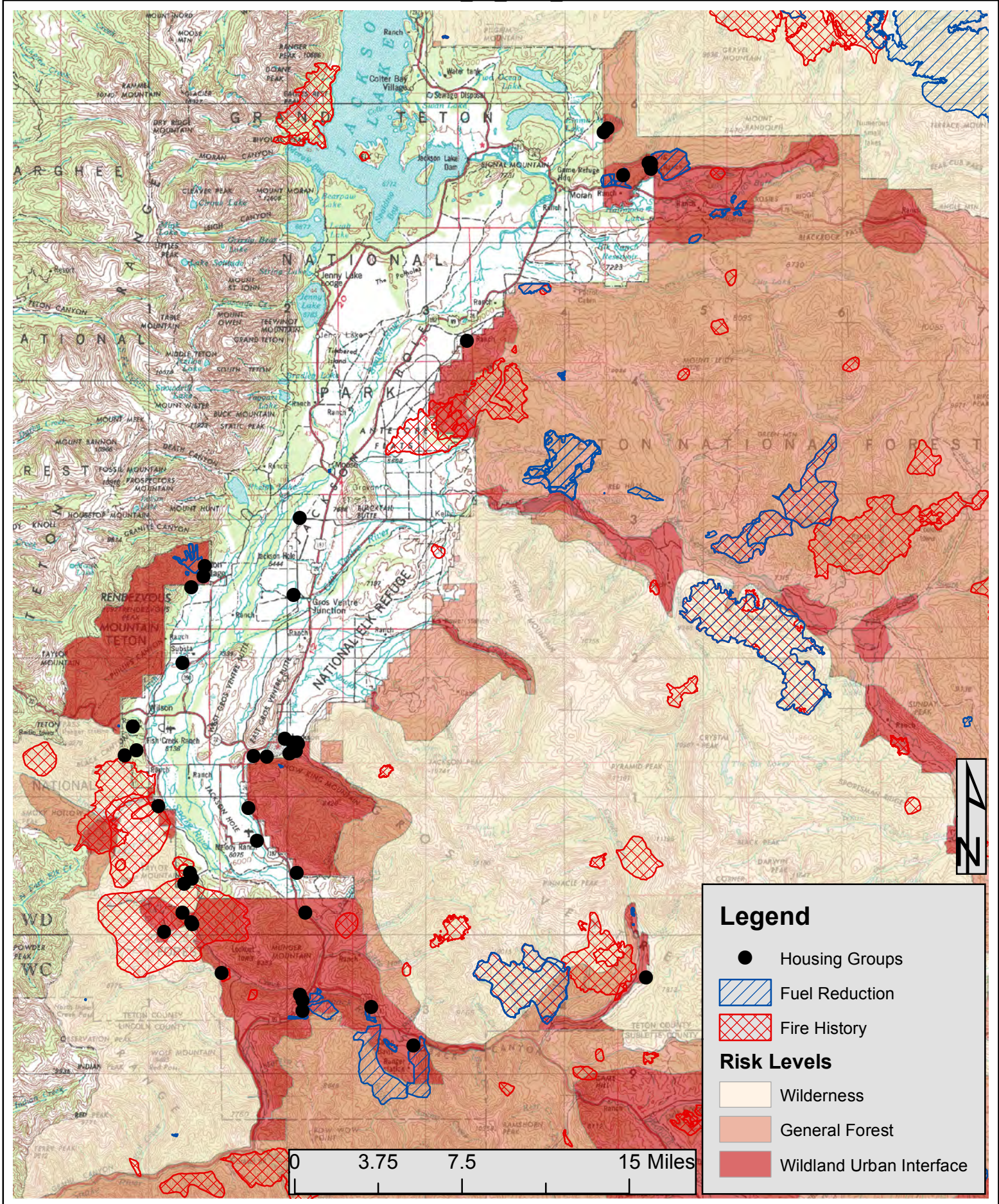
Map Index:

During the Team's time on the Bridger Teton, we worked with Student Conservation Association Interns to develop several PDF maps and map packages viewable with ESRI software. The maps include:

1. Complete WUI Map
2. Ownership Map
3. WUI Risk Areas
4. Risk Map with Ownership
5. Property Assessment Map
6. Priority Subdivision/ Housing Areas
7. Fire History Map
8. Previously Completed Fuels Projects (Federal)
9. Fuels Projects and Wildfire History Map
10. 2005 Teton County CWPP Priority Communities

Map Compilation of the Jackson Area

Cartographer: Joseph Mandelko
Nad 83 UTM 12



Legend

- Housing Groups
- ▨ Fuel Reduction
- ▩ Fire History

Risk Levels

- Wilderness
- General Forest
- Wildland Urban Interface

The full Action Tracking Plan in Excel format is available electronically in the Team/Coalition Resources Section.

CATEGORY	Recommendation	Resource	Priority	Who's responsible?
PLAN	Continue to use the CWPP as a guiding document for wildland-urban interface mitigation activities at the county planning level			
	Ensure public awareness and communicate accomplishments made toward priorities identified in the Community Wildfire Protection Plan			
	Seek opportunities to engage in smaller scale (neighborhood or subdivision) specific planning efforts			
	Continue to strive for vision in policy and innovation in implementation			
	Incorporate wildfire risk reduction values into all Town of Jackson and Teton County planning documents during their next revision cycle			
	Allow other entities (trained HIZ participants) to complete assessment and project proposal to Conservation District			
	Ensure that all grant processes are clear and transparent to ALL participants			
	Establish protocols and procedures for the allocation and bookkeeping for grant funds			
	Ensure transparency in how funds are allocated.			
	Grant manager should regularly update TAWPC on project outcomes, remaining funds, challenges, and new grant monies received.			
	Consider a grants training for TAWPC to enhance knowledge of grant processes with technical service providers (at a minimum).			
	Diversify Funding Sources			
	Consider establishing a "Grants Committee" that would review and approve applications.			

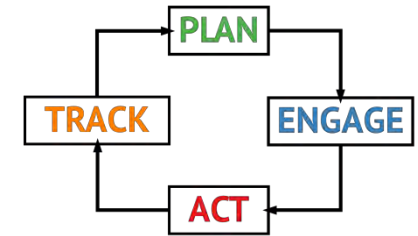
	Recommendation	Resource	Priority	Who's responsible?
ENGAGE	Identify and engage community leaders (advocates) to facilitate mitigation and increase capacity.			
	Facilitate annual or semi-annual "refresher" to all members to promote awareness of current events, policies and procedures			
	Hold meetings in a location and at a time when the engaged people can attend-consider early evening times.			
	Forest Service letter of termination "just in time" mitigation that places the onus on landowner			
	Have a purpose for your assessments (not just to meet a numbers quota)			
	Figure out how you want to share the information with residents (one at a time, as a community, on county (or Coalition) website)			
	Determine who should participate in the site visit? Same people each time, different people?			
	Set up an Assessment Tracking form utilizing Google Sheets so all assessors can access and populate with information			
	Define 'risk assessments' vs 'home site visits'			
	Conduct parcel level risk assessments for each home in an identified area (county, community, etc.)			
	Identify and train key individuals to complete and document parcel-level risk assessments			
	Determine an outreach strategy that uses the risk assessment data collected			
	Conduct home site visits to provide a one-on-one educational opportunity with the homeowner.			
	Clarify a single point of contact for homeowners wishing to schedule a site visit.			

ACT	Recommendation	Resource	Priority	Who's responsible?
	Clear communication that conveys mitigation is a cycle, not a checklist			
	Begin mitigation with fire adaptation to the home first, then move outward into the adjacent landscape			
	Change messaging to put an increased emphasis on individual homeowner engagement and ownership			
	Develop a clear understanding of various fuel reduction tactics (defensible space, fuel treatment, and fuel breaks)			
	Consider including partners in grant applications to ensure broad involvement, increase match and larger amounts of funding			
	Develop a TAWPC specific cost-share program for fuels reduction. Regardless of the funding source, develop one process.			
	Provide clear insight and expectations to increase engagement in fuel reduction and mitigation actions			
	Promote National Community Wildfire Preparedness Day			
	Help "plan" community chipper days			
	Coordinate a evacuation drills			
	Develop a "speaker's bureau" of Coalition members that can talk to residents about different topics at HOA or other meetings			
TRACK	Recommendation	Resource	Priority	Who's responsible?
	Provide wildfire hazard maps to the public.County level overview and subdivision level specific			
	Document, track and map wildfire risk reduction projects			
	Store map and project tracking data in a central location readily available to the public and other stakeholders			
	Require homeowners to complete HIZ activities and document time spent on their project.			

APPENDIX F – ORGANIZATIONAL DESIGN

EXAMPLE MEMORANDUMS OF UNDERSTANDING

EXAMPLE COORDINATOR JOB DESCRIPTIONS



SAN JUAN MOUNTAINS ASSOCIATION

FISCAL SPONSOR MEMORANDUM OF UNDERSTANDING

On 8/2/10, the San Juan Mountains Association (aka: SJMA) (Grantor) decided that financial support of the ongoing efforts to promote fire prevention, education and mitigation efforts will further Grantor's tax-exempt purposes. Therefore, SJMA has created a separate restricted fund designated for such project/program, and has decided to grant all amounts that it may deposit to that fund, less any administrative charge as set forth below, to the West Regional Wildfire Council (aka: WRWC) (Grantee), and subject to the following terms and conditions.

1. WRWC shall provide SJMA with its governing documents or other documentation satisfactory to Grantor, showing Grantee's separate existence as an organization. This might simply be a letter explaining the grassroots nature of the organization and the participating parties.
2. WRWC shall use the grant solely for the advancement of its efforts in fire education, mitigation and prevention. Any changes in the purposes for which funds are spent must be approved in writing by SJMA before implementation. SJMA retains the right, if WRWC breaches this MOU, or if WRWC's conduct of the project jeopardizes SJMA's legal or tax status, to withhold, withdraw, or demand immediate return of grant funds, and to spend such funds so as to accomplish the purposes of the project as nearly as possible within SJMA's sole judgment. Any tangible or intangible property, including copyrights, obtained or created by Grantee as part of this project shall remain the property of Grantee.
3. WRWC may solicit gifts, contributions, and grants to SJMA, earmarked for Grantor's fund for this project. Grantee's choice of funding sources to be approached, and the text of Grantee's choice of funding sources to be approached, and the text of Grantee's fund-raising materials, are subject to Grantor's prior written or verbal approval. In instances where Southwest Firewise Council is applying for competing funding it is agreed that they will have first priority in advancing their request; however, in all cases, every effort will be made to work collaboratively and jointly when appropriate and feasible. All grant agreements, pledges, or other commitments with funding sources to support this project via Grantor's fund shall be executed by Grantor. The cost of any reports or other compliance measures required by such funding sources shall be borne by WRWC.
4. An administrative charge of 4 % on each incoming gift shall be deducted by SJMA to defray SJMA's costs of administering the fund and this grant. The percentage will be reviewed annually on the anniversary date of this MOU and is subject to renegotiation depending upon the amount of work required of SJMA.
5. Nothing in this MOU shall constitute the naming of WRWC as an agent or legal representative of SJMA for any purpose whatsoever except as specifically and to the extent set forth herein. This MOU shall not be deemed to create any relationship of agency, partnership, or joint venture between the parties hereto, and WRWC shall make no such representation to anyone unless it is stipulated and agreed upon by both parties.
6. WRWC shall submit a full and complete narrative report to SJMA as of the end of WRWC's annual reporting period within which any portion of this funding is received or spent. The initial report shall be submitted by WRWC no later than October 31st of each calendar year and subsequent reports, if any shall be due on the anniversary date of the initial report. The report shall describe the programs conducted by WRWC with the aid of this pass through funding. SJMA will provide a detailed accounting of all activity in the account on a quarterly basis. Should certain grants administered by SJMA require more regular reports, it will be the

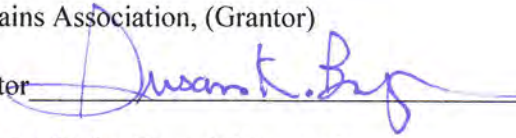
responsibility of WRWC to make sure that they meet the grant reporting deadline submissions as outlined by SJMA on an individual basis.

7. This funding is not earmarked to be used in any attempt to influence legislation within the meaning of Internal Revenue Code (IRC) Section 501 (c) (3). No agreement, oral or written, to that effect has been made between SJMA and WRWC. This funding is not earmarked to be used in any attempt to influence legislation within the meaning of IRC Section 501 (c) (3), except for expenditures described in IRC Section 4911 as follows: If applicable, up to \$0.00 for grassroots lobbying, and up to \$0.00 for all lobbying.
8. WRWC shall not use any portion of the funds granted herein to participate or intervene in any political campaign on behalf of or in opposition to any candidate for public office, to induce or encourage violations of law or public policy, to cause any private inurement or improper private benefit to occur, not to take any other action inconsistent with IRC Section 501 (c) (3).
9. WRWC shall notify SJMA immediately of any change in (a) Grantee's legal or tax status, or (b) Grantee's executive staff or key staff responsible for achieving the funding purposed.
10. WRWC hereby irrevocably and unconditionally agrees, to the fullest extent permitted by law, to defend, indemnify and hold harmless SJMA, its officers, directors, trustees, employees and agents, from and against any and all claims, liabilities, losses and expenses (including reasonable attorney's fees) directly, indirectly, wholly or partially arising from or in connection with any act or omission of WRWC, its employees or agents, in applying for or accepting the grant in expending or applying the funds furnished pursuant to the grant or in carrying out the program or project to be funded or financed by the grant, except to the extent that such claims, liabilities, losses or expenses arise from or in connection with any act or omission of SJMA, its officers, directors, trustees, employees or agents.
11. If a dispute arises relating to this MOU, and is not resolved, the parties involved in such dispute (Disputants) shall first proceed in good faith to submit the matter to mediation. The Disputants will jointly appoint an acceptable mediator and will share equally in the cost of such mediation. In the event the entire dispute is not resolved within thirty (30) calendar days from the date written notice requesting mediation is sent by one Disputant to the other(s), the mediation, unless otherwise agreed, shall terminate.
12. This MOU shall be governed by and construed in accordance with the laws of the State of Colorado applicable to agreements made and to be performed entirely within such State.
13. This MOU shall supersede any prior oral or written understandings or communications between the parties and constitutes the entire agreement of the parties with respect to the subject matter hereof. This MOU may not be amended or modified, except in writing signed by both parties hereto.

IN WITNESS WHEREOF, the parties have executed this Grant agreement effective on the 18 day of Aug., 2010

San Juan Mountains Association, (Grantor)

Executive Director

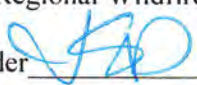


Dated:

8/18/10

Western Regional Wildfire Council (Grantee)

Stakeholder



Title

Jennifer Dinsmore
Emergency Mgmt Coord.
San Miguel County

Dated:

8.13.10

**AMENDMENT TO FISCAL SPONSORSHIP MOU AGREEMENT
BETWEEN
SAN JUAN MOUNTAINS ASSOCIATION AND
WEST REGIONAL WILDFIRE COUNCIL
DATED AUGUST 2, 2010**

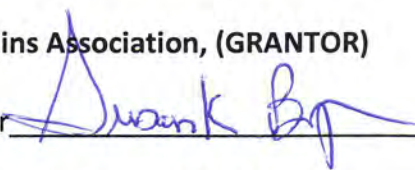
On December 20th, the San Juan Mountains Association (SJMA), as Grantor and the West Regional Wildfire Council (WRWC), as Grantee, mutually agree to amend the MOU Agreement dated August 2, 2010. Both parties agree to add the following stipulations:

1. SJMA and WRWC representatives agree to meet annually on or near the anniversary date of this MOU. The purpose of this annual meeting is to discuss the status of the work in progress and review the fiscal sponsorship relationship and the merits of continuing the mutually beneficial affiliation.
2. This MOU Agreement will terminate if any of the following events occur:
 - a. Grantor requests the Grantee cease activities which it deems might jeopardize its tax-exempt status and the Project fails to comply within a period of ten (10) days;
 - b. The Grantee fails to perform or observe any other covenant of this MOU Agreement, which failure remains unremedied after fifteen (15) days of notice in writing;
 - c. Upon expiration of thirty (30) days after either the Grantee or the Grantor has given written notice of its intent to terminate this MOU Agreement.
3. In the event this MOU Agreement is terminated, funds remaining in the Project Fund shall not be transferred to any person or entity without written consent from Grantee and shall be restricted to transfer to a 501 (c) 3 organization, and be consistent with any agreement Grantee may have entered into for the Project.

IN WITNESS WHEREOF, the parties have executed this MOU Agreement effective on the 20th day of December, 2011,

San Juan Mountains Association, (GRANTOR)

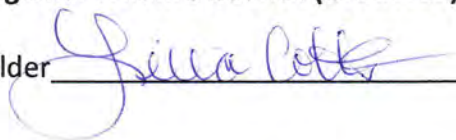
Executive Director



Dated: 12/23/11

West Regional Wildfire Council (GRANTEE)

Stakeholder



Dated: 12/20/2011

**FORESTER
WILDLAND FUELS DIVISION
NORTH LAKE TAHOE FIRE PROTECTION DISTRICT**

Job Description and Distinguishing Characteristics:

Under the direction of the Fire Chief, the Forester develops plans to mitigate for fire in the wildland-urban interface, and assists with the implementation and supervision of mitigation projects. The position obtains and manages grant funding to implement Community Wildfire Protection Plans. Additional responsibilities include the coordination of fuels management education programs, defensible space inspections, and interagency fuels reduction activities.

Typical Job Tasks:

- Develops and updates plans to mitigate for fire in the wildland-urban interface, including:
 - Community Wildfire Protection Plans
 - Multi-jurisdictional Fuels Reduction Plans
 - Vegetation Management Plans
 - Annual Work Plans
 - Land Stewardship Plans
- Coordinates fuels management education and outreach programs.
- Coordinates, performs, and supervises defensible space inspections.
- Interprets, applies and enforces defensible space codes and regulations.
- Prepares grant requests, reports use of grant funds, and prepares programmatic and financial reports to grantors.
- Establishes and maintains effective working relationships with governmental and non-governmental stakeholder groups, including fire agencies, land managers, regulatory agencies, elected officials, homeowner associations, and non-profits.
- Conducts presentations and represents the district with a professional appearance and demeanor at all functions.
- Represents the NLTFPD Division of the Tahoe Fire and Fuels Team.
- Coordinates multi-jurisdictional fuels reduction and wildfire prevention planning.
- Coordinates daily operations of the Wildland Fuels Division in the absence of the Fuels Management Officer.
- Conducts forest stand assessments.
- Conducts and oversees environmental analysis of projects and obtains all necessary permits required for implementation, including Tahoe Regional Planning Agency permits, State of Nevada variances, and cultural resource clearances.

- Ensures that all plans comply with the Tahoe Regional Planning Agency Code of Ordinances, and other applicable federal, state and local laws regulations and codes.
- Coordinates programs to monitor the effectiveness and impacts of fuels reduction projects, and reports findings to internal and external groups.
- Maintains GIS records of fuels reduction projects, performs GIS analysis, and produces maps for internal and external groups.
- Prepares, reviews, and negotiates interagency agreements for fuels reduction and education projects.
- Provides technical assistance for the development of burn plans.
- Assists with the development and management of the Wildland Fuels Division fiscal budget.
- Reviews contractor or consultant fieldwork for acceptance or revision.
- Prepares and presents oral and written reports to both internal and external groups.
- As directed, responds to emergencies as part of a team or single resource.
- Recommends policies and procedures, personnel actions, and other needed actions to the Fire Chief.
- Keeps the Fire Chief apprised of project status, challenges and opportunities.
- Performs other duties as assigned.

Minimum Qualifications:

- Bachelor of Science in Forestry or a closely related field.
- Five or more years of experience in forestry, fuels management, fire suppression, or a closely related field.
- Meets or exceeds the requirements of a Qualified Forester as defined by the Tahoe Regional Planning Agency Code of Ordinances.
- Possession of a license as a professional forester issued by the California State Board of Forestry.
- Possession of a Certified Archeological Surveyor certificate issued by the Nevada State Historic Preservation Office or California State Board of Forestry.
- Qualified as Firefighter 1 (FFT1) per National Wildfire Coordinating Group standards.
- Possession of a valid Nevada or California class C driver's license.

Knowledge/Skills/Abilities

- Ability to plan, supervise, review, and evaluate the work of assigned staff.
- Ability to facilitate meetings, build consensus, and resolve conflict among groups with diverse opinions and objectives.
- Ability to write technical reports, plans, and other documents that are easily understood.

- Ability to interpret, apply and explain technical plans, laws, codes and ordinances.
- Ability to maintain complete and accurate records.
- Ability to establish and maintain effective working relationships with fire district staff, subordinates, other employees, the public, and outside agencies.
- Knowledge of forestry, fuels management, and the principles, practices, and methods used in site evaluation and hazard reduction.
- Knowledge of vegetation, soils, climatic conditions, pests and their control, and ecological factors found in the Lake Tahoe Basin.
- Knowledge of fire protection principles, especially as it relates to wildland fire in the urban interface.
- Knowledge of wildland firefighting techniques, the wildland-urban interface, aircraft and heavy equipment usage, sawyer operations, ignition techniques, safety considerations, and personnel supervision.
- Knowledge of the Incident Command System.
- Knowledge of computer operations and basic office software
- Knowledge of geographic information systems software, analysis techniques and programming languages/scripting.
- Knowledge of database systems, networks, and software.
- Knowledge of website design, editing, and maintenance.

Typical Physical Requirements and Working Conditions:

Maintain physical ability and stamina to meet position tasks and responsibilities, which include as a minimum: vision good enough to drive vehicles, read blueprints, specifications, fine print and visual display terminals (VDTS); hear well enough to identify mechanical noises, to converse on the radio, telephone and in person over incident noise; bodily mobility in limited access areas, maintain balance on narrow platforms, climb ladders, and at least three flights of stairs daily; use of legs to drive vehicles and be able to maneuver in uneven terrain and under adverse weather conditions; employees must be able to lift equipment(in excess of 65 lbs.) as necessary.

No person shall pose a direct threat to themselves, to the health and safety of other individuals in the work place, or the public they serve.

- A physical fitness examination is required every year pursuant to district policy. A fitness for duty exam may be required when appropriate.
- Subject to recall based on organizational need and is subject to incident command system assignments on emergencies.
- Ability to pass wildland fire physical fitness qualification test (pack test or program equivalent) within two weeks of appointment and to maintain fitness qualification on at least an annual basis.

FireWise of Southwest Colorado

Montezuma County Chapter Coordinator



General Information

FireWise of Southwest Colorado is seeking an energetic, creative, and organized Coordinator to manage our program in Montezuma County by providing wildfire education, planning, and mitigation support to residents.

Position Title: Montezuma County Chapter Coordinator

Job type: Part-time contract. Guaranteed 80 hrs/mo with potential for an additional 10-40 hrs/mo for special project management

Location: Durango, CO

Pay: DOE

Closing Date/Time: August 21, 2016, 5:00 PM

FireWise of Southwest Colorado (www.southwestcoloradofires.org) is a regional non-profit organization that promotes wildfire education and preparedness, planning, and hazardous fuels mitigation across Archuleta, Dolores, La Plata, Montezuma, and San Juan Counties.

FireWise represents and partners with a wide range of agencies and organizations including, but not limited to, the Colorado State Forest Service, Colorado Division of Fire Prevention and Control, County Sheriffs and Emergency Managers, fire departments, the US Forest Service, Bureau of Land Management, National Park Service, tribal entities, The Fire Adapted Communities Learning Network, other non-profit organizations, and community leaders, as well as local residents with a vested interest in wildfire preparedness.

About the Position

FireWise promotes wildfire education in an effort to broaden understanding of the inherent wildfire risk to communities and residents living in the wildland-urban interface. Our programs are designed to help empower residents to take actions that can help reduce or mitigate that risk. In 2004, FireWise began an innovative program known as the Neighborhood Ambassador Program, which recruits volunteers to mobilize their neighborhoods and communities to increase their wildfire preparedness and fire adaptedness. The FireWise Chapter Coordinator serves as the central contact person for Ambassadors within their county(s) and their main role is to connect with Ambassadors and enhance the Ambassador program in all ways possible through careful volunteer and program management. In this role, the Coordinator connects volunteers to resources, listens, problem solves, promotes successes, recognizes and solves conflicts, and ensures Ambassadors are fulfilling the majority of their commitments. The Chapter Coordinator serves as the “hub” of the program, connecting with Ambassadors through phone calls, e-mails, and field visits. The Coordinator may also manage detailed projects, initiatives and tasks (described below under Planning and Fuels Mitigation Projects).

The Chapter Coordinator serves a regional liaison between federal, state, county, and local representatives to encourage information exchange and strengthen collaborative partnerships between agencies and communities.

JOB DUTIES

Duties include, but are not limited to, the bulleted items listed below each program area.

Ambassador Program

- Coordinates all aspects of the Ambassador Program in Montezuma County using broad program direction provided by the Executive Director and the Fire Council Steering Committee.
- Manages volunteer Ambassadors including recruitment, orientation, recognition, and striving to ensure Ambassadors are fulfilling most of their agreed-upon commitments.
- Stays current on new information to distribute to Ambassadors; assembles volunteer notebooks and keeps information current.
- Hosts bi-monthly Montezuma Chapter meetings.
- Prepares a Montezuma Chapter E-News and provides and news bites for monthly "FireWise E-News."
- Provides input to Annual Accomplishment Report.
- Resolves program issues that arise.
- Ensures regular media coverage for the program.
- Works with Ambassadors and community partners to promote and organize activities/events for National Community Wildfire Preparedness Day in May.

Education and Outreach

FireWise provides general community outreach to grow our Ambassador program and promote resources and wildfire preparedness and Fire Adapted Communities messaging to the general public.

- Understand and effectively speak to wildfire-related issues to deliver consistent and site-specific messaging about wildfire risk and mitigation actions.
- Assist with the development of educational material and presentations.
- Attend, coordinate, and help facilitate community, homeowner association, and other related meeting opportunities to deliver presentations and educational materials, promote FireWise programs, and strengthen community-based relationships.
- Coordinate and complete targeted outreach to communities, individuals, and key stakeholders.
- Partner with our wildfire research team to provide necessary information, critical data collection and detailed community outreach for ongoing wildfire risk research.
- Present wildfire risk research findings to communities.
- Understand and promote national programs such as Fire Adapted Communities and Firewise Communities USA.
- Assists with keeping information current on the Southwest Colorado FireWise Website.
- Plan and carry out workshops to support neighborhood wildfire preparedness efforts.

Wildfire Planning

FireWise develops planning products to help homeowners, communities and partners understand wildfire risk and prioritize future risk reduction activities.

- Work with communities to encourage the development of parcel-level wildfire risk assessments, community assessments and/or community-level Community Wildfire Protection Plans (CWPPs).
- Facilitate and complete fieldwork associated with wildfire risk assessments and community assessments in order to develop associated planning documents.

Fuels Reduction and Mitigation Projects

FireWise offers a variety of cost-share incentive programs to assist landowners and homeowners with implementing defensible space, individual and community chipping efforts, and landscape-scale fuels reduction activities.

- Promote FireWise incentive programs.

- Facilitate the implementation of fuels-reduction projects recommended in community assessments and County and community-level CWPPs.
- Coordinate and conduct homeowner wildfire risk assessments in collaboration with the Colorado State Forest Service and other wildfire partners.
- Support reporting efforts by tracking detailed programmatic information.
- Participate in pre-project fieldwork.
- Coordinate with land management agencies to plan for and implement strategic cross-boundary fuels-reduction treatments.

Organizational Goals and Sustainability

FireWise actively plans for the sustainability of our organization and programs. The Coordinator will support the FireWise Director's efforts to ensure timely progress toward future organizational direction and vision.

Potential Tasks:

- Participate in FireWise Council Steering Committee.
- Assist with executing Program Sponsorship program.
- Pursue funding opportunities in collaboration with other FireWise contract staff and partners.
- Assist with writing grants for program(s) and carrying out necessary grant monitoring and reporting.

Necessary Attributes

- High energy, drive and passion for wildfire issues.
- Attention to personal relationships, careful partnership building and follow through.
- Excellent oral and written communication skills, including telephone, email, one-on-one, and group presentation abilities.
- Team player with the ability to collect many different types of input and move forward in positive, productive ways.
- Basic understanding of wildfire issues (wildfire mitigation education experience helpful but not mandatory).
- Strong proficiency in word processing, spreadsheets, and presentation software.
- Ability to engage and secure the sustained support of many people and organizations.
- Understanding of your communities' unique characteristics, and willingness to work with each at the grassroots level.

Desired Qualifications

- College degree in a related field, or 2 years of experience in wildfire education and mitigation or natural resource management is preferred
- Volunteer management
- Program management and oversight
- Proven coalition building around a community issue(s)
- Proven experience at working with many different agencies and partners around a public issue
- Event planning
- Grant writing and fundraising experience
- Public speaking
- Media experience

Compensation:

This is a contract position paid on an hourly basis. **Hours:** Guaranteed 80 hrs/mo, with potential for 10-40 hrs/mo of special project management a month, plus mileage. Starting pay range is \$18.00 - \$25.00/hour depending on qualifications and experience.

The Coordinator must have the ability to work from a home office. This position will be under contract to the San Juan Mountains Association (SJMA), our 501c3 fiscal agent; however, the position will report to the Executive Director for FireWise of Southwest Colorado.

How to Apply:

Interested individuals should submit the following:

- 1) Letter of Application. No more than two pages. Include statements describing the skills you have which meet the specific knowledge, skills and abilities sought to meet the duties of this position.
 - 2) Resume. Should be a maximum of three pages and include at least three professional references.
-

Application deadline is **COB August 19, 2016 at 5:00 p.m.** An interview will be required for high-ranking applicants and interview dates will be scheduled on an individual basis at the end of August. Please send application materials electronically to: swcoloradofirewise@gmail.com.

Additional Information

- Successful applicants must have a valid Colorado driver's license, or ability to acquire one upon employment.
- Applicants living outside of Montezuma County may apply; however, the Coordinator is expected to live within the County. Relocation expenses are not available.
- If you have questions regarding the job that are not addressed in the announcement you may contact Pam Wilson, FireWise Executive Director at: 970-385-8909.

**South Central Washington
Resource Conservation & Development Council**



Job Description

Fire, Landscapes and Communities Coordinator

The South Central Washington Resource Conservation and Development Council (SCW RC&D) is dedicated to promoting sustainable, rural communities. We are a leading non-governmental organization that provides coordination and facilitation of processes that lead to greater resilience of rural communities, economies, and ecosystems.

In Washington State, fire plays a significant role in ecosystem processes at landscape scales, and threatens communities that are not prepared to live in a fire environment. As more people move into rural areas, the amount of space called the Wildland Urban Interface (WUI) increases. With longer, warmer and drier fire seasons being observed, and predicted to lengthen, communities must continue to prepare and adapt in order to live with the natural realities of fire in the WUI environment. The RC and D leads, coordinates, and supports several projects in support of Fire Adapted Communities and resilient ecosystems including the Washington Fire Adapted Communities Learning Network and the Washington Prescribed Fire Council.

The Fire, Landscapes and Communities Coordinator will support the mission of the South Central Washington Resource Conservation and Development Council under the supervision of the SCW RC & D Executive Director and will coordinate the SCW RC&D's fire related programs and projects. The position Oversees coordinate fiscal sponsorship of the Washington Prescribed Fire Council and the Chumstick Wildfire Stewardship Coalition. Work as a staff team member of the Washington Fire Adapted Communities Learning Network to organize and add to network capacity, coordinate and assist with facilitation of the Yakima Valley Fire Adapted Communities Coalition and connect networks and individuals across project/program boundaries.

Fire Landscape and Communities Coordinator

Job Duties

40% Washington Fire Adapted Communities Learning Network- WA FAC LN

- Provide logistical and operations support for the Washington Fire Adapted Communities Learning Network
- Assist with scheduling, communication, documentation and reporting related to the WA FAC LN.
- Coordinate, develop and publish website updates related to Coordinate and attend events, trainings, training exchanges, workshops and other related learning and sharing opportunities related to the FAC, Prescribed Fire, and other resilient landscape and community initiatives supported by the SCW RC&D
- Coordinate completion of deliverables for RC and D, track progress of deliverables schedule related to RC and D grant agreements with Watershed Research and Training Center and with Bureau of Land Management funding

40%- Washington Prescribed Fire Council (WPFC)Coordination

- Work closely with WPFC Chair, Vice Chair and Secretary/Treasurer and work group to coordinate council actions
- Provide coordination for the Washington Prescribed Fire Council. Work to maintain membership, quarterly meetings, coordinate education of members and outside stakeholders etc.
- Coordinate annual WPFC Conference-
- Coordinate Prescribed Fire Training Exchange- TREX events in Washington
- Complete/coordinate development of web site updates, facebook updates, and other communication related to the WPFC
- Coordinate and network WPFC activities with WA FAC LN, Fire Learning Network, National Fire Adapted Communities Learning Network and other networks.

Fire, Landscapes and Communities Coordinator

Requirements:

- College degree or equivalent work experience coordinating projects related to natural resource recovery, sustainability, prescribed fire and/or wildfires.
- Experience Coordinating groups of people from diverse backgrounds.
- Experience working with web site updates, social media (such as Facebook and Twitter), and experience communicating with online formats or through email.
- Proven ability to work independently, self-initiate duties and prioritize tasks
- Strong communication skills and experience with speaking, writing, note taking, and reporting.
- Ability to work with public, staff from partner organizations
- Ability and experience using common office software (Microsoft Office Programs) required
- Valid State Driver's License

Desired qualifications:

- Experience running/facilitating meetings with attendees from diverse back grounds
- Experience in conference development and coordination.
- Experience with concepts of small business and rural economic sustainability
- Experience and familiarity with Washington's Rural communities and natural resource issues
- Experience working with the concepts of sustainability, community resilience
- Experience working with fire departments, wildland fire response, fuels and home assessment and treatments, home hazard assessments, prescribed burning, or other fire related work
- Grant writing/reporting

The position is currently scheduled at 80% of full time (32 hours per week).

Additional time and duties may be added as funding is developed for coordination of related initiatives.

Submit the following information electronically to jobs@scwrcd.org; enter "coordinator" in subject line

Cover Letter and Resume
Names and contact information for three (3) professional references

Deadline for application October 23rd, 2015

The South Central Washington RC&D is an equal opportunity provider and employer.