

# Agenda

## County of Inyo Board of Supervisors

Board of Supervisors Room  
County Administrative Center  
224 North Edwards  
Independence, California

All members of the public are encouraged to participate in the discussion of any items on the Agenda. Anyone wishing to speak, please obtain a card from the Board Clerk and indicate each item you would like to discuss. Return the completed card to the Board Clerk before the Board considers the item (s) upon which you wish to speak. You will be allowed to speak about each item before the Board takes action on it.

Any member of the public may also make comments during the scheduled "Public Comment" period on this agenda concerning any subject related to the Board of Supervisors or County Government. No card needs to be submitted in order to speak during the "Public Comment" period.

**Public Notices:** (1) In Compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting please contact the Clerk of the Board at (760) 878-0373. (28 CFR 35.102-35.104 ADA Title II). Notification 48 hours prior to the meeting will enable the County to make reasonable arrangements to ensure accessibility to this meeting. Should you because of a disability require appropriate alternative formatting of this agenda, please notify the Clerk of the Board 72 hours prior to the meeting to enable the County to make the agenda available in a reasonable alternative format. (Government Code Section 54954.2). (2) If a writing, that is a public record relating to an agenda item for an open session of a regular meeting of the Board of Supervisors, is distributed less than 72 hours prior to the meeting, the writing shall be available for public inspection at the Office of the Clerk of the Board of Supervisors, 224 N. Edwards, Independence, California and is available per Government Code § 54957.5(b)(1).

**Note:** Historically the Board does break for lunch, the timing of a lunch break is made at the discretion of the Chairperson and at the Board's convenience.

### SPECIAL MEETING

**THURSDAY, January 24, 2013**

**9:00 a.m. PLEDGE OF ALLEGIANCE**

**COMMENT** (Portion of the Agenda when Board takes comment from the public and County staff)

**1. PUBLIC COMMENT**

**CONSENT AGENDA** (Approval recommended by the County Administrator)

**DEPARTMENTAL** (To be considered at the Board's convenience)

- 2. PUBLIC WORKS** – Request Board A) authorize the staff bid up to \$10,000 to purchase a surplus modular building being auctioned by the Riverside Community College; B) approve the Plans and Specifications for the dismantling, transporting and installation of the modular building; and C) authorize the Interim Public Works Director to award and sign the Contract if the bids are within the amount budgeted, contingent upon the appropriate signatures being obtained.
- 3. PLANNING** – Request Board review the Draft Action Plan for the Western Cohesive Strategy and provide direction concerning correspondence and authorize the Chairperson to sign.

**TIMED ITEMS** (Items will not be considered before scheduled time)

**WORKSHOPS AND PRESENTATIONS** (To be considered at the Board's convenience)

**CORRESPONDENCE - ACTION**

**BOARD MEMBERS AND STAFF REPORTS**

**COMMENT** (Portion of the Agenda when the Board takes comment from the public and County staff)

**PUBLIC COMMENT**

**CLOSED SESSION**

**REPORT ON CLOSED SESSION AS REQUIRED BY LAW**

**CORRESPONDENCE - INFORMATIONAL**



**AGENDA REQUEST FORM**  
**BOARD OF SUPERVISORS**  
**COUNTY OF INYO**

Consent  Departmental  Correspondence Action  Public Hearing  
 Schedule time for  Closed Session  Informational

For Clerk's Use  
Only:

AGENDA NUMBER

/

FROM: Public Works and Sheriff's Departments

FOR THE BOARD MEETING OF: January 24, 2012

SUBJECT: Lone Pine Sheriff's Office Modular Acquisition and Installation

**DEPARTMENTAL RECOMMENDATIONS:**

1. Authorize the staff bid up to \$10,000 to purchase a surplus modular building being auctioned by the Riverside Community College
2. Approve the Plans and Specifications for the dismantling, transporting and installation of the modular building.
3. Authorized the Interim Public Works Director to award and sign the contract if the bids are within the amount budgeted.

**CAO RECOMMENDATION:**

**SUMMARY DISCUSSION:**

In July of 2010 and again November of 2010 the Public Works Department went out to bid for the installation of an addition to the Lone Pine Sheriff's Substation in Lone Pine. Bids received during both of these advertisings were substantially higher than the funds that were available for the project. The installation has languished because additional funds were never identified for the work. The bids received during the 1<sup>st</sup> and 2<sup>nd</sup> round of bids ranged from nearly \$235,000 to over \$340,000. We have considered using a lower standard for the modular building.

In November of 2012 an employee of Colombo Constructions who has worked cooperatively with the County during the installation of the County Office of Education building in Independence and the Big Pine Library contacted our office to let us know that several buildings were going to be offered as surplus by the Riverside Community College District. One of these buildings is less than three years old, has been used as the Campus security building and meets the needs for the addition to the Sheriff's Substation.

Originally it appeared that the building was going to be offered to the County on a Government to Government transfer. But, late last week we were informed that the buildings are to be auctioned off and the bids for the buildings are due on Saturday of this week. Additionally, the buildings need to be removed from the site by February 28. The current lowest bid for the building is \$300.00. The offering of the buildings at auction and removal has set up a very tight time line. So for us to benefit from the program very quick action is required.

To meet the tight timeframe, we need to first acquire the building. The building will then need to be removed from the campus prior to February 28 and installed at the Sheriff's Substation in Lone Pine. It will increase the costs if we are required to store the building prior to the installation. We are recommending that if we are successful in acquiring the building that the dismantling, transporting and installing be combined into one contract that can be executed in time for the selected contractor to mobilize in time to remove the facilities.

**ALTERNATIVES:**

- 1. Not approve the purchase and attempt to identify funding to bid the project again in the future.
- 2. Not authorize the purchase of the building and attempt to acquire from the successful bidder.

**OTHER AGENCY INVOLVEMENT:**

- (1) County Counsel has reviewed the Resolutions.
- (2) Sheriff's Department as beneficiary of the work and for processing payments.
- (3) The Auditor's Office will make payments and provide financial review.
- (4) LADWP, owner of the property leased by the County.

**FINANCING:**

Funds for the Lone Pine Sheriff's Office Addition Project are provided by Budget Unit No. 022705 Lone Pine Substation, (Object Code #5630, Buildings and Facilities). The estimated cost for the relocation and installation of the buildings is estimated to not exceed \$125,000, including the cost of acquiring the building, but not including staff time.

<b>APPROVALS</b>	
COUNTY COUNSEL: 	AGREEMENTS, CONTRACTS AND ORDINANCES AND CLOSED SESSION AND RELATED ITEMS (Must be reviewed and approved by County Counsel prior to submission to the board clerk.) Approved: <u>yes</u> Date <u>1/23/2013</u>
AUDITOR/CONTROLLER 	ACCOUNTING/FINANCE AND RELATED ITEMS (Must be reviewed and approved by the auditor/controller prior to submission to the board clerk.) Approved: <u>yes</u> Date <u>1/23/13</u>
PERSONNEL DIRECTOR	PERSONNEL AND RELATED ITEMS (Must be reviewed and approved by the director of personnel services prior to submission to the board clerk.) Approved: _____ Date _____

**DEPARTMENT HEAD SIGNATURE:**

(Not to be signed until all approvals are received)

  
Date: 1-23-13



**AGENDA REQUEST FORM**  
BOARD OF SUPERVISORS  
COUNTY OF INYO

For Clerk's Use Only:  
AGENDA NUMBER

2

- Consent     Departmental     Correspondence Action     Public Hearing  
 Scheduled Time for     Closed Session     Informational

**FROM:** Inyo County Planning Department

**FOR THE BOARD MEETING OF:** January 24, 2013

**SUBJECT:** Draft Action Plan for the Western Cohesive Strategy

**RECOMMENDATION:** Review the Draft Action Plan for the Western Cohesive Strategy and potentially provide direction for drafting correspondence and authorize the Chair to sign.

**SUMMARY DISCUSSION:** The Western Regional Strategy Committee (WRSC) is providing a third and final opportunity for stakeholders to review and comment on the Draft Action Plan for the Western Cohesive Strategy. Comments are due February 1. Additional information is provided at the following website: <http://sites.nemac.org/westcohesivefire/updates/>. Attached is the draft Plan. The Board discussed this item on January 22, 2013 and requested it be returned for further consideration.

**OTHER AGENCY INVOLVEMENT:** WRSC and numerous stakeholders throughout the west.

**FINANCING:** Resources from the general fund are utilized to monitor regional planning activities.

**APPROVALS**

COUNTY COUNSEL:	AGREEMENTS, CONTRACTS AND ORDINANCES AND CLOSED SESSION AND RELATED ITEMS (Must be reviewed and approved by county counsel prior to submission to the board clerk.)
AUDITOR/CONTROLLER:	ACCOUNTING/FINANCE AND RELATED ITEMS (Must be reviewed and approved by the auditor-controller prior to submission to the board clerk.)
PERSONNEL DIRECTOR:	PERSONNEL AND RELATED ITEMS (Must be reviewed and approved by the director of personnel services prior to submission to the board clerk.)

**DEPARTMENT HEAD SIGNATURE:**

(Not to be signed until all approvals are received)



Date: 1-22-13

Attachments: Draft Action Plan for the Western Cohesive Strategy

*Western Regional  
Draft Action Plan  
January 18, 2013*

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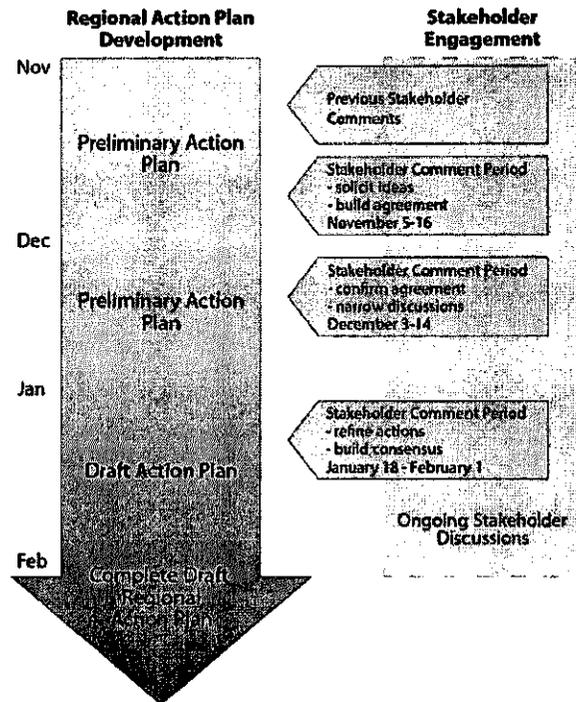
# Western Regional Draft Action Plan

## BACKGROUND

Collaboration among stakeholders is the foundation for the development of the National Cohesive Wildland Fire Management Strategy. The Western Regional Strategy Committee (WRSC) has worked toward inclusiveness and transparency to further understand and involve shared interests throughout the development process. Stakeholder input received during forums and comment periods has refined and clarified regional objectives, alternatives, values, barriers and potential actions to address wildland fire management issues in the 17 states forming the Western Region.

Continued Stakeholder involvement is planned as the WRSC refines the Western Regional Action Plan that will guide implementation of the Cohesive Strategy in the West. A Stakeholder Engagement Plan has been adopted for this phase of the development process and includes the following components:

1. Reviewing previous comments from Stakeholder Engagements to ensure all comments related to implementation actions are taken into consideration in developing the Regional Action Plan;
2. Holding three "rounds" of comment periods as shown in the diagram to the left; and
3. Engaging with Stakeholder groups at various meetings and conferences as opportunities arise.



## INTRODUCTION

In November of 2012 the Wildland Fire Executive Committee approved the Western Region's Phase III Risk Analysis Report. Within the report is a list of recommendations that the Western Regional Strategy Committee (WRSC)

1 developed to address the three goals of the Cohesive Strategy. These  
 2 recommendations are based upon stakeholder feedback and analysis coupled with  
 3 an analysis of risks conducted by the National Science Advisory Team. The WRSC is  
 4 in the process of identifying those actions needed to achieve these  
 5 recommendations.  
 6 As a starting point, the WRSC has identified potential actions and tasks under each  
 7 recommendation based upon feedback received from stakeholders during the Phase  
 8 I, II, and III development and collaborative efforts. The actions listed in this  
 9 document (a) represent those with broad stakeholder support, (b) represent a  
 10 smaller set of actions that provide the greatest benefit in advancing the  
 11 recommendations and (c) can be implemented during the next 5 years. It is possible  
 12 that some of these actions may be dropped, amended or deferred, while others may  
 13 be added, upon completion of the final Western Regional Action Plan and the  
 14 National Action Plan.  
 15 As implementation progresses, the Western region will periodically update the plan  
 16 to reflect actions that have been completed, actions requiring adjustment, and  
 17 actions that should be added. The results of this effort will be important in  
 18 identifying future actions not addressed through this initial action planning cycle.  
 19 Please review the proposed actions tied to each recommendation and provide us  
 20 your feedback utilizing the web-based comment form, or respond to  
 21 [westerncohesivestrategy@gmail.com](mailto:westerncohesivestrategy@gmail.com). It is important that we hear back from as  
 22 broad a range of stakeholders as possible to help shape our approach to those key  
 23 actions the Western Region needs to pursue during the next 5 years.  
 24 ***At this time we are interested in your perspectives regarding the recommended***  
 25 ***actions*** under each of the recommendations that evolved from Phase III and the  
 26 Risk Report development process. To facilitate your review and comment this  
 27 document is structured as follows:

<p>28 <b><i>Recommendations from the Regional Risk Report are</i></b>          29 <b><i>shaded.</i></b></p>	<p><i>These will remain fixed in the Action Plan since they are a product of Phase III and the Risk Report development process.</i></p>
<p>30 <b><u>Recommended action categories are underlined</u></b></p>	<p><i>The previous comment period focused on this level of the action plan.</i></p>
<p>31 32 33 34 35 Actions and task associated with these action 36 categories are described in detail and include scope, 37 lead, other collaborators, implementation timeframe, 38 and other information associated with each action. 39 40 41</p>	<p><b><i>This is where we would like you to focus during this comment period.</i></b></p>

1

## 2 **Overarching Recommendations and Actions**

3

4 Overarching actions are those that address more than one goal. In many cases the  
5 overarching actions are national in scope and must be addressed at the national level, in  
6 addition to at the regional level. The WRSC used stakeholder input in selecting and refining  
7 the overarching actions as well as actions relating to all three goal areas.

8 Note: Acronyms can be found in the accompanying Appendix.

9

10

11 ***O.1. Recognize the depth and importance of the Communications Framework and***  
12 ***provide resources to implement communications recommendations, as it establishes***  
13 ***the foundation of our collaborative process.***

14

15 **Action: Maintain and enhance communication efforts**

16 **Tasks:**

- 17 1. Review and update the existing communications strategy to reflect a shift  
18 from planning to implementation. Identify and develop community  
19 collaborative information need.
- 20 2. Establish a position to coordinate communications efforts.
- 21 3. Develop a speakers' bureau to meet with stakeholder groups and other  
22 publics to promote understanding, and to encourage engagement and action.  
23 (Recognize that all stakeholders have a responsibility and need to be part of  
24 the solution.)
- 25 4. Educate the public on the Cohesive Strategy and the Western fire issues,  
26 including the ecological benefits of fire and the impacts, such as smoke  
27 management.
- 28 5. Identify interested groups and seek participants from interested groups and  
29 other federal, state, and local agencies to assist in the communications  
30 efforts.
- 31 6. Develop and utilize existing networks to share information both internally  
32 and externally that relates to policy changes, budget issues, and other  
33 pertinent information. Use layman's term to communicate Cohesive Strategy  
34 with the public.

35 **Scope:** Regional and Local

36 **Lead:** WRSC

37 **Other collaborators:** All stakeholders

38 **Implementation timeframe:** Short term (0-2 years)

39

1           **Supplemental information:** Review and update the communication strategy  
2 annually.  
3

4   ***O. 2. Ensure the coordinated implementation of the Cohesive Strategy among all***  
5 ***stakeholders.***  
6

7   **O.2.a Action: Establish Western Coordination Organization**

8           **Tasks:**

- 9           1. Review the membership and charter of the WRSC to reflect a new focus on  
10 implementation of the Cohesive Strategy.  
11           2. Hire a regional coordinator and secure funding from WRSC membership  
12 organizations.  
13           3. Establish work groups to accomplish the actions identified in this Action  
14 Plan. Reach out to existing local groups to help staff the work groups and to  
15 facilitate coordinated outcomes.  
16           4. WRSC leadership convenes program leads from Landscape Resilience, Fire  
17 Adapted Communities, and Wildfire Response to identify mechanisms for  
18 integration and removal of barriers.  
19           5. Look at programs and mechanisms for agencies to work together on  
20 simultaneously addressing all three goals.  
21

22           **Scope:** Regional

23           **Lead:** WRSC

24           **Other collaborators:** WRSC membership organizations

25           **Implementation timeframe:** Short-term 0-2 years

26           **Supplemental information:**

27

28   **O.2.b. Action: Align agencies for Cohesive Strategy implementation.**

29

30           **Tasks:**

31

- 32           1. WRSC convenes Fish and Wildlife Service, NOAA Fisheries, EPA leadership, and  
33 other regulatory agencies to present the Cohesive Strategy; determine where  
34 management and regulatory areas of responsibility intersect; and develop a process  
35 to resolve inherent conflicts identified.  
36           2. Update Field Handbooks to reflect solutions and concepts developed in support the  
37 Cohesive Strategy.  
38

39           **Scope:** National

40           **Lead:** WRSC

41           **Other collaborators:** Regulatory agencies, DOI, WGA

1           **Implementation timeframe:** Short-term 0 to 2 years  
2           **Supplemental information:**

3  
4

5    ***O. 3. Enhance Collaboration Through Incentives***

6

7    Action: Establish collaboration incentives.

8           Tasks:

- 9                   1. Define incentives (financial, recognition, resources, and traditional and non-  
10                   traditional market-based solutions).  
11                   2. Establish a rewards process for successful collaboration that leads to results.  
12                   3. Establish a pool of grant funds to allocate to successful collaboration efforts  
13                   to further landscape restoration and community protection work associated  
14                   with CWPPs or tribal equivalent.

15           **Scope:** All

16           **Lead:** National Association of Counties (NACo)/Western Interstate Region (WIR)

17           **Other collaborators:** All stakeholders

18           **Implementation timeframe:** Mid term (2-4 years)

19           **Supplemental information:** Initially target federal agencies for grant funds, but  
20           expand to states and others over time.  
21  
22

23    ***O. 4. Emphasize landscape treatments where existing collaborative groups have***  
24    ***agreed in principle on management objectives and areas for treatment, and***  
25    ***encourage and facilitate the establishment of collaborative groups.***

26

27    O.4.a. Action: Utilize or develop broadly representative state committees to establish  
28    criteria for grant allocation, which will provide greater emphasis on collaboration.

29           Tasks:

- 30                   1. Review existing grant program criteria at the state level.  
31                   2. Promote modification to emphasize collaboration, if needed.  
32                   3. Have states adopt new criteria, if needed.

33           **Scope:** State level

34           **Implementation lead:** Council of Western State Foresters

35           **Other collaborators:** TBD by the State Forester

36           **Implementation timeframe:** Short term (0-2 years)

37           **Supplemental information:** Report annually to the WRSC on the development of  
38           state boards and implementation of new criteria. After five years, have states report  
39           on whether the new criteria has increased collaborative efforts and reduced risk.

1  
2 O.4.b. Action: Prioritize federal land management program dollars consistent with this  
3 recommendation and the prior action.

4  
5 Tasks:

- 6 1. Have federal agencies prioritize collaborative efforts through the budget process.  
7 2. Consider alignment with the first action under this recommendation in the  
8 prioritization of projects.

9 **Scope:** All

10 **Lead:** NACo/Western Interstate Region

11 **Other Collaborators:** All stakeholders

12 **Implementation Timeframe:** Mid-term (2-4 years)

13 **Supplemental Information:** Initially target federal agencies for grant funds, but  
14 expand to states and others over time.

15  
16 ***O.5. Expand collaborative land management, community and fire response***  
17 ***opportunities, across all jurisdictions, and invest in programmatic actions and***  
18 ***activities that can be facilitated by Tribes and partners under the Indian Self-***  
19 ***Determination and Education Act (as amended), the Tribal Forest Protection Act***  
20 ***(TFPA), and other existing authorities in coordination with the United Nations'***  
21 ***Declaration on the Rights of Indigenous Peoples.***

22  
23 O.5.a. Action: Establish a tribal collaborative landscape management program with pilot  
24 projects.

25  
26 Tasks:

- 27 1. Leadership between DOI and USDA to determine funding allocation. Pursue  
28 permanent authorization to enable transfer of funds from all federal sources  
29 to DOI to compact programmatic actions and activities (consultation,  
30 partnership collaboration, implementation, research, monitoring, and  
31 adaptation) through the Indian Self Determination and Education Assistance  
32 Act.  
33 2. Recommend to leadership in DOI, EPA, and USDA to set aside compact funds  
34 for tribes to plan and implement collaborative tribal network programs and  
35 projects across multi-jurisdictional landscapes.  
36 3. Modify the regulations to enable the transfer of non-recurring funds to  
37 compacts to invest in collaborative training and supplemental project  
38 activities.  
39 4. Establish pilot projects throughout the Western region to develop unique  
40 collaborative agreements, charter(s) and/or local operating plan(s) between  
41 Agencies, Tribe(s), State(s) and other partners. Maximize integration across  
42 all three goals of the Cohesive Strategy, define roles, responsibilities, and

- 1 collaborative budgetary needs. Select pilot projects based on where one or  
2 more agreement is already in place to expedite pilot planning and  
3 implementation.
- 4 5. Recommend Environmental Protection Agency (EPA) participation in  
5 collaborative groups with an interest in enabling alpha testing of Western  
6 Regional Air Partnership Guidance on categorizing natural vs. anthropogenic  
7 emissions sources relating to Native American Cultural Burns, and assist in  
8 coordinating Performance Partnership Grants and/or General Assistance  
9 Program funding for pilot actions and activities.
- 10 6. Use locally relevant combinations of compacts, contracts, grants, and/or  
11 agreements to align partnership program of work, and facilitate expediency  
12 and flexibility in using funds efficiently and effectively in a collaborative and  
13 mutually beneficial manner.

14 **Scope:** Regional and Local  
15 **Lead:** ITC  
16 **Other collaborators:** All stakeholders.  
17 **Implementation timeframe:** Mid term 2-4 years  
18 **Supplemental information:** Tribes, DOI, USFS and other federal agencies need to  
19 participate as key partners especially related to compact funding. EPA needs to be  
20 intimately involved in the Alpha testing. Evaluate pilots in five years, if proven  
21 beneficial, expand program beyond pilots.

22

23 0.5.b. Evaluate Pilot Program  
24

25 Action: Once the Tribal Program is established and pilot projects have been initiated,  
26 evaluation of those projects should begin.

27 Tasks:

- 28 1. Glean successes and barriers from pilot projects and recommend  
29 authorization of Tribal Integrated Resource Management Plans to apply to  
30 all lands through amendment to the National Indian Forest Resources  
31 Management Act.
- 32 2. Recommend compact negotiation authority for all agencies and departments  
33 through Tribal Self Governance amendments to the Indian Self  
34 Determination and Education Assistance Act.
- 35 3. Glean successes and barriers from pilot projects and recommend  
36 modification/permanent authorization of the Collaborative Forest  
37 Landscape Restoration Program (2009 omnibus). Extend overarching  
38 contract/agreement mechanisms to 20-year terms.
- 39 4. Glean successes and barriers from pilot projects and recommend  
40 modification to the Tribal Forest Protection Act, refine adjacency definition

- 1 to be consistent with established tribal jurisdictions, extend overarching  
2 contract/agreement mechanisms to 20-year terms.  
3 5. Glean successes and barriers from pilots and recommend updates to the  
4 Farm Bill, achieve consistency across all authorities.  
5 6. Formulate an executive guide to integrated mandates, authorities, and  
6 opportunities.  
7 7. Encourage legislative remedies to address barriers and institutionalize  
8 successful pilot programs and projects.

9  
10 **Scope:** Regional  
11 **Lead:** Tribes  
12 **Other collaborators:** Tribes, DOI and Forest Service, WRSC  
13 **Implementation timeframe:** Mid term (2-4 years)  
14 **Supplemental information:**  
15

16 ***O.6. Address identified barriers and promote critical success factors across the region***  
17 ***and at all levels.***

18

19 Action: Evaluate Barriers to Risk Reduction

20 Tasks:

- 21 1. Support the WFEC to address the priority barriers identified by the CSSC.  
22 2. Facilitate working with the WFEC and other regions to assist in  
23 implementing actions and timeline for implementation to remove the 50  
24 plus identified barriers that prevent regions from reducing risk.  
25

26 **Scope:** National and Regional  
27 **Lead:** WRSC  
28 **Other collaborators:** Northeast and Southeast regions  
29 **Implementation timeframe:** Priority barriers - short term 0-2 years and  
30 remaining barriers - Mid term 2-4 years and long-term  
31 **Supplemental information:** Recognize goal-based actions that erode the barrier.  
32 Identify timelines for each identified barrier. Reassess barriers in five years.  
33

34 ***O.7. Provide resources to support local government officials, such as fire chiefs, in the***  
35 ***integration of Cohesive Strategy into their communities and operations - such as the***  
36 ***development of the IAFC's Leaders Guide for Cohesive Strategy.***

37

38 Action: Provide Resources to Local Governments

39

40 Tasks:

- 1 1. Convene a group of local government officials to assess their most important needs  
2 and resources to integrate the Cohesive Strategy into their communities and  
3 operations.  
4 2. Develop a plan to secure resources to meet the needs assessment and implement.  
5 3. Study the feasibility of developing a Leaders Guide for Cohesive Strategy as it  
6 pertains to all Cohesive Strategy stakeholders and, if feasible, develop a proposed  
7 process to create and implement the Guide.  
8

9 **Scope:** Regional and Local

10 **Lead:** IAFC

11 **Other collaborators:** WRSC, Local government, and counties

12 **Implementation timeframe:** Short term (0-2 years)

13 **Supplemental information:** After five years evaluate if local communities have  
14 utilized resources to meet the goals of the Cohesive Strategy.  
15

16 ***O.8. Formalize a comparative risk model that includes federal, state, and local costs.***  
17 ***Use the model to complete a trade-off analysis and establish a risk base point.***

18  
19 This recommendation is national in scope. The task is being accomplished at the  
20 national level with the formulation of the National Action Plan.  
21

22 ***O.9. Establish the use of the model, including training and data descriptions for local***  
23 ***decision-makers, such as counties. Facilitate local updates to the models to enable***  
24 ***updates to the national models.***  
25

26 **Action: Application of the National Risk Model in the West**

27 **Tasks:**

- 28 1. Analyze the information presented in the national risk model to determine if  
29 it meets regional needs.  
30 2. If the Western Region has additional needs, work with the National Science  
31 and Analysis Team (NSAT) to address those needs.  
32 3. Provide decision-makers with the tradeoff analysis.  
33 4. Develop the modeling tools that local decision makers can utilize.  
34 5. Use applied biophysical and social science to support the Cohesive Strategy.  
35 6. Make science applicable to the local context available to local decision-  
36 makers.  
37 7. Develop mechanisms and protocols for integration of local indigenous  
38 knowledge into the science base for local decision-making.  
39

40 **Scope:** Regional

41 **Lead:** WRSC

42 **Other collaborators:** NSAT and WRSC member organizations, Forest Service and  
43 social researchers.

44 **Implementation timeframe:** Short term 0-2 years

1           **Supplemental information:** Tie in Communications group to provide education to  
2           decision makers and stakeholders on trade off analysis.

3

4           ***O.10. Identify data gaps and inconsistencies, including describing the purpose of the***  
5           ***data in monitoring and evaluating progress to accomplishing the goals of the Cohesive***  
6           ***Strategy. Prioritize action toward addressing gaps and inconsistencies.***

7

8           Action: Evaluate and Fill Key Data Gaps

9

10           Tasks:

11

- 12           1. Upon completion of the National Risk and trade-off analysis, identify national and  
13           regional data gaps needed for future analysis.  
14           2. Work with the NSAT in developing a process for gathering or collecting the needed  
15           data.  
16           3. Solicit feedback from the NSAT concerning data gaps they are experiencing while  
17           conducting the "National Risk and Tradeoff Analysis" which may have applicability  
18           to WRSC Actions Plans and Implementation Strategies.  
19           4. WRSC will engage the Islands and Alaska in assessing their data gaps and assist  
20           them in creating an action plan.

21

22           **Scope:** Regional

23           **Lead:** WRSC

24           **Other collaborators:** NSAT and WRSC member organizations

25           **Implementation timeframe:** Short term 0-2 years

26           **Supplemental information:** Evaluate within three years and reassess for additional

27           data gap needs.

28           ***O.11 Create an in-place, cross-trained workforce for land management, forest***  
29           ***restoration, fuels reduction, prescribed fire, and fire response. This local workforce***  
30           ***will complement national mobile crews and any temporary national workforce such as***  
31           ***efforts comprised of students with school debt, veterans, at risk youth, etc. which may***  
32           ***be created as part of a jobs program to increase firefighting and fuels reduction***  
33           ***capacity.***

34

35

36           Action: Engage WRSC leadership and NGO partners to assist with implementing this  
37           multi-skilled, non-governmental workforce.

38

39           Tasks:

40

- 41           1. Further develop the proposal and seek administrative and legislative support.  
42           2. Include cost-sharing, in-kind contributions and financial participation from the  
43           public and private sectors.

1 3. Provide educational information to the National Association of Counties, National  
2 League of Cities, and Congress.

3

## 4 **Restore and Maintain Landscapes**

5 **GOAL:** *Landscapes across all jurisdictions are resilient to fire-related disturbances in*  
6 *accordance with management objectives.*

### 7 **National Outcome Performance Measure:**

- 8 • Risk to landscapes is diminished.

### 9 **National Output Metrics:**

10 1. *Acres and percent of the landscape that falls within the Historic Range of*  
11 *Variability*

12 *Percent of wildfires that burn in accordance with management objectives*  
13

## 14 **Goal 1: Landscape Resiliency Recommendations and Actions**

15

### 16 **1.1 Maximize use of Existing Tools**

17 *Encourage US Forest Service and Department of the Interior/Bureau of Land*  
18 *Management to use existing authorities under Healthy Forest Restoration Act, Healthy*  
19 *Forest Initiative, and other contracting authorities to expedite fuels treatments. Assess*  
20 *what is currently being spent on these tools and increase that amount. Project criteria*  
21 *to be worked out during action planning may include: Project has to be 5,000 acres or*  
22 *larger, reduces risk to landscapes and/or communities by focusing on areas that have*  
23 *a high burn probability or departure; has to be initiated within 2 years; and is based on*  
24 *collaborative processes.*  
25

#### 26 **1.1.a. Action: Promote Collaborative Planning and Management**

##### 27 **Tasks:**

- 28 1. Ensure that funding from all sources have criteria giving priority to  
29 collaborative, large scale landscape restoration, maintenance activities, and  
30 treatments that reduce risk to ecosystems, communities, and their values.
- 31 2. Ensure support of local collaborative management and response capacities.

1 3. Coordinate planning and implementation activities across jurisdictional and  
2 ownership boundaries.

3 **Scope:** Regional and local

4 **Lead:** US Forest Service and DOI Bureaus

5 **Other collaborators:** State and local governments, NGOs, private landowners, NRCS

6 **Implementation timeframe:** Short term (0-2 years) to long term (>4 years)

7 **Supplemental information:**

8

9 1.1.b. Action: Maximize state and local authorities for implementation

10

11 Tasks:

12

13 1. Encourage tax and other incentives for work done on non-federal lands to  
14 implemented landscape resiliency projects.

15 2. On non-federal lands and lands near communities, the 5,000 acre minimum may  
16 be adjusted.

17 3. Reclassify grant funds utilized to reduce fire risk on private lands as  
18 conservation activities (in the tax codes).

19 **Scope:** National, state and local

20 **Lead:** Council of Western State Foresters

21 **Other collaborators:** Private landowners, USDA, DOI, WGA

22 **Implementation timeframe:** Short term (0-2 years) to long term (>4 years)

23 **Supplemental information:**

24

25 1.1.c. Action: Implement projects using the best available and most feasible tools.

26

27 Tasks:

28

29 1. Consider contracting authorities (including stewardship contracting), local  
30 labor force, and opportunities for biomass utilization in implementing  
31 treatments to accomplish prescribed fire, mechanical, and/or chemical  
32 treatments.

33 2. Consider the full range of management response actions when managing  
34 beneficial wildfire events, when appropriate, in areas identified for hazardous  
35 fuel reduction.

36 3. Make greater use of legislative authorities and identify funding sources to  
37 enter into procurement contracts, grants, and cooperative agreements for  
38 hazardous fuels reduction activities on all lands that benefit resources on  
39 Federal Lands.

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41 **Scope:** Regional to local

42 **Lead:** US Forest Service and DOI Bureaus

43 **Other collaborators:** State and local governments, forest products industry

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**Implementation timeframe:** Short term (0-2 years) to long term (>4 years)  
**Supplemental information:**

1.1.d. Action: Simplify administrative processes regarding the exchange of funds between and within agencies.

**Tasks:**

- 1. Develop simple administrative procedures that allow for easy interagency exchange of funds between and within the Departments of Agriculture and Interior and Bureaus for the collaborative efforts to implement landscape restoration activities and treatments.
- 2. Develop simple administrative procedures that allow for the easy transfer of funds between the federal agencies and state and local governments for the collaborative efforts to implement landscape restoration activities and treatments.
- 3. WRSC should establish a working group to evaluate and alleviate barriers related to the exchanges and transfers of funds to improve effectiveness in all three goal areas from federal inter-agency, and federal to local and state.

**Scope:** National to local  
**Lead:** WRSC  
**Other collaborators:** USFS, DOI, OGC, DOI Solicitor, State and local governments, NGOs  
**Implementation timeframe:** Short term (0-2 years)

**Supplemental information:**

1.1.e. Action: Expand use of the collaborative landscape restoration efforts.

**Tasks:**

- 1. Support existing federal, state, local, tribal, and NGOs landscape treatment programs that integrate programs amongst agencies.
  - o Examples include, but are not limited to, the US Forest Service's Collaborative Forest Landscape Restoration Program (CFLRP).
  - o The DOI Landscape Conservation Cooperatives (LCCs), a network of public-private partnerships that provide shared science to ensure the sustainability of America's land, water, wildlife and cultural resources, with the BLM using a landscape approach with funding through the Healthy Landscape Initiative and other programs.
  - o The Nature Conservancy has championed the Fire Learning Networks that catalyzes the restoration of fire-dependent ecosystems through landscape-scale collaborative planning, regional capacity building, and national coordination

- 1                   2. Distribute information about CFLRP, LLCs, FLN, and the requirements to  
2                   follow existing environmental protection laws.  
3                   3. Develop examples of successes where this process is working.

4                   **Scope:** National and Regional

5                   **Lead:** WRSC

6                   **Other collaborators:** All stakeholders including DOD and TNC

7                   **Implementation timeframe:** Short term (0-2 years) to mid term (2-4 years).

8                   **Supplemental information:** USFS-CFLRP review and monitor expansion; DOI  
9                   establish review and monitor program.

10

11                   ***1.2. Explore data to identify and prioritize landscapes for treatment. This information***  
12                   ***would be provided to sub-geographical stakeholders, decision makers, as well as state***  
13                   ***and federal officials for their consideration and use.***

14

15                   Action: Identify and Prioritize Landscapes for Treatment

16                   Tasks:

- 17                   1. Use completed risk and hazard assessments such as LANDFIRE, Westwide Risk  
18                   Assessment (state and private), Regional Ecosystem Assessments (BLM), State  
19                   Forest Assessments, Community Wildfire Protection Plan risk assessments (state,  
20                   private, federal), and local risk and hazard assessments to prioritize landscapes for  
21                   treatment and for building capacity for collaboration.  
22                   2. Enable local collaborative(s) to use national and regional data to inform scale and  
23                   interconnectivity of priority focal landscapes.  
24                   3. Prioritization should include programmatic maintenance of past treatment areas.  
25                   4. Utilize local and traditional ecological knowledge of fire history and vegetative  
26                   conditions in prioritizing projects and informing the decision making process.

27

28                   **Scope:** National, regional, state and local

29                   **Lead:** WRSC

30                   **Other collaborators:** NGOs

31                   **Implementation timeframe:** Short term (0-2 years) to long-term (>4 years).

32                   **Supplemental information:** Decision-makers at the appropriate level will be  
33                   ultimately responsible for prioritizing landscapes for treatment.

34

35                   ***1.3. Expedite coordinated identification, prioritization, and restoration of damaged***  
36                   ***landscapes as a result of natural disturbances including: insect/disease, hurricanes,***  
37                   ***wildfire, invasives, changing climatic conditions. Identify where investments are not***  
38                   ***likely to restore areas to assist in prioritization of resources.***

39

40                   Action: Expedite Restoration of Damaged Landscapes

1 Tasks:

- 2 1. Establish procedures, authorities and funding to restore landscapes damaged by
- 3 natural disturbances with potential unwanted consequences.
- 4 2. Develop post fire risk assessments for damaged areas and develop tools to address
- 5 fire impacts to include; infrastructure, water, fuels, resources, roads, and access
- 6 both short and long term.
- 7 3. Identify where investments are likely or not likely to restore areas to assist in
- 8 prioritization of resources (i.e. fire regime and climate considerations).
- 9 4. Prioritize investments where funding for response to disturbance can also
- 10 contribute to local collaborative fire adapted community, wildland fire response
- 11 capacities, and biomass opportunities.
- 12 5. Include local stakeholder representatives and potential funding
- 13 agencies/organizations in pre-planning, suppression repair and burned area
- 14 emergency response planning implementation, research and monitoring.
- 15 6. Conduct preplanning and pre position additional suppression resources in areas of
- 16 natural disturbance with potential unwanted consequences.
- 17 7. Consider the full range of management response actions when managing beneficial
- 18 wildfire events in the restoration and maintenance of landscapes (i.e. fire for
- 19 resource benefit, re-ignition of earlier suppressed fires, landscape scale prescribed
- 20 fire projects).

21 **Scope:** Regional to local

22 **Lead:** US Forest Service, DOI Bureaus, NASF, NGOs

23 **Other collaborators:** Local and tribal governments, NRCS

24 **Implementation timeframe:** Short term (0-2 years) to long-term (>4 years).

25 **Supplemental information:**

26  
27

28 *1.4. Work with the Council on Environmental Quality (CEQ) in developing categorical*

29 *exclusions for landscape restoration.*

30 *Based on stakeholder feedback, this recommendation should be adjusted to read:*

31 *1.4. Work with the Council on Environmental Quality (CEQ) in developing more*

32 *efficient NEPA processes for landscape restoration.*

33

34 Action: Improve the Planning Process for Landscape Restoration Projects

35 Tasks:

36  
37  
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39

- 1. Develop a more efficient NEPA process to allow for shorter planning times in implementing projects at a landscape scale, providing guidance and training to decision makers and field personnel.

- 1 2. Explore categorical exclusions opportunities for hazardous fuel reduction projects.
- 2 3. Use and education of CE authority for rehabilitation projects after wildfire and
- 3 expand limits for landscape restoration activities and treatments.
- 4 4. Enable locally developed categorical exclusions to be developed in NEPA compliant
- 5 land management plans, and made applicable across jurisdictional boundaries when
- 6 collaborative consensus can be reached by stakeholders, sovereign tribes, and
- 7 collaborative partnerships.
- 8 5. Fully use the determination of NEPA adequacy for maintenance of existing projects
- 9 that had prior completed NEPA.

10

11 **Scope:** National and Regional

12 **Lead:** US Forest Service

13 **Other collaborators:** Council on Environmental Quality, EPA, OGC, and Solicitor

14 **Implementation timeframe:** Mid term (2-4 years).

15 **Supplemental information:**

16

17

18 *1.5. Where appropriate, utilize CEQ alternative arrangements when restoring*

19 *damaged landscapes as a result of natural disturbances.*

20

21 Action: Seek CEO Alternative Arrangement Guidance

22 Tasks:

- 23 1. Provide information to field units regarding the appropriate use of alternative
- 24 arrangements as a result of natural disasters (i.e. tornados, wind thrown,
- 25 catastrophic wildfire, floods).

26 **Scope:** National and local

27 **Lead:** US Forest Service, DOI Bureaus

28 **Other collaborators:** Council on environmental Quality, EPA, DHS

29 **Implementation timeframe:** Short term (0-2 years) to mid-term (2-4 years)

30 **Supplemental information:**

31

32 *1.6. Examine legislative related barriers that are impeding implementation of*

33 *collaboratively developed landscape health related projects and pursue reform of the*

34 *existing process to increase our effectiveness in active forest and rangeland*

35 *management. (e.g., Endangered Species Act, Equal Access to Justice Act, National*

36 *Environmental Policy Act (NEPA)). Encourage and enlist local, state, tribal, and federal*

37 *environmental regulatory agency representatives to participate actively in*

38 *collaborative efforts to restore resilient landscapes.*

39

40

Action: Examine legislative related barriers.

1 **Tasks:**

- 2 1. Identify the original intent of legislation impacting restoration of resilient  
3 landscapes and compare to current utilization.  
4 2. Evaluate impacts and barriers from legislation and identify potential solutions,  
5 including practical reforms.  
6 3. Inform decision-makers and cooperators of the effect overlaps and inefficiencies,  
7 created by multiple independent environmental laws, have on restoring resilient  
8 landscapes.  
9 4. Collaborate with environmental regulatory agency representatives to reduce  
10 legislative barriers in the restoration of resilient landscapes.  
11 5. Pursue legislative reform to streamline and expedite fuels reduction and landscape  
12 restoration.  
13 6. Develop legislation for permanent Stewardship End Result Contracting including a  
14 20 year contract provision and expansion of the "Good Neighbor Authority."

15 **Scope:** National to local

16 **Lead:** WRSC

17 **Other collaborators:** Environmental regulatory agency representatives, legislative  
18 affairs within US Forest Service and DOI, congressional delegation, WGA, tribes, NACo-  
19 WIR, National League of Cities, and NGOs.

20 **Implementation timeframe:** Short term (0-2 years) to long-term (>4 years).

21 **Supplemental information:**

22  
23

24 **Fire-Adapted Communities**

25 **GOAL:** *Human populations and infrastructure can withstand a wildfire without loss of*  
26 *life and property.*

27 **National Outcome Performance Measure:**

- 28 • Risk of wildfire impacts to communities is diminished.  
29 • Individuals and communities accept and act upon their responsibility to prepare  
30 their properties for wildfire.  
31 • Jurisdictions assess level of risk and establish roles and responsibilities for  
32 mitigating both the threat and the consequences of wildfire.  
33 • Effectiveness of mitigation activities is monitored, collected and shared.

34 **National Output Metrics:**

- 35 1. *Number and percent of communities-at-risk covered by a CWPP or equivalent*  
36 *that are improving their wildland fire preparedness. Evidence that a community*

1 *is improving its wildland fire preparedness can be represented by any of the*  
2 *following:*

- 3  
4 a. *Adoption of "Firewise" or equivalent standards to safeguard property*  
5 b. *Adoption of "Ready, Set, Go!" or equivalent standards to prepare for fire*  
6 *and evacuation*  
7 c. *Enaction of mitigation/fire prevention ordinances*  
8 d. *High priority hazardous fuels identified in a CWPP or equivalent plan are*  
9 *reduced and/or maintained at appropriate fuel levels*

10

11 **Goal 2: Fire Adapted Communities Recommendations and**  
12 **Actions**

13 **2.1. Accelerate achievement of fire adapted communities using existing tools; offer**  
14 **incentives, such as chipping/disposal and incentives for collaboration, etc.**

15

16 Action: Coordinate and Support Programs for Fire Adapted Communities

17

18 Tasks:

19

- 20 1. Synchronize Fire Adapted Communities program, FAC Coalition work and that of  
21 other organizations and programs with similar/related goals at the state, federal  
22 and local levels. Agencies should work cooperatively, with complementary goals and  
23 actions among programs.
- 24 2. Expand scope of existing grant and cost share programs and pursue additional  
25 revenue sources for private land work to strategically reduce wildfire risk and make  
26 communities more fire-adapted in areas of moderate, high and extremely high  
27 wildfire risk. Projects prioritized in CWPPs or tribal equivalent, both in and around  
28 communities and in "middle lands" further from communities, should receive  
29 priority status.
- 30 3. Continue and expand the use of grants and agreements to build collaborative  
31 capacity to develop CWPPs and tribal equivalent to implement collaboratively  
32 developed projects and on the ground treatments at the local level. Additional  
33 assistance should be provided to disadvantaged populations (e.g., the elderly, low  
34 income, etc.).
- 35 4. Negotiate alignment of USDA/DOI hazardous fuels work with FAC/CWPP or tribal  
36 equivalent strategies. Support on the ground fuel hazard reduction projects  
37 identified through CWPPs, regardless of ownership.
- 38 5. Develop and disseminate best practices and sample ordinances for state and local  
39 wildfire zoning and WUI fire and building and development codes. Educate county  
40 commissioners, planning and fire departments, and code enforcement divisions on  
41 the application, maintenance, and enforcement of applicable regulations.

- 1 6. Work on the local level to motivate homeowners through FAC programs. Work with
- 2 insurance partners to identify best practices to incentivize use of Firewise standards
- 3 for fuels reduction and maintenance of reduced fuels over time.
- 4 7. Work with EPA and the state systems (DEQ and State Forester) to replicate
- 5 successful state level burning regulation and the use of burning permit systems
- 6 throughout the Western region.
- 7 8. Conduct a literature search on the effectiveness of fuels treatments and how to
- 8 locate them to maximize effectiveness, and other methods of reducing wildfire risks
- 9 to communities. Disseminate information through existing networks.
- 10 9. Encourage and support social science research that will provide information needed
- 11 to develop and carry out the education programs that will be most effective in
- 12 motivating and/or mobilize communities to become fire adapted.
- 13
  - Engage social science researchers on the subject of how to motivate people to
  - 14 take action to prepare for disasters individually and in groups.
  - Foster and support research to determine what educational approaches and
  - 15 messages, financial incentives and/or disincentives, psychological
  - 16 considerations, and other factors and conditions are most effective in
  - 17 stimulating action to achieve and maintain fire adapted communities.
  - 18

19  
20 **Scope:** National, regional, state, local

21 **Lead:** US Forest Service

22 **Other collaborators:** WRSC, NFPA, DOI, FAC Coalition, Fire Adapted Communities  
23 Program NACo, NFPA Firewise, DEQ, EPA, Firesafe Councils, state and county  
24 foresters, local, state and federal fire managers, IAFC, Forest Service Research  
25 Stations, federal and land management agencies, NGOs, community practitioners,  
26 tribes, IAFF, IAWF, National WUI Council, WFEC/WFLC, FEMA, NRCS, Society of  
27 American Foresters, NASF.

28 **Implementation timeline:** Short-term 0-2 years to long-term

29 **Optional information:** We expect the Forest Service Fire Adapted Communities  
30 Program to provide leadership for the coordination and support for these activities.  
31

32 **2.2 Develop and promote local collaborative capacities to implement fuels treatments**  
33 **and respond to fires.**

34  
35 **Action: Establish and Promote Trained Local Workforce Capacity**

36 **Tasks:**

- 37 1. Create a network of cross-trained crews for on-call response to fire emergencies,
- 38 prescribed fire opportunities, and on-going fuels reduction activities, "Fire Guard".
- 39 2. Develop policy and agreements that make a local "fire guard" both possible and
- 40 desirable.
- 41 3. Describe the concept in enough detail to create pilot projects. Include:
- 42
  - Training and certification of local groups in prescribed fire and wildfire
  - 43 response.

- 1 • Review and revise contracting and agreement structures which currently
- 2 inhibit building local capacity, including payment to organized local "on call"
- 3 crews for fuels reduction, prescribed fire, and wildland fire response.
- 4 • Develop mechanisms and agreements to mutually accept/recognize and/or
- 5 standardize appropriate qualifications across state, federal, tribal, and local
- 6 land and fire management organizations.
- 7 • Develop and maintain local capacities through identification of collaborative
- 8 partner roles, responsibilities, and set-aside actions in agreements that are
- 9 incorporated by reference in socio-economic NEPA analyses.
- 10 • Create an agreement framework for set-asides, supplemental actions, and
- 11 mobilization processes in local area operating plans (5 to 10 years plans
- 12 with a process for annual supplemental addendum).
- 13 4. Create pilot projects in at least three adjacent counties, in one or more states,
- 14 including a tribal area.
- 15 5. In non-pilot areas, use the above identified mechanisms to begin building capacity,
- 16 as requested by local FAC collaboratives and local organizations.

17  
 18 **Scope:** Western Region  
 19 **Lead:** State Fire Marshals or Offices of Emergency Management  
 20 **Other collaborators:** WRSC, Fire management leadership, IAFC, Governors (WGA and  
 21 its Forest Health Advisory Committee), land management leadership, TNC, FAC  
 22 Coalition, Tribal representatives, county commissioners, Offices of Emergency Services,  
 23 local NGOs and contractor representatives, social scientists, AQM leadership, EPA  
 24 leadership  
 25 **Implementation timeline:** Short-term (0 to 2 years)  
 26 **Supplemental information:**

29 *2.3. Enhance campaigns to educate the public about the urgent need for homeowners*  
 30 *to take action, including having statewide, Western, and other coordinated*  
 31 *campaigns. Use videos such as how to protect homes from fire, the importance of fire*  
 32 *in nature, and the need to live with fire.*

33  
 34  
 35 Action: Develop an Integrated Education and Awareness Program

36  
 37 Tasks:

- 39 1. Support a consistent, long term, national and regional public awareness campaign to
- 40 promote understanding of the need for communities to become fire adapted, and to
- 41 motivate individual community members and key community interests –
- 42 government agencies, homeowners, youth, planners and developers, the

- 1 construction industry, ranch and forest-related businesses, etc. – to take positive  
 2 action. The focus for the public at-large is “pre-fire strategy” becoming second  
 3 nature. (e.g., “Only YOU can prevent wildfire!”)
- 4 2. In cooperation with concerned state and local agencies and organizations, provide  
 5 coordinated, consistent area-specific information about potential mitigation  
 6 strategies and tools available to achieve and maintain Fire Adapted Community  
 7 (FAC) status.
- 8 3. Develop a media plan which focuses on the “pre-fire strategy” (FAC) goal.
- 9 • Develop promotional and practical informational materials for young  
 10 audiences. Encourage active involvement of young people in home and  
 11 neighborhood FAC-related assessments and actions. Develop high school  
 12 curricula for inclusion of wildfire mitigation in science classes.
  - 13 • Recruit national media assistance (USDA, NOAA National Weather Service,  
 14 etc.) for information distribution, and enlist private sector, i.e. National  
 15 Geographic, movie theater shorts, hardware retailers, etc.
  - 16 • Collect existing videos from state and local entities (e.g. shorts listed as “fire  
 17 mitigation” on youtube.com) and make publicly available.
  - 18 • Develop public service announcements (PSA) messages and films/video  
 19 library for distribution.
  - 20 • Utilize social media and other interactive tools to encourage and facilitate  
 21 individual and group involvement in FAC activities.
  - 22 • Encourage the creation of FAC-related demonstration sites, and publicize  
 23 them widely.
- 24 4. Coordinate efforts to avoid contradictory messages, eliminate duplication of  
 25 activities, and make the most of available funding.

26  
 27 **Scope:** National, regional, state, local  
 28 **Lead:** Forest Service Fire Adapted Communities Program  
 29 **Other collaborators:** WRSC, existing national, tribal, state, and local level  
 30 communication programs  
 31 **Implementation timeline:** short-term and on-going  
 32 **Supplemental information:**  
 33

34 ***2.4 Facilitate shared learning among communities for fire adaptation.***  
 35

36 **Action: Establish and Maintain Learning Networks**

37 **Tasks:**

- 38 1. Expand The Nature Conservancy’s (TNC) hub and spoke FAC network.
- 39 2. Collaboratively fund workshops and peer learning opportunities.

- 1 3. Increase support for the work of the FAC Coalition and the increased effective use of
- 2 Firewise Communities, USA; Ready-Set-Go, CWPPs, and the tools thereof to achieve
- 3 outcomes.
- 4 4. Develop support (i.e., release time, performance measures, budget) for state and
- 5 agency personnel to provide technical support and work with integrated fire
- 6 management collaboratives at the county, tribal territory, and/or community level.
- 7 5. Negotiate inclusion of local collaborative integrated fire management outcomes in
- 8 agency administrators' performance standards.
- 9 6. Enlist the participation of Social Science research and researchers in the adaptive
- 10 management of this system, to move from shared learning to action.
- 11 7. Facilitate an information collection and dissemination system from pre-planning
- 12 through outcomes and adaptation in an open source approach.
- 13 8. Provide a feedback loop from the local to national levels for adaptive management
- 14 learning and use in the next Cohesive Strategy revision.

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**Scope:** National, tribal, regional, state, watersheds  
**Lead:** TNC Fire Learning Network  
**Other collaborators:** Forest Service FAC Program, FAC Coalition, state and federal land and fire management agencies, tribes, NGOs, communities, local government and fire departments, Watershed Center, all stakeholders.  
**Implementation timeframe:** Short-term 0-2 years to long-term.  
**Supplemental Information:**

25 **2.5. Continue to create and update Community Wildfire Protection Plans (CWPPs)**  
 26 **identifying new funding sources. Be sure to include offices of emergency management**  
 27 **and local response entities, such as the sheriff's offices in planning efforts. Update**  
 28 **CWPPs in areas that have had a wildfire event.**

29  
30 Action: Support CWPP Development and Implementation Resources

31 Tasks:

- 32 1. Identify grant sources which can be used or repurposed administratively or
- 33 legislatively to support development and updating of CWPP efforts at the local level.
- 34 2. Encourage development of CWPPs for all communities/counties at moderate, high,
- 35 or extremely high risk of wildfire. Use CWPP guidance documents:
- 36 <http://www.stateforesters.org/files/cwpphandbook.pdf> and
- 37 <http://www.stateforesters.org/CWPP-community-guide>.
- 38 3. Encourage updating of existing CWPPs for counties/communities that have
- 39 experienced a wildfire event in addition to regularly scheduled updates.
- 40 4. Encourage open source updating and maintenance of the CWPP handbook by the
- 41 population that uses it.

- 1 5. Update the CWPP handbook to include fire management plans or equivalent and  
2 post fire risk analysis and planning (task to the WUI mitigation committee). Include  
3 FAC concepts in CWPPS, to increase homeowner responsibility in preparing homes  
4 and properties for fire.
- 5 6. Develop a system/mechanism to integrate CWPPs into National Forest and DOI,  
6 DOD fire management and planning. Investigate the inclusion of CWPPs into  
7 relevant plans (LRMP, FMP, IRMP, etc.).
- 8 7. Provide information to the state emergency services programs regarding "best  
9 practices" for their role in planning and fire events.
- 10 8. Enlist high capacity local CWPP collaboratives to pilot the inclusion of fire  
11 management planning and post-fire risk analysis in their CWPPs and related  
12 implementation plans.
- 13 9. Integrate fire science into the local context for FAC efforts, including use of fire  
14 behavior models and risk assessments, and fire ecology.
- 15 10. Share successful techniques for engaging individual property owners and WUI  
16 residents in the protection of their own assets.

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**Scope:** National, regional, state and local

**Lead:** State Foresters

**Other collaborators:** FAC Coalition, NFPA Firewise, NACo, IAFC, social scientists, fire ecologists, practitioners from local firesafe councils and similar organizations, fire management leadership, fire learning networks, prescribed fire councils.

**Implementation timeframe:** Short term 0 to 2 years.

**Supplemental Information:**

26 *2.6. Review and modify requirements for technical and financial support of*  
27 *communities through Federal Emergency Management Agency (FEMA), i.e. NEPA*  
28 *administrative processes, and applications for funding.*  
29

30 Action: Streamline and Coordinate FEMA Support Programs

31 Tasks:

- 32 1. FAC workgroup reviews FEMA programs and makes recommendation to FEMA  
33 leadership related to pre-event mitigation needs and administrative processes.

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**Scope:** National

**Lead:** WRSC

**Other collaborators:** WGA, State Foresters

**Implementation timeframe:** Short term

**Supplemental Information:**

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## 2 **Wildfire Response**

3 **GOAL:** *All jurisdictions participate in making and implementing safe, effective, efficient risk-*  
4 *based wildfire management decisions.*

### 5 **National Outcome Performance Measures:**

- 6 1. Injuries and loss of life to the public and firefighters are diminished.  
7 2. Response to shared-jurisdiction wildfire is efficient and effective.  
8 3. Pre-fire multi-jurisdictional planning occurs.

### 9 **National Output Metrics:**

- 10 1. *Percent increase in the number of states with statewide mutual aid agreements compared*  
11 *to prior years*  
12 2. *Percent change in number of firefighter injuries and firefighter fatalities during*  
13 *wildfire suppression activities compared to previous years*

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## 15 **Goal 3: Wildfire Response Recommendations and Actions**

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18 **3.1 Improve response effectiveness by convening state level groups to identify where**  
19 **fire protection exists for all areas within each state. Eliminate unprotected areas by**  
20 **establishing/extending jurisdictional responsibilities. Response cooperators in each**  
21 **state should identify those voids and negotiate to ensure that every acre within the**  
22 **state has designated protection. Promote realignment of protection responsibilities to**  
23 **the organization that is best suited to provide protection (e.g., block protection areas,**  
24 **offset protection agreements, protection contracts).**

25

26 Action: Identify and Adjust Protection Responsibility

27

28 Tasks:

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- 30 1. Convene state level groups to identify where existing fire protection resides for  
31 all burnable areas within each state this calendar year.  
32 2. Response cooperators in each state will identify any voids, current service  
33 levels, or inefficiencies in protection that exist and use annual operating plans to  
34 negotiate to ensure that every acre within the state has designated protection.

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3. Promote realignment of protection responsibilities to the organization that is best suited to provide efficient protection (e.g., block protection areas, offset protection agreements, protection contracts, collaborative local area operating plans, etc.).

**Scope:** Regional, local

**Lead:** GACG

**Other collaborators:** Federal Land Management Agencies, other State Organizations, Local and Municipal Representatives, Tribes, and other jurisdictional entities.

**Implementation timeframe:** Short term (0-2 years)

**Optional Information:** Include any other information the region feels is important to the action, i.e., activity tracking, output-based metrics.

**3.2 Improve firefighter and public safety. Maintain and/or improve an aggressive human caused ignition prevention campaign.**

**3.2.a Action: Develop a Fire Response Risk Management Protocol (National, Regional, Local)**

**Tasks:**

1. Develop and act on a common vision of risk management related to response other than aggressive suppression among, Tribes, community leaders, states and federal agency officials using shared decision support tools by December 31, 2014.
2. Review agency policies to ensure consistency with the vision.

**Scope:** National

**Lead:** WFEC

**Other collaborators:** Federal, state, and tribal agencies with wildland fire use programs, IAFC, NACO,

**Implementation timeframe:** Short term (0-2 years)

**Supplemental information:**

**Tasks:**

3. Develop a standard risk management process for wildland firefighting agreed to by all stakeholders by December 31, 2015.
4. Assign task to NWCG workgroup.
5. Include appropriate level of review by representatives from National, Regional, and local fire jurisdictions.
6. Institutionalize process in NWCG guides.
7. Establish a monitoring plan to review/modify the process after significant wildland fire use events

**Scope:** National

**Lead:** NWCG

1 **Other collaborators:** Federal, state, and tribal agencies with wildland fire use  
2 programs, IAFC, NACO,

3 **Implementation timeframe:** Short term (0-2 years)

4 **Optional information:**

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6 Tasks:

- 7  
8 8. Avoid management decisions that transfer risk or increase threats to other ownerships  
9 without dialogue and shared understanding. Engage all partners in preseason response  
10 planning to determine and map aggressive suppression areas prior to the next  
11 firefighting season.  
12 9. Develop a local unified vision pre-season through annual operating plans and involve  
13 affected agencies and stakeholders.  
14 10. Engage key stakeholders (including key community leaders) in preseason response  
15 planning, especially when other than aggressive suppression is being proposed in the  
16 response area.  
17 11. Map areas where aggressive suppression is the expected initial response.  
18 12. Discuss plans for areas and situations (weather, time of year, vegetation types, etc.)  
19 when aggressive suppression is not the desired response.  
20 13. Develop a common understanding of the decision process and role of key individuals  
21 when fires are being considered for other than aggressive suppression response.  
22 14. Identify key stakeholders to be contacted when considering other than aggressive  
23 suppression response on new fires.  
24

25 **Scope:** Local

26 **Lead:** Local, Federal, and Tribal Wildland Fire Management Agency planning for  
27 wildland fire response.

28 **Other collaborators:** Local Federal, state, and tribal agencies with wildland fire use  
29 programs, adjacent landowners and fire protection jurisdictions.

30 **Implementation timeframe:** Short term (0-2 years)

31 **Supplemental information:**

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33 3.2.b. Action: 1. Reduce wildland firefighter and public exposure to smoke and other toxic  
34 substances (both immediate and chronic). 2. Reduce wildland firefighter exposure to heat  
35 related illness..

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37 Tasks:

- 38  
39 1. Complete a literature search and assessment of existing studies (including  
40 international) related to the impacts of smoke and other toxic substances on  
41 responders and the public, and synthesize the recommendations for use in  
42 mitigation guidelines.  
43 2. Provide guidelines to minimize wildland firefighter exposure to smoke and  
44 other toxic substances, both short term and long term (chronic).  
45 3. Complete an assessment of existing studies (including international) related  
46 to the contributing factors of heat related illness to firefighters and  
47 synthesize the recommendations for use in mitigation guidelines.  
48 4. Provide guidelines to minimize wildland firefighter exposure heat related  
49 illness.

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2 3.2.c. Action: Create a national, all lands, all hands wildland fire accident and injury  
3 reporting system.  
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6 Tasks:  
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- 8 1. Develop a national wildland firefighter health and safety reporting system  
9 for all wildland agencies and jurisdictions that gathers and tracks accidents,  
10 incidents, and "no fault" close calls and supports a safety culture that  
11 effectively assess risks and offers acceptable safe practices.  
12 2. Task the NWCG Risk Management Committee to design a proposal to offer  
13 the NWCG Executive Board that establishes a reporting commitment from  
14 each supporting agency (DOI, FS, NASF, USFA) to annually provide wildland  
15 injury and accident statistics in a consistent way for a comprehensive  
16 database to track trends in firefighter exposure. Attempt to establish this  
17 data profile by 12/31/2014.  
18 3. Initiate a wildland firefighter exposure log that is used to record deviations  
19 and risk exposure in a comprehensive manner. This process should be a no  
20 fault process.

21 **Scope:** National

22 **Lead:** NWCG Risk Management Committee

23 **Other collaborators:** Forest Service Research, CDC-NIOSH, IAFF, IAOW, IAFC

24 **Implementation timeframe:** Short term (0-2 years), Mid-term (2-4 years)

25 **Supplemental information:** Include any other information the region feels is  
26 important to the action, i.e., activity tracking, output-based metrics.  
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29 3.2.d. Action: Establish a Fire Preparedness Program

30 Tasks:  
31

- 32 1. Collaboratively establish (with land management agencies, fire response  
33 organizations, law enforcement agencies, emergency management, Red Cross, and  
34 Public Health departments) evacuation plans and places for people, pets, and  
35 livestock that include facilities that can accommodate people with special needs.  
36 2. Develop a clear, concise, consistent education and awareness program using a full  
37 range of communication tools, including social media.  
38 3. Establish and enforce state, tribal, and/or local ordinances related to wildfire  
39 prevention.  
40 4. Use "cost recovery and restitution" authorities in a consistent manner as an active  
41 fire prevention measure.  
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44 3.2.e. Action: Develop a human factors-based approach to wildfire ignitions prevention.

45 Tasks:

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1. Establish at the USFS Regional Forester and State Forester level a multi-agency task force to evaluate fire causes categorized by damage and cost. With interagency task forces, develop actions to prevent high priority ignitions that are the most expensive and cause the most damage. Shift resources from suppression to this effort for three to five years and evaluate effectiveness annually, compared to a baseline. Possible actions after the analysis are:
  - Improved fire prevention public education;
  - Recommended changes to enforcement options;
  - Engineering enhancements that would reduce ignitions.
2. Human-caused wildfire ignitions and fire escapes result from sequences of human behaviors. Develop effective fire prevention approaches based on the behavior patterns that lead to ignitions and escapes.
3. Develop a new Fire Cause Classification system to be used by all agencies and jurisdictions based on human behaviors that lead to human-caused wildfires. Develop a single fire cause classification system.
4. Develop a robust Fire Prevention and Education Research program in the US Forest Service research stations, in the USGS, and at land grant universities. Research should focus on human dimensions and human factors of wildfire prevention. Continue and expand research in support of fire adapted communities.
5. Develop a Prevention Education, Knowledge Utilization, and Technology Transfer Program. A body of knowledge about prevention and education effectiveness exists in the field of Public Health and other areas outside of fire. Use an evidence-based approach to prevention and education that is based on science as well as considered experience. Recruit the Cooperative Extension Service as a key partner in knowledge utilization and technology transfer.
6. Fire Information: Direct the fire information focus to serve people whose lives, property and values are endangered by wildfire. Train fire information officers in the best communication practices and communicating information to help people cope with the threat of wildfire. Fire information can reduce economic and social disruption, fire losses, and psychological distress. Fires (both wild and prescribed) provide "teachable moments" during which fire education objectives can be met.

**Scope:** National and regional  
**Lead:** Centers for Disease Control (Prevention, Public Health), and Forest Service  
**Other collaborators;** State Foresters, USFS, DOI, fire chiefs, State Attorneys General, State Fire Marshals, tribes (Coordinating Group), electrical utility industry, railroad industry, timber industry, fluid minerals development industry. National Fire Administration, NWCG, USFS Research, USGS Research, Cooperative Extension Service, NACo, National League of Cities, National Fire Information Officers.  
**Implementation timeframe:** Short-term 1 to 2 years to long-term  
**Supplemental information:**

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2 **3.3. Integrate local, state, federal, tribal, and private response capacity. Identify where**  
3 **the greatest opportunities exist in communications, training, qualifications,**  
4 **mobilization, and instruments.**

5

6 3.3.a. Action: Integrate Incident Communications

7

8 Tasks:

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- 10 1. Ensure communications interoperability and resolve the radio incompatibility  
11 issues for responders to include: digital, analog, narrow band, wide band  
12 systems.
- 13 2. Continue to measure the three response goals established in the DHS 2008  
14 National Emergency Communications Plan.
- 15 3. Continue to implement the goals and actions set out in the NMAC Action Plan of  
16 2005 regarding narrowband and wideband radio systems.
- 17 4. Develop national interagency policy, leadership and direction for fireline  
18 communications. Include all cooperators in the development of the national  
19 policy.
- 20 5. Increase understanding and professional development training regarding radio  
21 issues to ensure proficiency of radio technicians in all wildland fire agencies.
- 22 6. Provide key stakeholders with a single comprehensive strategy and a process to  
23 report and provide oversight for radio communications issues.
- 24 7. Define the level of radio coverage, from a risk management standpoint, that is  
25 acceptable to key wildland fire stakeholders.

26

27 **Scope:** National, Regional, local

28

**Lead:** DHS, NWCG

29

**Other collaborators:** Responsibilities for this action plan lie with the NWCG IT  
30 Committee and its subordinate Incident Communications Sub-Committee.

31

**Implementation timeframe:** Short term, mid-term (2-4 years) or long-term (>4  
32 years).

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3.3.b. Action: Develop a national wildland fire qualifications system that applies to, and is  
35 accepted by all firefighting agencies and departments by December 31, 2014.

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Tasks:

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- 40 1. WRSC Supports DHS to continue development of all risk/all hazard  
41 qualifications system and complete the system by 12/31/13.
- 42 2. NWCG and OWDC will streamline and build 310-1 based on the differences in  
43 the DHS All Risk Position Descriptions and the functional requirements for the  
44 wildland fire workload. This will be completed by 12/31/14.
- 45 3. Develop criteria and procedures for evaluating and crediting all previously  
46 acquired wildland fire training and experience in meeting national wildland fire  
qualification system standards.

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4. IAFC will continue to offer NWCG cross walk and recognition for prior learning process solutions to meet the 310-1 expectations without additional training requirements.
5. Expand use of live fire training scenario opportunities (prescribed fires and simulated incident within incident) to meet requirements for wildland fire task evaluations.
  - OWDC will modify existing task book requirements to broaden the simulation capability.
  - Identify opportunities to use existing events to simulate or evaluate existing qualifications and complete new qualifications for currency maintenance.

**Scope:** National, Regional, local  
**Lead:** NWCG (OWDC), and DHS.  
**Other collaborators:** IAFC, IAFF, IAWF  
**Implementation timeframe:** Short term (0-2 years).  
**Optional Information:** Include any other information the region feels is important to the action, i.e., activity tracking, output-based metrics.

Tasks:

6. Invest in sub-geographic collaborative training and development programs and projects.

**Scope:** Regional, local  
**Lead:** GACCs, local fire cooperators  
**Other collaborators:** Agency and/or organization  
**Implementation timeframe:** Short term (0-2 years); mid-term (2-4 years) or long-term (>4 years).  
**Optional information:** Include any other information the region feels is important to the action, i.e., activity tracking, output-based metrics.

**3.4. Increase capacity where necessary in order to improve overall local response effectiveness and reduce the need for external (non-local) resources.**

**3.4.a. Action: Local Response Capacity Building (Jobs)**

Tasks:

1. Establish a group with appropriate expertise (program managers: examples may include: Americorps, YACC, Dept. of Labor, USFS Job Corps, Veteran's Green Corps, Civilian Conservation Centers, Board, state employment agencies) to explore and develop solutions to increase local recruitment and retention of tribal, volunteer, community surge capacity, personnel, private, fire response resources.

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**Scope:** Regional, local  
**Lead:** (Unsure at this time)  
**Other collaborators:** USFS, DOI, DOL, States, tribes, VFD representatives, NACo  
**Implementation timeframe:** mid-term (2-4 years)  
**Optional information:** Include any other information the region feels is important to the action, i.e., activity tracking, output-based metrics.

3.4.b. Action: Increase connectivity of DHS and related Bureaus grant capability with the goals of the Cohesive Strategy.

Tasks:

1. Evaluate and assess federal DHS grant programs to more closely align with the Cohesive Strategy goals and maximize community awareness of funding sources.
2. Make recommendations for adjustments to more closely align with the Strategy.
3. Provide a user guide or other tool and ensure broad distribution for the end user.

**Lead:** USFA  
**Other collaborators:** IAFC, IAFF, IAWF  
**Implementation timeframe:** Short term (0-2 years);  
**Optional information:** We are considering the expansion of this action to include all applicable grant issuers and posting updated information on the ForestsandRangelands.gov website for use by communities.

3.4.c Action: Increase local capacity to provide and support and development of type three Incident Management Organizations.

1. Increase local capacity to provide and support development of type three Incident Management Organizations.
2. Local interagency fire cooperators will reach beyond traditional recruitment sources; examples may include NGOs, private contractors, local government, and tribes.
3. Provide training, equipment, and emergency hiring opportunities to boost type three organizational capabilities.

**Scope:** Regional, local  
**Lead:** Local MACG  
**Other collaborators:** Agency and/or organization  
**Implementation timeframe:** Short term (0-2 years)  
**Optional Information:** Include any other information the region feels is important to the action, i.e., activity tracking, output-based metrics.

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16 **Appendix 1 Acronyms**

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18	BIA	Bureau of Indian Affairs
19	BLM	Bureau of Land Management
20	CAR	Community at Risk
21	CDC-NIOSH	National Institute for Occupational Safety and Health
22	CRAFT	Comparative Risk Assessment Framework and Tools
23	CS	Cohesive Strategy
24	CSSC	Cohesive Strategy Subcommittee
25	DOI	Department of the Interior
26	EMDS	Ecosystem Management Decision Support System
27	EPA	Environmental Protection Agency
28	FACA	Federal Advisory Committee Act
29	FEMA	Federal Emergency Management Agency
30	FFT2	Firefighter 2
31	FLAME Act	Federal Land Assistance, Management and Enhancement Act of 2009
32	FLN	Fire Learning Network
33	FPA	Fire Program Analysis
34	FPU	Fire Planning Unit
35	GACC	Geographic Area Coordinating Center
36	GAO	General Accountability Office
37	HFI	Healthy Forests Initiative
38	HFRA	Healthy Forests Restoration Act
39	HVR	Highly valued resource
40	IAFC	International Association of Fire Chiefs
41	IAFF	International Association of Fire Fighters
42	IAWF	Inter Association of Wildland Fire
43	ICS	Incident Command System

1	<b>IQCS</b>	<b>Incident Qualification and Certification System</b>
2	<b>ITC</b>	<b>Intertribal Timber Council</b>
3	<b>JFSP</b>	<b>Joint Fire Science Project</b>
4	<b>LLMPs</b>	<b>Land Management Plans</b>
5	<b>LRMPs</b>	<b>Land and Resource Management Plans</b>
6	<b>MACG</b>	<b>Multi Agency Coordinating Group</b>
7	<b>MOU</b>	<b>Memorandum of Understanding</b>
8	<b>NACo</b>	<b>National Association of Counties</b>
9	<b>NASF</b>	<b>National Association of State Foresters</b>
10	<b>NEMAC</b>	<b>National Environmental Modeling and Analysis Center (UNC</b>
11	<b>Asheville)</b>	
12	<b>NEPA</b>	<b>National Environmental Protection Act</b>
13	<b>NFPA</b>	<b>National Fire Protection Association</b>
14	<b>NGO</b>	<b>Non Governmental Organization (e.g. nonprofit)</b>
15	<b>NICC</b>	<b>National Interagency Coordination Center</b>
16	<b>NIFC</b>	<b>National Interagency Fire Center</b>
17	<b>NLC</b>	<b>National League of Cities</b>
18	<b>NMAC</b>	<b>National Multi Agency Coordinating Group</b>
19	<b>NOAA</b>	<b>National Oceanic and Atmospheric Administration</b>
20	<b>NPS</b>	<b>National Park Service</b>
21	<b>OMB</b>	<b>Office of Management and Budget</b>
22	<b>OWDC</b>	<b>Operations Workforce Development Committee</b>
23	<b>PPE</b>	<b>Personal protective equipment</b>
24	<b>QFR</b>	<b>Quadrennial Fire Review</b>
25	<b>RFA</b>	<b>Rural Fire Assistance</b>
26	<b>RFD</b>	<b>Rural fire department</b>
27	<b>RSC</b>	<b>Regional Strategy Committee</b>
28	<b>SFA</b>	<b>State Fire Assistance</b>
29	<b>TNC</b>	<b>The Nature Conservancy</b>
30	<b>USDA</b>	<b>U.S. Department of Agriculture</b>
31	<b>USFS</b>	<b>U.S. Fish and Wildlife Service</b>
32	<b>USGS</b>	<b>U.S. Geological Survey</b>
33	<b>VFA</b>	<b>Volunteer Fire Assistance</b>
34	<b>VFD</b>	<b>Volunteer fire department</b>
35	<b>WFDSS</b>	<b>Wildfire Decision Support System</b>
36	<b>WFEC</b>	<b>Wildland Fire Executive Council</b>
37	<b>WFLC</b>	<b>Wildland Fire Leadership Council</b>
38	<b>WG</b>	<b>Working Group</b>
39	<b>WGA</b>	<b>Western Governors' Association</b>
40	<b>WRSC</b>	<b>Western Regional Strategy Committee</b>
41	<b>WUI</b>	<b>Wildland Urban Interface</b>
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