

JOSEPHINE COUNTY INTEGRATED FIRE PLAN LESSONS
LEARNED: AN EVALUATION OF THE PLANNING PROCESS

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OVERVIEW

Josephine County officials initiated development of the Josephine County Integrated Fire Plan (JCIFP) in July 2003, along with several federal, state, and local partners. The Plan mission is to protect against potential losses to life, property, and natural resources from wildfire. After more than a year of coordination, the Josephine County Board of Commissioners officially adopted the JCIFP in November 2004. Upon completion of the document, Resource Innovations set out to identify some of the successes and challenges of the JCIFP process.

This report seeks to assist those implementing the Plan by: 1) strengthening internal communication; 2) describing outcomes that partners most want accomplished in 2005 and beyond; and 3) offering recommendations on how partners can maintain an effective and collaborative process long into the future. Moreover, this evaluation will provide a baseline analysis that can be used in future evaluations to identify how partners perceive the effectiveness of the JCIFP over time. This evaluation profiles survey participants, provides a summary of survey results and evaluates the planning process used in developing the JCIFP. This section also highlights recommendations for sustaining an effective and comprehensive wildfire protection plan in Josephine County.

Survey Methodology

In November of 2004, Resource Innovations sent out surveys by e-mail to a total of 125 people. Of those 125, only 75 represented federal, state, or local partners directly involved in the development of the Josephine County Integrated Fire Plan. (The remaining 50 people had attended public meetings or were partners from Jackson County.) In all, seventeen people responded to the survey (14% of all people surveyed and 22% of JCIFP partners). Of those 17, 15 indicated they had joined the process in order to assist their agency, organization or community in reducing wildfire risk; 14 had served on at least one of the Plan's five committees; and six had attended community meetings in their community. The return rate was low, but not altogether atypical for a mail survey of such length and depth. In the future, formal interviews, in person or by phone, may be a better means of collecting data and evaluating the outcomes, success and challenges of the plan.

Survey Results

The results of this survey provide a baseline evaluation of the JCIFP process that may be compared to other evaluations conducted at a future date (e.g., annually, biannually, etc.). As only 17 people responded to the survey, the results do not describe all the successes and challenges of the JCIFP experience. However, the majority of those responding indicated that, through its first year, the JCIFP process has been a success. This success was attributed primarily to the collaborative environment that has been created, as well as the effective coordination of information and protocol that has occurred between federal, state, and local entities. Participants were pleased with the completion of the written document, the education and outreach, and actual fuels reduction projects that have occurred. Those less satisfied with the outcomes of the Plan after one year expressed some frustration with the lack of specific implementation plans and activities, the failure to find any long-term federal funding, and the absence of certain stakeholders during the process.

Partners agreed that continued success of the program is dependent upon a few specific conditions, the most important of which is reliable funding for the implementation and monitoring stages of the JCIFP. Other desired outcomes included continued agency commitment, the active involvement of key stakeholders who have not historically been as engaged (e.g. related businesses, insurance agencies, and the general public), as well as expanded outreach and education on wildfire preparation—especially to the more rural populations in the County.

Evaluation of JCIFP Goals and Objectives

The JCIFP Executive Committee established nine goals for the JCIFP. These goals, as well as the objectives of each sub-committee are listed in Appendix B. Partners surveyed overwhelmingly agreed that the goals have been met through the first year. *“The goals have been achieved. Interaction with the public has taken place. The plan has been completed,”* declared one participant. Most participants did not specifically say how the JCIFP goals were being achieved, but did describe that their own goals had been met through collaboration, coordination, and networking—none of which are specified in the JCIFP goals. Not all participants felt that the Plan had met its goals. Some respondents indicated they had not seen the results, funding, or involvement from key players that they were looking for.

One condition of accessing and utilizing federal dollars (one of the nine JCIFP goals) is meeting federal requirements for wildfire protection plans. When asked, a large majority of respondents acknowledged that the Plan meets or exceeds all requirements for federal programs, including the National Fire Plan (NFP) of 2000 and the Healthy Forests Restoration Act (HFRA) of 2003.

Respondents indicated that most, if not all, of the Plan’s goals are still realistic. A few of them indicated that they believed the most salient goals included maintaining strong engagement of local fire districts and prioritizing actions for hazardous fuels reduction in the area. One described realistic goals as those that were tied to the Plan *“in a mechanical sense,”* which may be interpreted as those where specific actions can be taken, whereas *“the goals that require behavioral changes and long term commitments politically, financially, or organizationally are more challenging. . . .”* Numerous respondents expressed significant skepticism regarding funding issues and how they threaten to delay the implementation timeline.

One third of the respondents offered additional goals they would like to see the JCIFP focus on in the coming year. These included:

- Landscape treatment;
- Further outreach and education;
- Monitoring of fuels reduction work;
- Assisting Jackson County with their fire plan; and
- Creation of a permanent county position to coordinate and maximize resources for fire issues.

Although most respondents agreed that there are adequate resources for *current* activities, less than one-third believed there would be enough resources to sustain implementation activities in the future. This was the procedural limitation respondents most commented on in the survey. Many participants recognize that state and federal funding is in short supply, leading some to fear that landowners will have to absorb much of the financial burden or many fire hazard reduction projects on both public and private lands will go unimplemented. Several respondents offered solutions to this dilemma, such as partnering with insurance agencies, increasing education and outreach to minimize future costs of suppressing wildfire, and seeking additional grant funding.

Collaboration and Special Needs

Two questions on the survey dealt specifically with the aspect of collaboration within the JCIFP process. Respondents overwhelmingly agreed that a collaborative environment had been developed during the JCIFP planning process and was one of the Plan’s greatest successes. Many people praised the balanced representation of federal, state and local agencies and the equal amount of influence shared by each. Respondents also lauded the sharing of ideas and information that occurred throughout the process, commenting, *“The meetings that I have attended have been very open and*

have had a strong 'work together' attitude," and "(The process) was developed in a collaborative and transparent manner." One participant also pointed out, *"identifying local fire districts as the primary implementation organizations neutralizes some, but not all, of the political issues."*

Despite praise given to the JCIFP's collaborative process, only half of the respondents felt that all critical stakeholders were actively involved in the process. The lack of citizen involvement was mentioned several times: *"(The) bulk of this responsibility MUST lie with the individual and neighborhood landowner who stands to lose in a wildfire event,"* and *"I don't see enough local citizens involved in the process..."* were among the comments heard. Other groups missing from the process included environmental organizations, timber industry, realtors, builders, homeowners associations, and insurance industry.

When it came to involving the low-income and special needs communities, a vast majority agreed that the JCIFP has done an effective job. Participants stated that having a committee devoted to distributing *"community outreach flyers"* and *"engaging local social service agencies"* was especially effective in involving the special needs community.

Outreach Materials

This section evaluated three different outreach tools in use as of November 2004: 1) a newsletter, 2) a web site, and 3) an educational flyer and poster on home clean-up and evacuation. The survey asked participants how useful they found each and how each might be improved in the future.

Throughout the planning process, Josephine County submitted a quarterly newsletter to all project partners. Updates also went out to all citizens in Josephine County through a county newsletter. As illustrated in Figure 1 above, respondents considered the newsletter the most effective outreach tool. *"(The newsletter) provides my agency with information not readily available in my community,"* responded one partner. Others suggested inserting it into the local newspaper to expand its visibility. The newsletter, however, was discontinued as of January 1, 2005.

Josephine County (through the contractor working on the fire plan) put all information about the fire plan on a web site (www.co.josephine.or.us/wildfire/) at the beginning of the planning process. The web site was considered quite useful for many of the same reasons as the newsletter. Several respondents did, however, note that the URL (site address) was too complex to be easily recalled.

In the spring of 2004, the Education and Outreach Committee developed a brochure and poster for distribution among County social service agencies and community-based organizations. The target population for the poster included low-income, elderly and disabled citizens. The educational brochure and poster was found to be much less useful than the other outreach materials. The fact that few partners had actually seen them in use may have contributed to this assessment.

This brochure was intentionally designed for the special needs population. Mitigation actions could be done in a few hours with no financial investment that would result in lowering the risk of their homes burning in a wildfire. The social service agency representative reviewing the brochure supported this objective. She reported that the special needs residents who received the brochure liked it. She also said the social service agencies were using it as a goal setting exercise for their clients. It set goals realistically achievable in a short period of time with tangible results. A few respondents advocated for the *"one-on-one opportunity that comes from community meetings,"* as well as forums and open houses at local fire districts. Some respondents suggested increasing public service announcements through radio, local and community access television, flyers, and by creating a presentation that could be given at churches, clubs, schools, and business locations.

Desired Outcomes

Partners were asked to describe outcomes from the development and implementation of the JCIFP they would most like to see in the next year. Selected examples are highlighted below:

Fuels reduction planning and implementation

- *“Active management of Federal, state and private forest lands to reduce fire hazard and risk.”*
- *“A five-year fuel reduction plan that integrates private and federal projects. A template for local community fire planning efforts that tiers to JCIFP.”*
- *“... the beginnings of projects with local community support get started.”*
- *“Accomplishment of demonstration areas to inspire public acceptance and approval.”*

Education and outreach

- *“Public awareness of the things (community members) need to do to protect their homes.”*
- *“Public education.”*
- *“An on-line learning website for people to learn the fundamentals of fire ecology and defensible space.”*

Coordination and action within the committees

- *“There’s been great coordination between a variety of diverse agencies that I’d like to see continue.”*
- *“Agreement on tactics and philosophy.”*
- *“Implementation of the red-yellow-green system of working with landowners...”*
- *“Group participation of all agencies.”*

Expansion of the coalition

- *“...buy-in from insurance and real estate folks to support the work.”*
- *“Expand coalition. Increased clout through association with other groups.”*

Conclusion

While a limited number of partners responded to the survey, their comments suggest that many people involved with the Plan during its first year see it in a very positive light. The success of the JCIFP appears to be tied to a few key factors: the collective investment in a common cause, the coordinated effort to link agency and local knowledge and technical capabilities, and the skills of JCIFP facilitators that helped produce a complete document through a collaborative planning process. Strong relationships that formed during the planning process have been fostered.

Participants affirm that the JCIFP has met the majority of their goals and expectations but remain cautiously optimistic that its goals will continue to be accomplished in the coming years. Continued funding is an obvious challenge that they acknowledge will require continued pursuit. The simple fact that the Plan has been completed and adopted by the Josephine County Board of Commissioners opens doors to potential funding. Yet, as more and more communities create community wildfire protection plans, competition will increase and available funds will become limited. This makes it all the more important to be as effective and efficient as possible with the funds available now and in the immediate future.

Continued agency commitment and public education are other factors JCIFP partners see as instrumental to the future success of the Plan. Both are also dependent upon funding and therefore require the attention of decision-makers. Partners must not allow complacency to set in, and must keep the Plan’s overall goals in mind as they embark upon implementation. Indeed, as one

respondent commented, the goals that require behavioral changes and long-term commitments politically, financially, or organizationally *are* more challenging.

The County has taken steps to move forward with implementation of plan after one year. In 2005, the Board of County Commissioner's dedicated \$10,000 for education and outreach. This money funded the creation and dissemination of a brochure for multiple audiences encouraging defensible space actions, as well as a series of community fire planning meetings in the unprotected areas of the County. This action by the Board of Commissions has been key to keeping the momentum going. Educational events such as the free woody debris disposal day (held April 16, 2005) at Jo-Gro, the City of Grants Pass' composting facility, help to increase awareness among citizens of the Plan's purpose and objectives. The ongoing community outreach meetings and coordination also allows partners the opportunity to make connections with some of the people at the greatest risk.

Recommendations

Based on findings from this evaluation, we provide a series of recommendations for partners involved in the JCIFP to consider as they move forward with implementing the Fire Plan.

1. All partnering agencies and organizations involved should dedicate resources towards continued participation in JCIFP activities

Continued participation of partnering agencies is critical to the enduring success of the JCIFP. While there may be no replacement for the accumulated knowledge, familiarity, and experience of individuals within the process, agency commitment will help the Plan survive inevitable turnover and transition down the road. Current partners should continue dedicating appropriate levels of staff time towards this very important process.

2. The Emergency Management Board should update the JCIFP goals and objectives to ensure clarity and consistency with program progress

Goals are integral to an organization's focus and as measures of success. Partners involved in this survey, however, tended to define success more by their own reference points than by the goals of the JCIFP. Several partners also broadly stated that *all* goals and objectives were realistic in the coming year, without specifying why. Though these reactions may reflect self-interest or ardent optimism within the group, they may also result from overlapping themes within the goals themselves. The Emergency Management Board and each Committee should revisit the goals and consider grouping them according to themes or by priority.

3. Increase and enhance communication between all program partners

Some partners indicated that they were not aware of the actions of other sub-committees and felt somewhat estranged from the rest of the process. To ensure strong communication, the Emergency Management Board could institute a policy of comprehensive quarterly updates. Chairs of each sub-committee would be responsible for giving quarterly summaries (including key actions taken, motions discussed, etc.) to the Emergency Management Board to be compiled and published on the JCIFP website. Chairs would also be responsible for disseminating hard copies of the compiled updates to each member of their sub-committee.

4. Pursue diverse sources of grants and designate a diverse selection of recipients

The fact that the Plan has been finished and adopted by the Board of Commissioners increases Josephine County's competitiveness for some federal grants. It is in the County's best interest to apply for these and other non-conventional grants to maximize opportunities for future funding. This will be especially important as other communities around the state and the country develop community wildfire protection plans of their own and meet eligibility requirements for the same finite funding. Additionally, funding could be dispersed to the agency or agencies best suited to handle the intended projects, and spent on projects with the greatest on-the-ground impacts (i.e. fuels reduction pilot projects and/or mapping base level vegetation data to enhance GIS and fuels modeling capabilities).

5. Expand the coalition to include those not involved in the past (e.g., local businesses and industry, environmental and community groups, etc.)

It is important to include other groups in deciding how the JCIFP will best be implemented. Their participation will be essential from both a financial and logistical perspective, and may help prevent future conflict. There is great opportunity to engage local businesses and industry in supporting education on fire related issues. Those businesses that have a vested interest in people protecting their homes and properties (e.g., insurance companies) may see an incentive in supporting mitigation activities. They may play important roles in initiating innovative ideas such as stewardship contracting or other community projects. Partners must also continue to pursue community member input and participation to guarantee the best possible local information and support.

6. Diversify the sources of support for education and outreach

Wildfire risk is an issue that people often only become aware of when it is already threatening their home. The only way to change this reality is to instill an ethic of responsibility within residents that will drive common sense decisions. The community fire planning meetings currently being held are essential to building relationships between citizens and the rural fire districts, as well as other public agencies and community-based organizations. A coordinated advertising campaign using television, radio, and news media can help disseminate information on wildfire protection procedures. Local businesses could sponsor community service announcements. Lastly, there are additional opportunities to reach out to members of the public through multi-media presentations given by partners at local clubs, schools, and religious functions, among other locations.

7. Continue to emphasize prioritization and implementation of fuels mitigation projects

Fuels reduction projects also remind and instruct residents of what they can be doing around their own homes. Projects should be located in heavily trafficked areas (near to major roadways, shopping centers, parks, etc.) and announced in the form of placards or other means.

8. Continue to monitor the successes and challenges of the collaborative process and implementation of the JCIFP.

The results of this survey may be used to compare the effectiveness of the JCIFP over time, as conditions, factors and personnel change. Conducting similar evaluations every one or two years will help to monitor the challenges and successes with plan implementation, while capturing the opinions of partners who have been involved from onset of the process, as well as those who are new to the plan. Focus in the future should revolve around the effectiveness of the Plan as a guiding document for partners immersed in implementation and whether or not the desired conditions outlined in the plan are being met. Phone or in-person interviews may elicit a more representative sample of respondents than a lengthy mail survey.

APPENDIX A: SURVEY QUESTIONS AND RESPONSES

Most survey questions were in a "Yes/No" format, while others asked respondents to rate the relative effectiveness of elements of the planning process. The survey also provided space for additional written comments. We then recorded responses from the returned surveys (17) into a database and calculated the percentages of each answer. Results include real as well as valid percentages to account for participants who chose not to answer specific questions. In cases where respondents answered both "Yes" and "No" to a question, a separate category was created.

Totals may amount to more than 100% due to multiple responses from the same participant.

Valid percents have been calculated for answers in which one or more participants did not provide a response.

Personal Information

1. What role did you play in the development of the Josephine County Integrated Fire Plan? (Check all that apply)

- 82.4% - I participated on a JCIFP Committee
- 17.6% - I assisted in gathering information for the plan
- 35.3% - I attended a community fire plan meeting in my community
- 11.8% - Other

2. How did you hear about the JCIFP process?

- 58.8% - Organization or agency supervisor directed my participation
- 11.8% - County Government
- 23.5% - A local fire district
- 0.0% - The JCIFP Quarterly Newsletter
- 0.0% - The Josephine County Newsletter
- 5.9% - The Grants Pass Courier
- 5.9% - Other

3. What were your goals in joining the JCIFP process?

- 88.2% - Assist my agency, organization or community in reducing wildfire risk
- 17.6% - Learn more about wildfire issues
- 23.5% - Find funding for wildfire related projects
- 17.6% - Other

4. Have your goals been met?

82.4% -Yes 17.6% -No

If yes, how?

- *Yes. I am very pleased that BLM has been able to find a way to help and cooperate with local agencies and communities. I feel that the process has been very organized and smooth.*
- *A lot of my planning work has been in coordination with the JCIFP and the plan has been included in the County Natural Hazard Mitigation Plan. Additional support for the Special Needs Populations was very helpful.*
- *Plan meets or exceeds all requirements for federal programs. It was developed in a collaborative and transparent manner, building relationships that will be beneficial into the future.*
- *This plan has helped increase the awareness of the public to the dangers of wildfire near their homes. It will hopefully bring much action by the public to address this issue.*
- *Yes, full participation, coordination of efforts and projects.*
- *They were met in part by my participation in a planning effort to incorporate local fire agencies and the community in fire planning and awareness.*
- *Yes, Networking with other response agencies. Clarifying with other response agencies what my agency can/cannot do in the event of a disaster.*
- *We were able to provide agency insight with respect to this issue, share information and plans, and develop relationships with cooperating partners.*
- *Public awareness, fuels reduction, FEMA support, strengthened working relationships with*

cooperators.

- Yes, networking with other folks, learning about what is going on and getting feedback on ideas as well as being accountable for having them. It has been a very good experience for me.
- Lane and I have written a public service announcement script for waste burning. It is to be filmed and aired in November. Others will follow.
- I know more now about the possibilities and prospects of changing scary fire hazard situations.
- Regarding assistance to the community - It's increased coordination to maximize use of materials. Also helpful in honing the message.
- Yes, Thompson Creek Project, and north Selma Projects.
- Yes- The local Fire District has been strengthened.

If no, why not?

- I came on to the scene too late, so that the "goals and objectives" were already set in stone. I don't feel I've been able to affect them as much as I'd like with my involvement. I do feel that some, but not all of my past "lessons learned" have been taken to heart. Changing initial goals seems very tough to do.
- The project is still in its initial phase.
- Not for funding.

Program Goals and Objectives: The JCIFP program goals are listed on page 5 of this document. Please review these and give your views on the following questions.

<p>5. Reflecting on the first year of the planning process, are the JCIFP goals being achieved or not?</p>	<p>88.2%- Yes 5.9%- No 5.9%- Yes/No</p>
<p>If not, why?</p> <ul style="list-style-type: none"> • ... this draft plan has not reached out to enough private landowners. only 8 meetings in 3 communities? Without doing this, the JCIFP cannot "Protect potential losses to life, property and natural resources from wildfire". I think a lot of discussion has happened with the local FPDs, but the communities need to be involved more, in order to make things happen. Maintenance is another story that people seem to be dancing around, with no long-term plans or commitments. Build and maintain active participation from each Fire Protection District. Set realistic expectations for reducing wildfire risk, (OK, as far as they have gone.) Identify and prioritize actions for fire protection, (not seen in the draft plan) Access and utilize federal and other grant dollars, (grant success has not been high to date, but submission is good) Identify incentives for fire protection and community participation, (incentives don't work alone – check with any successful area program in the West. Need to include education and outreach along with incentives. Behavior changes will slowly come about with regular dialogue.) Promote visible projects and program successes, (Too soon to be able to showcase successes – this takes time – unrealistic goal here!) Monitor the changing conditions of wildfire risk and citizen action over time, (again, it's only been a year since the JCIFP plan began – you can't expect to see results on the ground to monitor and record at this date) • ... it has been very beneficial in working towards the goals. • ...haven't been successful at finding federal funding, without funding it limits our ability to do the rest. Education and Outreach Is a long-term commitment with less measurable short-term outcomes. The government seems to be funding little but terrorism. • The goals have been achieved. Interaction with the public has taken place. The plan has been completed. 	
<p>6. Are the JCIFP goals and objectives still realistic?</p>	<p>82.4%- Yes 5.9%- No 11.8%- Yes/No</p>
<p>Which of the goals are realistic, and why?</p> <ul style="list-style-type: none"> • Starting to engage the local fire districts, a good start at the risk/hazard assessment will lead the way into being able to protect potential losses to life, property, etc. Not being part of all of the "committees" makes it hard to know exactly how much has been accomplished. • JCIFP goals for fuel reduction are ambitious but we realize that vegetation gets treated one acre 	

at a time. Priority areas were identified so that limited funds and resources could be correctly assigned.

- Those goals that are tied to the plan in a mechanical sense (#s 1, 2, 4, 5, 6) will be much easier to implement.
- All, because they are feasible and have commitment from the group.
- Building and maintaining participation, identifying and prioritizing actions, identifying incentives, and institutionalizing programs and sustaining efforts. They are doable and happening.
- All of the objectives appear realistic.
- I believe they are all realistic.
- It takes all of them to make the plan complete and a working document.
- Again, from an outreach standpoint, every little bit helps.
- All people should work beyond funding.
- All but the last two.
- Short term implementation and completion of plan. Contact with public.

Which are not realistic, and why?

- In general, I feel that the overall goal timeline was unrealistic, but then I've been there and done that. You can't set up monitoring, methods to sustain community efforts, promote program successes or fully engage the local fire districts in one year. With the scale of this JCIFP being a whole county, things need to move more slowly, and they didn't seem to be planned that way. I don't see a lot of planned-out detail as to how the longer-term stuff is going to happen. I read this JCIFP as a reporting, rather than a plan.
- The federal objection may not be until we have a chance in BBC. Did we get any active participation from Wolf Creek?
- The goals that require behavioral changes and long term commitments politically, financially, or organizationally are more challenging – not undoable though.
- All are realistic in a sense, just a little bit at a time for some of them.
- Funding issues I believe.
- We need a long-term funded commitment to do the last two.
- Not realistic is long term implementation due to lack of long term funding. At present, the goals are dependent on extensive government funding of which only a small portion is available.

7. Are there other goals you would like to see the JCIFP focus on in the coming year? Percent/(Valid Percent)	35.3%/(40.0%)- Yes 52.9%/(60.0%)- No
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If yes, what are they, and how would you prioritize them?

- With such a vast area to deal with, I think outreach and education and promotion of the local fire districts is paramount to a long-term success in the JCIFP project. I'd start to count or rate how the localized efforts are going to show your results.
- Goals should not be changed but rather living and re-evolving as the times change.
- Assisting Jackson Co. in its effort to replicate and integrate with JCIFP. Medium priority.
- Monitoring- both implementation and effectiveness monitoring.
- School faculties. Go to all service clubs and churches with an exciting informative presentation.
- More landscape treatment.
- Working with county official to create a permanent position to keep JoCo organizations working together and maximizing resources to change cultural attitudes and behavior about fire.

8. Are there adequate resources available (money, equipment, facilities, training, etc.) to achieve the JCIFP planning and implementation goals? (Percent/Valid Percent)	29.4%/(35.7%)- Yes 41.2%/(50.0%)- No 11.8%/(14.3%)- Yes/No
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If yes, which resources are you referring to?

- There are enough resources **to begin** achieving all of our goals. The hazardous fuels build up causing the wildfire problem will take decades to correct to historic condition.
- This is one that I'm not sure about-are there ever adequate resources?
- This is the most comprehensive effort I'm aware of – more resources in the short term may only allow you to outrun your headlights.

- *There is enough resources for equipment, facilities, and training.*
- *Perhaps a qualified yes. There is funding available through grants, how long they stay available is the issue.*
- *Currently OK, the concern is when the current contract is up if the project can sustain the same level of commitment.*
- *As long as the money and grants are available the plan will continue, once they are gone there needs to be a way to continue the work.*
- *There are adequate recourses for a start. Grant money and agency cooperation.*

If no, what additional resources would assist with the JCIFP planning and implementation process?

- *I don't see enough funding to be able to continue the program in any area. Local FPDs are short on cash as are federal, state and local governments. The initial project grant should have included more than just writing the grant, particularly outreach/education. I don't sense anyone ready to "take the ball and run with it" when the plan gets printed. In hindsight, this project should have projected out to that point of where the JCIFP would take off, and plan accordingly. But then, that's easy for me to say, having learned the lesson first hand.*
- *Money for implementation...I don't know yet, we're still waiting for grant dollars to be allocated.*
- *There is never enough money. Need to identify ways to get the most out of the money we have or can get, and institutionalize wildfire protection into our planning processes, building permits, and land management practices.*
- *Existing resources need funding.*
- *I fully expect that over the next few years, the money available for this program will decrease. Basic problem is that there are NOT enough money to go around to everybody involved in these efforts. Private landowners have to do the bulk of this work will little financial help.*
- *As long as the money and grants are available the plan will continue, once they are gone there needs to be a way to continue the work.*
- *From an education and outreach standpoint I don't think so. There are however, lots of grant opportunities. From the Jackson County side-definitely not- we need more money and more people.*
- *Increase commitment (financial) from elected officials and involvement of the insurance industry.*

Collaboration

9. Do you think that a collaborative environment has been developed during the process of creating the JCIFP? Percent/(Valid Percent)	88.2%/(93.8%)- Yes 5.9%/(6.3%)- No
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If yes, how has this been accomplished?

- *There were reps from all local agencies; many watershed councils as well as non-profits and contractors present at most meetings. All had an equal say in the process.*
- *There are great meetings with a good mix of participation.*
- *Having the county sponsor the project bringing federal, state, and local agencies to the table was a critical first step. Identifying local fire districts as the primary implementation organizations neutralizes some (but not all) of the political issues. Community meetings allowed citizens concerns to be heard and they were reflected in the plan.*
- *It has been accomplished with the leadership of the planning group and the willingness of the partners.*
- *I think the collaboration has been good. I wonder how we are going to maintain it in the future.*
- *The interaction between agencies has been outstanding.*
- *Basically by working with others on a mutual problem. Sharing ideas and knowledge as well as being able to develop some synergistic projects, ideas, concepts that individually would not be as beneficial.*
- *The meetings that I have attended have been very open and have had a strong "work together" attitude.*
- *By bringing agencies and environmentally sensitive groups together (or offering to).*
- *The agencies seem eager to help even off their own property.*
- *Yes, organizations are working together that didn't [t even know each other before, and this has increased both the quality of outreach material (consistency and special pops) and effectiveness of distribution.*
- *Yes. All fire districts and govt. agencies.*

If no, how can a more collaborative environment be better achieved?

- *Meetings held were maybe 8, with only 3 communities covered. Where is the community collaborativeness ...“collaborative” means including the public, and this was lacking from day one (and which I pointed out last year). If you want long-lasting and repeated treatments from this endeavor, how else are you going to get this to happen, if not to appeal to the private landowners and educate them as to true stewardship of the lands???* In this same vein, why weren't the timber industry private landowners included? (...not aware that they were invited – no names showing on the many lists of participants.) They are crucial and influential to this process.

10. Do you believe that all critical stakeholders are actively involved in this planning process?

52.9%- Yes 47.1%- No

If not who or what other organizations should be involved?

- *...[lessons learned from other efforts] could have saved the JCIFP team a lot of headache. ...not enough local citizens involved in the process, and there is no reason for this. We found the “truth test” from our private community team members very helpful, very welcomed by the federal agencies, and very refreshing in our process.*
- *Environmental organizations and the timber industry could find common ground here.*
- *I'd like to see more community members at the meetings.*
- *Probably need to get the builders/developers to buy in and our general resident publics.*
- *The bulk of this responsibility MUST lie with the individual and neighborhood landowner who stands to lose in a wildfire event. They may show up for the occasional workshop but the only way this will be successful is if collectively they strive to make a difference. INDIFFERENCE, LACK OF KNOWLEDGE ABOUT THIS PROBLEM AS WELL AS GETTING PEOPLE TO DO SOMETHING ARE THE BIGGEST OBSTACLES TO SUCCESS.*
- *The timber industry and Josephine Co. Forestry.*
- *Long term goals: Homeowner guilds, real estate offices, insurance cds.*
- *Insurance industry, realtors.*

11. Is the JCIFP helping to involve low-income or special need community members in the planning process? Percent/(Valid Percent)

88.2%/(93.8%)- Yes
5.9%/(6.3%)- No

If yes, how? If no, how can we improve outreach activities to be more effective in assisting citizens with special needs?

- *It seems like it is, but not living in JoCo, I don't know for sure.*
- *Active community outreach fliers at strategic locations and free evening meetings at numerous locations.*
- *Engaging local social service agencies was a great move.*
- *The meeting devoted to this subject was a strong step in this direction.*
- *ODF fully supports this effort and hopes the efforts made in this area continue.*
- *With the use of the special needs committee and involvement of the emergency Response Committee.*
- *Some organizations and local community representatives include low income or special needs in their constituents.*
- *The outreach to include the special need community has been very positive.*
- *However, this is a special need and an advocate for such a segment of the population is needed to help.*
- *Through participation on committees.*
- *Committee members from special needs groups are involved.*
- *Not really sure, work with senior and disability agency.*
- *But they are serving them better!*
- *Yes. Multiple points of contact provided.*

Outreach Materials

12. A variety of outreach materials have been produced for the JCIFP to facilitate the planning process. Do you believe that these have been useful resources for participants engaged in the planning process? Please check the appropriate box. Percent/(Valid Percent)			
	Not Useful	Useful	Very Useful
JCIFP Quarterly Newsletter	0.0%/(0.0%)	41.2%/(53.8%)	35.3%/(46.2%)
JCIFP Web Site	11.8%/(13.3%)	41.2%/(46.7%)	35.3%/(40.0%)
Educational Brochure & Poster	41.2%/(87.5%)	5.9%/(12.5%)	0.0%/(0.0%)
<i>Please take a moment and describe how these resources might be improved. Please also note if you have not seen these materials.</i>			
Newsletter:	<ul style="list-style-type: none"> • <i>Not familiar with it's dispersion.</i> • <i>I've already had my shot at these.</i> • <i>Don't know how this was distributed, but kept me updated as an intermittent player. Could it have run in the Courier or mailed by fire districts to their rural residents?</i> • <i>Have seen, this last one was a bit of a problem, but do not see this happening again in the future.</i> • <i>It is useful because it provides my agency with information not readily available in my community.</i> • <i>Insert in local newspaper.</i> 		
Web Site:	<ul style="list-style-type: none"> • <i>I find it very sterile and generic – hard for me to decide where I want to go to answer a question... Also, we have never found a website to be very useful, nor have others across the west.</i> • <i>I've already had my shot at these.</i> • <i>URL unwieldy</i> • <i>Great cite.</i> • <i>It is useful because it provides my agency with information not readily available in my community.</i> • <i>Good resource.</i> • <i>More updates and post meetings.</i> • <i>Easier web address, like ovrgireplan.org.</i> 		
Brochure & Poster:	<ul style="list-style-type: none"> • <i>Good for the targeted audience, but what about the rest of the county?? This will not do it for the majority of people in the County, and this "abbreviated" version needs to be expanded upon – very soon! Don't lose the rest of the residents.</i> • <i>I've already had my shot at these.</i> • <i>Don't know distribution – might be good material for classrooms during fire prevention month (Oct.) or team teaching in spring.</i> • <i>I haven't seen this.</i> • <i>I have not seen it.</i> • <i>It is useful because it provides my agency with information not readily available in my community.</i> • <i>Put in all schools and churches, clubs houses, markets, trailer parks, restaurants and libraries.</i> 		

13. Do you have additional suggestions for outreach strategies about community fire planning? Percent/(Valid Percent)	52.9%/(60.0%)- Yes 35.3%/(40.0%)- No
<p>If yes, please describe.</p> <ul style="list-style-type: none"> • <i>Should have included more people with background knowledge from the onset. Goals should have been more time-focused. As is, they are not realistic.</i> • <i>Use radio talk shows, PIAs on local TV, community access TV</i> • <i>If you haven't done this already...post flyers conspicuously at public places (i.e. post offices, local stores and markets, etc.) to announce meeting times/places and advertise in local publications</i> • <i>The one on one opportunity that come from community meetings are very helpful and successful.</i> 	

- *This MUST become 'ingrained' in the public, insurance industry, land use planning, etc. I would bet a lot more would happen if a person found out that an insurance industry would not insure their home until certain fuel reduction efforts were implemented and periodically maintained.*
- *I think the best strategies are getting the local FD's to be the catalyst which you are doing from what I can see.*
- *Recruit scouts to blanket all businesses. Create a dramatic power point presentation to give in from of al churches, clubs, school faculties, government agencies, and large business with many employees.*
- *Yearly barbecue & forum at local fire district stations.*

FEDERAL FIRE POLICY

One of the objectives of the JCIFP is to help the County, fire districts and communities to be more competitive for federal funding for fire protection and education through programs like the National Fire Plan and the Healthy Forest Restoration Act. Page 6 of this document includes the goals and objectives of these two programs.

14. Is the JCIFP planning process meeting the objectives of the National Fire Plan? Percent/(Valid Percent)	76.5%/(86.7%)- Yes 11.8%/(13.3%)- No
<p>If we are not meeting these objectives, how can we do so more effectively?</p> <ul style="list-style-type: none"> • <i>The draft plan does not address home ignitability. I don't feel it's written for the lay person. There are no prioritized fuel reduction strategies or methods presented to date. In short, there is still a lot of major stuff to include to meet the NFP objectives. Also, I don't feel this is a plan of action, but rather a reporting of conditions.</i> • <i>Helping with parts. The NFP is a big gulp. Need to help with the polarization in wildfire restoration activities on public lands adjacent to local communities.</i> • <i>All are being addressed to some degree although some have logically more emphasis.</i> • <i>I am mostly involved with the Education and Outreach part and yes, if you want landowner to do their part, JCIFP meets the objectives well. The objectives don't directly say that!</i> 	

15. Is the JCIFP planning process meeting the objectives of the Healthy Forest Restoration Act? Percent/(Valid Percent)	76.5%/(86.7%)- Yes 11.8%/(13.3%)- No
<p>If we are not meeting these objectives, how can we do so more effectively?</p> <ul style="list-style-type: none"> • <i>Same as above – in the draft, no addressing of home ignitability, and also no prioritized lists of fuels reduction projects to date. (perhaps this evaluation is premature???)</i> • <i>Participation from BLM has been very limited to none, yet they have land ownership throughout many residential areas in JoCo.</i> • <i>Healthy Forest Restoration is an oxymoron.</i> • <i>It is a good start.</i> 	

JCIFP Program Facilitation

16. Has the planning team been effective in coordinating meetings, facilitating dialogue and managing the JCIFP process?

0.0%- Ineffective	5.9%- Effective	35.3%- Very effective	58.8%- Extremely effective
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- How can the planning team improve its coordination of the JCIFP?
- *Demand more local involvement than has been seen to date. I feel that PWCH has done an outstanding job of coordinating & documenting the fire plan process. However, I think the scope may be too large to be effective, unless some major changes in the draft JCIFP are made. Just my opinion to date, but unless the JCIFP is grounded and personalized, it won't connect to the private sector. And, this is not the fault of PWCH. Perhaps (don't know for sure - not having been in on this from the ground floor) more specific objectives from the onset by Josephine County would have helped make this a more manageable project. I feel the target audience and final outcome of the JCIFP were not adequately detailed/specified.*
 - *You've done an incredible job!*
 - *Very well planned meetings.*

17. Can you describe positive outcomes from the development and implementation of the JCIFP that you would like to see accomplished in the next year?

Comments:

- *I've probably said too much. But, what stood out to most was that this was a reporting of what exists, history, who was pulled together and what was discussed. There is no real "plan" in my mind. This "draft" includes a lot of possible areas to support or investigate, but no real strategy. Hopefully, this stuff is still being developed as the draft is being analyzed? Not the best timing for effective feedback.*
- *A five year fuel reduction plan that integrates private and federal projects. A template for local community fire planning efforts that tiers to JCIFP.*
- *Continue to develop capacity within fire districts (to include boards of directors).*
- *There's been great coordination between a variety of diverse agencies that I'd like to see continue. Also, the GIS work is an invaluable tool for planning and is well- utilized by the team.*
- *Having the plan fully approved and implementation started. I would like to see the beginnings of projects with local community support get started.*
- *With the continuation of all committees, commitment from County Commissioners and coordination with Federal FMP.*
- *Continued community participation. Public awareness of the things they need to do to protect their homes. Active management of Federal, state and private forest lands to reduce fire hazard and risk.*
- *At the risk of sounding naïve, all goals appear to be obtainable to some degree.*
- *Hazardous fuel reduction demonstration areas set up and treated (both BEFORE and AFTER examples should be physically shown). Sites should also have story board displays, etc.*
- *A fire safety inspector with \$60 K salary and full benefits@ I would also like to make sure that once you're gone the committees endure and keep moving forward.*
- *1. Public awareness. 2. Public education. 3. Agreement on tactics and philosophy. 4. Group participation of all agencies.*
- *Accomplishment of demonstration areas to inspire public acceptance and approval.*
- *Funding to implement the plan. Implementation of the red-yellow-green system of working with landowners and the buy from insurance and real estate folks to support the work. And of course an online learning website for people to learn the fundamentals of fire ecology and defensible space.*
- *Expand coalition. Increased clout through association with other groups.*

18. Do you have any final comments and or suggestions you would like to make about the planning process undertaken during the last year?

Comments:

- *... Great effort and most effective.*
- *Outstanding effort, truly visionary.*
- *I think the planning process has been extremely well conceived, coordinated, and organized.*
- *Great product and as you know is a template for others to follow.*
- *Excellent, well facilitated project. It has been a pleasure to work with a group that is committed to making a difference in the wild land fire arena in Josephine County. We have a lot of work to do...*
- *The planning process was excellent, very professional an to the point.*
- *Who is going to monitor and insure all the furls reduction work that has been done or is planned to be done is maintained over time?*

APPENDIX B: JOSEPHINE COUNTY INTEGRATED FIRE PLAN GOALS AND OBJECTIVES

Josephine County Integrated Fire Plan -

<http://www.co.josephine.or.us/wildfire/index.htm>

- Protect potential losses to life, property and natural resources from wildfire,
 - Build and maintain active participation from each Fire Protection District,
 - Set realistic expectations for reducing wildfire risk,
 - Identify and prioritize actions for fire protection,
 - Access and utilize federal and other grant dollars,
 - Identify incentives for fire protection and community participation,
 - Promote visible projects and program successes,
 - Monitor the changing conditions of wildfire risk and citizen action over time, and
 - Institutionalize fire-related programs and sustain community efforts for fire protection.
-

JCIFP Committee	Objectives
Executive Committee	<ul style="list-style-type: none"> • Provide oversight to all activities related to the JCIFP. • Ensure representation on and coordination between the sub-committees • Develop and refine goals for fire protection in Josephine County • Develop a long-term structure for sustaining efforts of the JCIFP
Risk Assessment	<ul style="list-style-type: none"> • Identify Communities-at-Risk and the Wildland-Urban Interface • Develop and conduct a wildfire risk assessment • Identify and prioritize hazardous fuels treatment projects
Fuels Reduction	<ul style="list-style-type: none"> • Identify strategies for coordinating fuels treatment projects at a landscape scale • Administer grants for fuels reduction equitably across fire districts. • Provide special need citizens with an opportunity to participate in programs • Identify opportunities for biomass marketing and utilization
Emergency Management	<ul style="list-style-type: none"> • Strengthen emergency management, response and evacuation • Build relationships between County government and local fire districts
Education & Outreach	<ul style="list-style-type: none"> • Develop strategies for increasing citizen awareness & fire prevention action • Reach out to all citizens in the county