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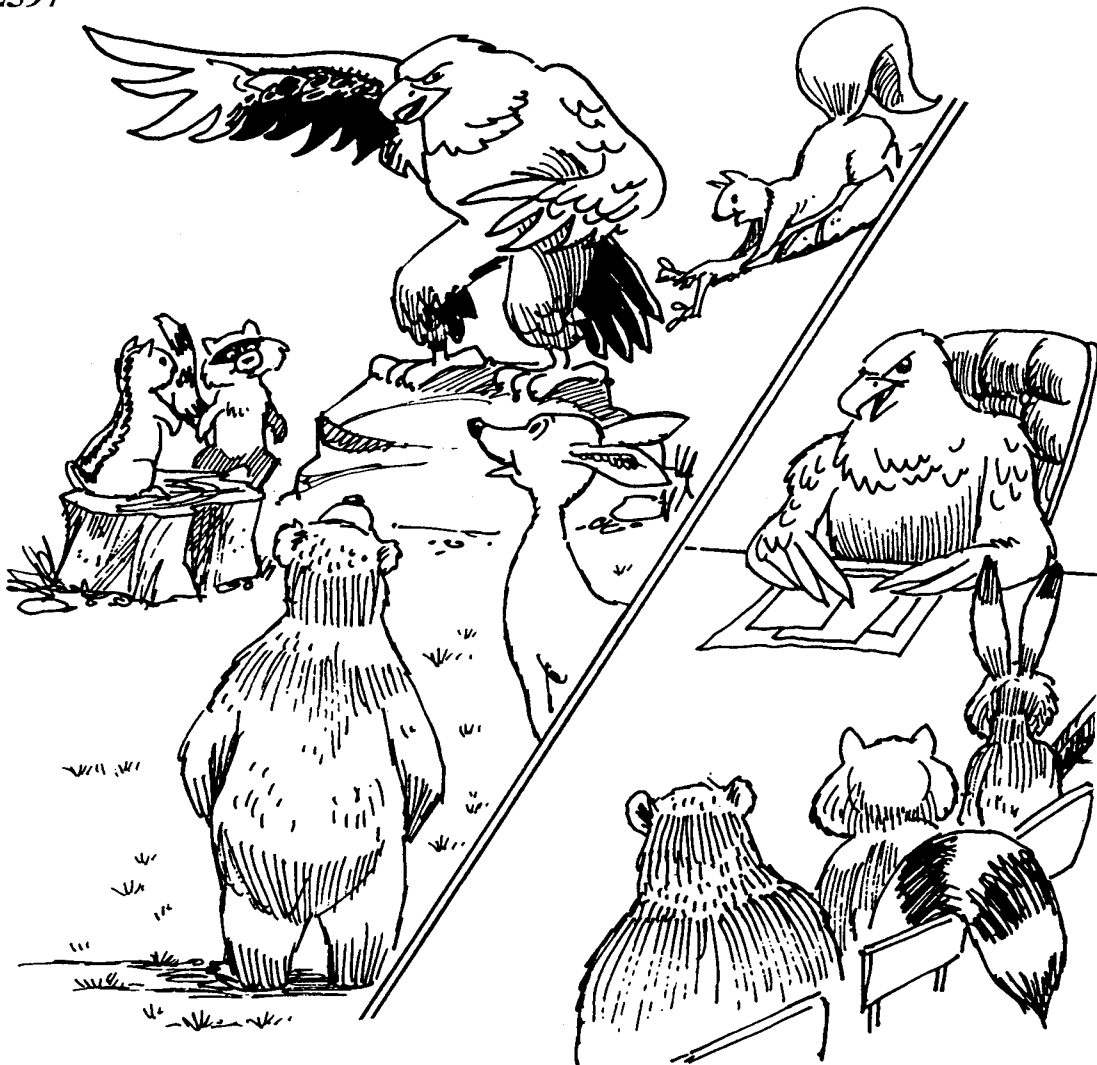


Establishing Fire Prevention Education Cooperative Programs and Partnerships

PMS 463

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Preface

This Wildfire Prevention Guide is a project of the National Wildfire Coordinating Group. This guide is one in a series designed to provide information and guidance for personnel who have interests and/or responsibilities in fire prevention.

Each guide in the series addresses an individual component of a fire prevention program. In addition to providing insight and useful information, each guide suggests implementation strategies and examples for utilizing this information.

Each Wildfire Prevention Guide has been developed by Fire Prevention Specialists and subject matter experts in the appropriate area. The goal of this series is to improve and enhance wildfire prevention programs and to facilitate the achievement of NWCG program goals. Special mention to the National Wildland-Urban Interface Fire Protection Program and members of the Pacific Northwest Fire Prevention Cooperatives in providing information to this guide.

NWCG Wildfire Prevention Guide development:

- Conducting School Programs (1996)
- Event Management (1996)
- Wildfire Prevention Marketing (1996)
- Wildfire Prevention and the Media (1998)
- Wildfire Prevention Strategies (1998)
- Effective Wildfire Prevention Patrol (1998)
- Recreation Area Fire Prevention (1999)
- Fire Communication and Education (1999)
- Fire Education Exhibits and Displays (1999)
- Industrial Operations Fire Prevention Guide (1999)
- Establishing Fire Prevention Education Cooperative Programs and Partnerships (1999)

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Introduction

1.0

This chapter covers the basic components of a cooperative fire prevention program:

- What is cooperation
- Why cooperate
- Developing fire prevention cooperation

This section was adapted from “Developing a Cooperative Approach to Wildfire Protection,” a publication of the National Wildland/Urban Interface Fire Protection Program. It is utilized in fire prevention terms and reflects the relationship of the fire prevention education process to the total fire management program.

I. WHAT IS COOPERATION?

“Alliances between companies, whether they are from different parts of the world or different ends of the supply chain, are a fact of life in business today. Some alliances are no more than fleeting encounters, lasting only as long as it takes one partner to establish a beachhead in a new market. Others are a prelude to a full merger of two or more companies’ technologies and capabilities. Whatever the duration and objectives of business alliances, being a good partner has become a corporate asset. I call it a company’s collaborative advantage. In a global economy, a well-developed ability to create and sustain fruitful collaborations gives companies a significant competitive leg up.

- *“Collaborative Advantage: The Art of Alliances”*
by *Rosabeth Moss Kanter*
Harvard Business Review, July-August 1994.

Cooperation is not exclusive to corporations. Though fire prevention organizations are not normally required to compete in the marketplace, they often find themselves involved with more alliances today than in the past. Diminishing budgets and increased expectations of public services require new and more diverse cooperative approaches.

“Cooperation is an innocuous term, but by all accounts it is problematic. Parents implore their children to cooperate, many institutional studies conclude that more interagency cooperation is needed, and no one is opposed to cooperation as a general concept. Like motherhood and apple pie, cooperation is a long-standing shared American value that is at least as strong a component in American history as competition. Concepts of cooperation evoke images of democratic government including concepts of federalism, pluralism and representation. But the simple fact that cooperation is

invoked prescriptively so often in sites ranging from a school yard to the U.S. Congress suggests that achieving effective cooperation between individuals and institutions is not so simple...cooperation and collaboration at appropriate geographic scales becomes critical. Just what cooperation is and how it is achieved are not obvious.”

*- Regional Cooperation by Steven L. Yaffe
School of Natural Resources and Environment, University of Michigan.*

Indeed, cooperation is hard to define because it can mean different things to each agency involved. The act of cooperating also takes on unique qualities in each situation.

This section describes a process that may be adopted for use by many agencies for a common purpose, in this case, fire prevention. As in business, some alliances may be short in duration and scope, others more long-term. Regardless of the duration, most will require planning, nurturing, and formal documenting.

II. WHY COOPERATE?

Rapid urban expansion and uses of resources challenges land and resource managers, urban planners, governing entities, and emergency service agencies. It also has the potential to greatly affect the quality of life for people who use and choose to live in the area known as the wildland/urban interface.

For example, fires in the wildland/urban interface can be unique. They challenge both structural and wildland firefighters, who are trained and equipped differently. Wildland firefighting agencies are now faced with an increased number of homes built in the path of wildfires, and their municipal counterparts are grappling with multiple ignitions from fast-burning vegetative fires. Everyone agrees that no single agency is adequately prepared to handle both types of firefighting.

The problem is compounded by the fact that wildfires do not respect political boundaries of community, land management agencies, or

fire districts. Therefore, agencies responding to fires in wildland/urban interface areas must develop combined, coordinated, and effective efforts. As fire management resources become increasingly scarce, it is more important than ever to strengthen cooperative relationships.

Fire managers and officers must realize, too, that wildfire prevention is only one of the resource challenges in the wildland/urban interface. Recreational access needs, insect and disease encroachment, hydrologic impacts, impaired scenic views, wildlife impacts, and increased needs for environmental education represent other areas requiring management. Fire prevention agencies must be willing to understand these “quality of life” issues as valued by the people living in local areas. This understanding will help provide opportunities for cooperation between citizens and those organizations mandated to protect their properties and adjacent resources from wildfire. Governmental agencies must understand and clearly illustrate their specific roles in dealing with fire prevention and ensure that the public shares the responsibility for the resolution of these problems.

Addressing the fire prevention problem requires a community and interagency understanding of all resource management challenges associated with urban growth and increased use. This is best accomplished at the local level where problems are the most obvious and immediate.

There are many different types of cooperation in delivering wildfire prevention. An example of wildfire cooperation on a national level is the National Wildfire Coordinating Group (NWCG). The purpose of the NWCG is to design and coordinate programs of the participating agencies to avoid wasteful duplication and to provide a means of constructively working together. Wildfire coordinating groups of smaller scope (regional, state, and local) can be found across the country. Often these coordinating groups use sub-groups or task groups to deal with specific areas of interest (e.g., prevention, training, safety, equipment). Other examples of cooperation can be found in the efforts of private associations, citizen groups, and governmental organizations.

The primary purposes of a written cooperative agreement are:

- A. To establish standards,
- B. To document working relationships, and
- C. To provide a legal basis for financial exchange, if needed.

Cooperative agreements facilitate interagency fire prevention work across jurisdictional boundaries by incorporating interagency conventions determined through federal, state, and local coordinating groups and supported by individual agency laws and authorities.

III. DEVELOPING FIRE PREVENTION COOPERATION

Cooperation can be accomplished through development of cooperatives and partnerships. Following the six-step process outlined in this section will help establish partnerships in a cooperative approach to wildfire prevention. The specific result of the process is the establishment of a cooperative fire prevention program.

According to the National Wildfire Coordinating Group (NWCG), fire prevention includes all of “the actions taken to limit the adverse environmental, societal, political, and economical effects of fire.”

The six-step process will work for other types of cooperative arrangements, as well. Community groups and non-fire organizations are now being integrated better into wildfire prevention and may also be signatory to new cooperative agreements. If not signatory, their views, interests and participation must be incorporated in wildland/urban interface efforts.

Building cooperation can be challenging. Preparation for cooperation includes identifying the factors that facilitate cooperation and recognizing the obstacles that detract.

A. Factors that facilitate cooperation

1. Shared problems; sense of threat or crisis
2. Shared goals
3. Sense of place
4. Prior relationships between individuals
5. Public pressure or interest
6. Use of a collaborative, proactive process
7. Effective process management
8. Interpersonal skills
9. Dedicated, open-minded individuals
10. Opportunities for interaction; a sense of control
11. Resources, capabilities and support
12. Technology, especially telecommunications

B. Obstacles to effective cooperation

1. Limited resources, time and energy
2. Limited skills of staff members in outreach, human relations
3. Government policies or budgeting
4. Attitudinal factors

5. Intergroup attitudes, as between social groups, organizations
6. Organizational norms and turf
7. Lack of agency support for interagency efforts
8. Public opposition
9. Inadequate opportunities for interaction
10. Conflicting or ineffective incentives to cooperation
11. Ineffective process management
12. Local parochial concerns
13. Inappropriate political influence

Notes

Getting Organized - The Six-Step Process

2.0

In the six-step process you will:

- Identify Partners and Get Commitment
- Define the Current Situation
- Define Roles and Responsibilities
- Set Goals and Objectives
- Document and Implement the Plan
- Evaluate and Revise the Plan

This section was adapted from “Developing a Cooperative Approach to Wildfire Protection,” a publication of the National Wildland/Urban Interface Fire Protection Program. It is utilized in fire prevention terms and reflects the relationship of the fire prevention education process to the total fire management program.

Getting Organized - The Six-Step Process

2.0

I. IDENTIFY PARTNERS AND GET COMMITMENT

Fire agencies have a history of cooperation, most often occurring on a voluntary basis to overcome a lack of fire resources. In the future, wildfires will continue to threaten more structures and affect political and financial resources on a broader scale.

Future partnerships will be more creative and include community groups and non-governmental groups to make a substantial difference. State forestry agencies have the lead role in cooperating with rural and urban fire departments for wildland fire protection. This is generally true because most states have statutory responsibility to protect rural lands and have direct relationships with other state agencies. These other agencies include emergency management, fire marshal, and state military organizations. Federal agencies need to be careful not to overstep bounds in creating direct agreements with rural and urban fire departments. The best course of action is for all players to make joint decisions for cooperative activities.

Today, cooperation and planning and the resulting formal agreements are more important than ever, but working toward agreement requires careful planning. It's important to realize that cooperation takes place between people, not organizations. So the first step is to identify partners.

A partnership is not itself a goal but rather a means of achieving a goal. Partnerships are voluntary, mutually beneficial, desired arrangements between groups. They are established to accomplish mutual objectives that are consistent with the mission of each group.

It is important that the interests of each agency, organization, or group be carefully acknowledged in the process.

A. A partnership should include:

1. Appropriate legal authority
2. Consistency with agency plans, policies, and priorities
3. Evident public benefit
4. Mutual interest in and benefits from a common objective
5. Realistic time frames
6. Voluntary participation
7. Written agreement(s) between parties

Establish a dialogue among the agencies and organizations that can increase the level of fire protection. Concentrate on those agencies you know that may be asking the same questions, and seeking similar solutions.

Fire prevention should be a shared responsibility among those who live and work in the same area. Identifying many potential partners and seeking their ideas and suggestions will increase the level of cooperation as they, at least, agree to agree.

The responsibility for fire management centers on fire agencies, but the overall responsibility for fire prevention resides in a network of private and public organizations, businesses, and, of course, the residents themselves.

II. DEFINE THE CURRENT SITUATION

Once initial contacts have been made and public and private groups have agreed to participate, the next step is to define the current situation. This usually means gathering information, researching and analyzing the current fire prevention situation in the targeted areas. Hazardous fuels are identified that could potentially increase the spread and intensity of a wildfire. Writing a description of existing fire protection districts, completing an inventory of all equipment and personnel, and mapping agency jurisdictions helps define the current suppression capabilities.

From here, the partners can begin to define the fire management situation in more detailed terms of hazards, current and potential risks, and values to be protected. Fire protection mapping, for example, identifies the values at greatest risk and the location of available interagency resources needed to protect those values in the event of wildfire. These maps can also identify areas where fuel treatment projects can reduce potential fire intensity and spread and lower property and resource loss in the event of a wildfire.

Once the fire management situation can be described in these terms, partners can identify specific areas of improvement that can be gained through cooperation.

III. DEFINE ROLES AND RESPONSIBILITIES

The third step is for each partner to define their fire management roles and responsibilities. Missions and practices vary between fire protection agencies and organizations. It is important to distinguish between them in this process.

Step Three will help highlight strengths and weaknesses of current programs and focus on areas where interagency efforts can be most beneficial.

The interests of each agency, organization, or group must be carefully acknowledged in this process. No one group's mission is more important than another. Step Three offers an opportunity for all partners to better understand respective roles and responsibilities and ultimately view the "big picture" in a more informed way. Each partner must operate within legal boundaries, and this step will identify barriers, conflicting regulations, and laws that may need alteration for overall public benefit.

Organizational ethics, accountability, and credibility are an integral part of roles and responsibilities and must be upheld by each partner. The appearance or actual establishment of "conflict of interest" must be avoided. Endorsement of commercial products, services, or entities should be avoided unless authorized. Legal requirements relating to procurement, personnel, labor, printing, and publishing must be honored.

IV. SET GOALS AND OBJECTIVES

Using the information gathered on the current fire prevention situation (Step Two) and an elaboration of roles and responsibilities (Step Three), Step Four will establish goals and objectives for cooperative opportunities. Likely, they will be designed to solve the most pressing problems first—the ones that cannot be ignored. Among the types of cooperative opportunities to consider are awareness and education, training, prevention, communications and dispatch, weather services and equipment, and suppression resources (e.g., equipment, stations, and personnel).

Examine alternative methods for reaching each objective and goal (rather than immediately selecting only one solution or the most obvious). Here input from all partners is essential, so don't risk alienating those you've worked so hard to include by not seriously considering their suggestions or offers for help.

Fire agencies may establish joint operating procedures, shared services, or contractual arrangements. One or more (or a combination of) methods may be used for cooperative opportunities.

Often goals and objectives involve formal protection assistance agreements. There are generally four types of protection assistance methods that can be employed between fire agencies. Agencies may choose to use one or all four or a combination. These four methods enable protection assistance between signing agencies and organizations. Each agency may also have additional legal requirements that need to be considered.

A. Reciprocal

Reciprocal protection establishes the exchange of fire protection services on a nonreimbursable basis, when one of the organizations is in a position to furnish resources to another. This exchange is roughly an equal exchange of resources and usually limited to a 24-hour time period. Reciprocal exchange is probably the most often used type of fire protection assistance.

B. Offset

The second type of protection assistance is the offset arrangement. Offset protection is arranged by an equal exchange of services, typically determined by workload and not acres. There is generally no exchange of funds in offset protection assistance.

Experience has shown that local offset arrangements work best because partners are in the position to define what is equitable and make alterations when needed. Once instituted, offset exchanges may be difficult to modify at a later date. This should be considered before entering into offset protection services.

C. Reimbursable

The third type of protection assistance provides payment for personnel and equipment at an agreed rate by the requesting agency. It is called reimbursable protection assistance. Generally, the reimbursement rates are agreed upon and documented annually.

D. Fee basis or contracted

Another type of protection assistance provides protection on fee basis. That is, the fire protection for one agency is assumed by another, and payment is provided for the contracted services.

Partners often agree to more than one form of protection assistance. Moreover, assistance can be employed back-to-back, such as reciprocal assistance followed by reimbursable assistance.

Depending on the particular needs of a community or agency, the various protection assistance methods offer a variety of approaches to securing needed resources and providing coordinated responses. Besides direct protection and suppression, there are many other ways that fire agencies and organizations can cooperate.

Regardless of type, developing cooperative fire agreements requires a systematic approach to planning. Coordinated efforts will result in improved fire protection capability and reduced losses.

V. DOCUMENT AND IMPLEMENT THE PLAN

The next step is to document and implement a formal agreement each partner signs. There are definite advantages to having involvement early in the process by those expected to sign the agreement. This is important to avoid late, unanticipated problems gaining approval.

Most agencies have specific guidelines and processes for signing and developing cooperative relationships, sometimes including a formal legal review. Staff specialists can assist in writing and reviewing the documents. Generally, draft versions are shared with partners prior to the final edition.

Written cooperative fire prevention agreements exist between most federal agencies and most federal and state forestry organizations. They can be found in Mobilization Guides and in individual agency manual directives. Higher level written cooperative agreements are the enabling documents for lower level agreements for the same participating agencies. Written agreements may also document plans, requirements, and/or decisions for specific projects or purposes (e.g., interagency prescribed burn projects, arson task forces, use of state national guard resources in wildfire emergencies).

It is important to ensure that each cooperator understands the role and responsibility before them. Individual agency missions and capabilities must be honored and incorporated in the documentation. Whether your agency and the other partners have planned for reciprocal, offset, reimbursable, or a fee-based protection service, each should be fully prepared to follow through with agreed upon methods.

There are two sub-agreements that are connected to so-called “master” cooperative fire protection agreements. They are annual operating plans and supplemental cost-share agreements. They add both time- and situation-sensitive details to cooperative fire protection agreements which tend to be multi-year documents.

A. Interrelated types of fire protection agreements are:

1. Cooperative Fire Protection Agreement
(see Appendix B-1)
2. Annual Operating Plan (see Appendix C-1)

3. Supplemental or Cost-Share Agreements
4. Compact Agreements

B. Annual Operating Plans (see Appendix C-1)

Many protection agreements require the development of annual operating plans. These are important because they provide procedural details to implement the agreement in time of need.

Annual operating plans outline specific procedures between parties at each local geographic area implementing a master cooperative fire protection agreement. They often include how information will be transferred and processed, specific billing procedures, dispatch coordination, reciprocal and/or offset exchange zones (if used), fire resource directories, and other important logistical information.

VI. EVALUATE AND REVISE THE PLAN

Cooperative fire protection agreements and operating plans should be reviewed annually. The purpose of the review is to evaluate the currency of the document and the level of commitment in terms of resources and procedures that were agreed upon.

Annual reviews and subsequent revisions help to ensure that the plan will meet your needs in the next fire season. Amendments may be made at any time during the life of an agreement. Once an agreement has expired, a new agreement must be executed.

Every annual operating plan will need some adjustment, particularly in its early stages. Often, joint training sessions and exercises help to test the plan before fire season. In this way, procedural problems can be worked out prior to an emergency.

When fire season arrives, efforts will be realized. The meetings, the discussions, the training—all will result in more effective and efficient operations, working together rather than separately. Following each project in the plan that was activated, hold debriefings with the other partners to make adjustments before the next activity.

Like other tools, working cooperatively with others can also improve the effectiveness and efficiency of interagency fire prevention.

The Local Fire Prevention Education 3.0 Cooperative

This chapter covers the following elements on Fire Prevention Education Cooperatives:

- Purpose
- Common Objectives
- Organizational Structure (Sample)
- Local Programs
- Case Study - The Upper Rogue Valley Fire Prevention Project
- Developing Local Goals and Objectives

The Local Fire Prevention Education 3.0 Cooperative

I. PURPOSE

The primary purpose of a local fire prevention cooperative is to increase the effectiveness of fire prevention efforts by determining common fire problems and providing direction and plans for cooperative interagency fire prevention actions.

II. COMMON OBJECTIVES

While the cooperative may have different objectives based on specific needs, a few of the common objectives are to:

- A. Identify priority fire problems and select fire prevention target areas.
- B. Define appropriate actions by fire services.
- C. Develop interagency fire prevention action plans to utilize the resources available from member fire services.
- D. Utilize existing fire prevention programs and develop new programs to meet local prevention needs.
- E. Provide for measuring the effectiveness of prevention efforts implemented by the cooperative.

III. ORGANIZATIONAL STRUCTURE

The organizational structure of the cooperatives varies from informal to very formal, with most cooperatives receiving support from steering committees or other fire service organizations. While each

co-op functions independently, collectively they have developed an interchange between co-ops through annual joint meetings, resource exchange bulletins and exchange of meeting minutes, etc.

IV. LOCAL PROGRAMS

One of the many fire prevention concerns that may be identified by a cooperative is the Wildland/Urban Interface. These areas which include a mix of urban, rural, and wildlands, involve all the co-op members. All of the fire risks and hazards associated with people living on, working on, or using these lands are present. The fire prevention cooperatives have given a high priority to fire prevention efforts in these areas. A few of the programs that could be developed locally to address these problems are:

- A. Fire safety publications for homeowners
- B. Fire safety guidelines for land use planners and rural subdivision developers
- C. Slide programs depicting fire prevention problems and solutions for use with homeowners associations, neighborhood groups, etc.
- D. Specific “how to” programs on fuels management adjacent to homes in the wildland/urban interface
- E. Fire prevention public service announcements for local media

No single fire service or protection agency has the resources necessary to develop and implement many of these programs but the cooperative approach has maximized the use of prevention resources to produce successful programs and eliminate duplication of efforts.

The fire prevention cooperatives are dedicated to long range fire prevention planning in addressing problems before they become non-preventable and the only alternative left is fire suppression.

V. CASE STUDY - THE UPPER ROGUE VALLEY FIRE PREVENTION PROJECT

This will briefly explain the intent and scope of a fire prevention project being initiated in the Upper Rogue Valley by the Northwest Interagency Fire Prevention Group.

The National Advanced Fire Prevention Course presented at Marana, Arizona, in January, 1974, was the beginning point for a highly coordinated interagency fire prevention program in the Northwest. At this Marana course, representatives from the USFS, Region 6; Washington Department of Natural Resources; Portland Office of the Bureau of Land Management and Oregon State Forestry Department, met and resolved to form an informal interagency forest fire prevention working group to cover the Pacific Northwest.

The intent from the beginning was to pool resources and coordinate efforts of the four agencies in fire prevention over the two-state area. This was to be accomplished through the cooperative efforts of representatives of the agencies involved. A representative of the Bureau of Indian Affairs has since been added to the interagency group. Many current fire prevention activities involve rural and city fire departments and the timber industry as well.

Two major common problems existed among the agencies. The first problem involved the lack of commitment to fire prevention by administrative people within the fire protection system. The second was the dilution of the fire prevention effort that resulted from each agency going its own way in conducting the few fire prevention efforts being conducted.

This Northwest Interagency Fire Prevention Group selected the Upper Rogue Valley area in Jackson and Josephine as a special fire

prevention project area. The project aimed at integrating and coordinating all fire prevention activities (including rural and city) within this geographic area. Emphasis was placed on applying presently known techniques in fire prevention through existing capabilities and resources already available within the area. Fire prevention targets included all unwanted person-caused fires including city, rural, and wildland fires.

Coordination of this project is handled by the Oregon Forestry Department since the Department's Southwest Oregon District is the only single agency covering the total area involved in the project.

A Steering Committee of individuals and agency representatives involved and interested in fire prevention within the area was formed to provide support and guidance to the agency people carrying out the fire prevention activities.

Service on the Committee involved attendance at a kick-off and orientation meeting in Medford on September 15, 1976. A subsequent meeting was held in 4 to 6 months to review plans for implementing fire prevention actions which were prepared by fire protection agency personnel. Additional meetings are at the pleasure of the Steering Committee as required to monitor progress and guide activities.

In general, the goal of this Fire Prevention Project is to reduce the losses to individuals from these fires and reduce the continued need for increased fire control personnel and equipment. A reduction in either one or both of these costs will have substantial benefit to the citizens in the area.

The project has the considerable added benefit that knowledge in fire prevention gained here will be applied to other areas throughout the Northwest and the nation.

VI. LOCAL GOALS AND OBJECTIVES

A. Purpose

The prevention of unwanted wildfire is a primary concern to all citizens. Therefore, the following purpose is established: to increase the effectiveness of fire prevention efforts by determining common fire problems and in providing direction and plans for cooperative interagency fire prevention actions.

B. Goals

Reduce number of fires in target areas through a unified cooperative fire prevention program in the Upper Rogue Valley by effective use of existing resources and capabilities available to those public and private agencies within the area; and to establish a Steering Committee made up of representatives of the various public and private agencies and individuals concerned with fire in the Upper Rogue Valley area to provide guidance and support to this fire prevention program.

C. Objectives

1. The Interagency Fire Prevention Group has a first objective to establish the Oregon State Department of Forestry as the lead agency to coordinate the upper Rogue Valley Fire Prevention Project.
2. The further objective is to apply the state of the art in fire prevention in the Upper Rogue Valley area through interagency working groups who will:
 - a. Identify priority fire problems and select fire prevention target areas.
 - b. Seek solutions to priority prevention targets.

- c. Identify agencies which can contribute to solutions.
 - d. Define appropriate actions by agencies.
 - e. Develop an interagency fire prevention action plan for use of the capabilities and resources available to the various agencies.
 - f. Organize and monitor the fire prevention actions indicated in the plan.
 - g. Provide for measuring the effectiveness of actions defined in the plan.
3. It is also another objective to carefully maintain and document activities within the project to make possible the application of successful techniques to other areas within the state and nation.

Notes

Getting It Done Together

4.0

This chapter covers:

- Cooperative Efforts
- Dealing with the Public
- Advantages of Working Together
- Common Fire Prevention Interests
- How to Work Together

Getting It Done Together

4.0

The theme of Getting It Done—Together is not new, nor is there much mystery about the concept. It does, however, seem to be one of the most difficult concepts to carry out. The idea basically requires considerable effort and initiative by people of diverse backgrounds and interests. Without concerted effort, the fire prevention thrust becomes a disjointed, uncoordinated failure. With united effort, a meaningful, effective message can be portrayed to the public.

Some main points of interest which should aid in summarizing what will be presented are:

I. COOPERATIVE EFFORTS

All fire protection agencies deal with the same public. We really aren't selling a different product to anyone; therefore, it really matters little who does the job for a specific area. Whoever can do the job more effectively and efficiently in a specific area, should do so. You have heard about the Fire Prevention Cooperatives which are organizing in various areas. These cooperatives are ideal for providing the kind of prevention needed to enhance local fire prevention programs.

II. DEALING WITH THE PUBLIC

Regardless of how we separate our efforts, a certain segment of the public is going to hear the message from more than one agency. The important aspect here is that the message should be similar and compatible, or confusion can result. A prevention cooperative will obviously satisfy the need for separation of effort. Cooperatives can't be set up everywhere, however, and normal cooperative efforts among agencies on a local basis should help to at least provide a continuity of messages.

III. ADVANTAGES OF WORKING TOGETHER

Advantages of developing prevention programs by working together include:

- A. Addressing a particular wildfire problem that is too large and is beyond the agency's jurisdiction or capability. Combining local resources to collectively attack the problem may provide a solution.
- B. Sharing ideas and resources to save public funds.
- C. Minimizing duplication or overlapping of services. Examples: fair displays, team teaching.
- D. Presenting a "united" front to the public that indicates a collective, cooperative approach to protecting the public. People probably seldom know in whose jurisdiction they reside.
- E. Establishing a communication network, finding out who's who, leading to additional projects, mutual aid, etc.
- F. Providing solutions, passing ordinances, etc.

There will be efforts that each agency in a cooperative mode will still want to accomplish on their own. When the timely thrust is toward dispersed recreation on the national forest, it is obvious who can best do that job! Debris burners in the wildland/urban interface could, at the same time, get assistance from the state, local, and/or industry representatives.

IV. COMMON FIRE PREVENTION INTERESTS

Areas identified where prevention interests have common goals can be found in such programs as:

- A. Cooperative Forest Fire Prevention—Smokey Bear materials and prevention messages
- B. Public/private organizations
- C. Public information programming during periods of high fire danger and/or risk
- D. Any media output has common ground for agencies to inform the public

Members may be able to think of many other areas of common interest. It is seldom, in a prevention effort, that cooperation won't do a more effective job for all concerned.

V. HOW TO WORK TOGETHER

How will working together be most effective?

- A. Is there a “common” problem, one that overlaps several jurisdictions?
- B. Is there a desire to solve the problems collectively?
- C. Is there the time and leadership necessary to get the ball rolling?
 - 1. One individual/agency needs to provide the “push” for planning or strategy sessions to identify where joint efforts would be appropriate.

2. Establish a Steering Committee to share in decision making.

D. Once organized, and after having identified some key wildfire or structural fire causes, various projects can be undertaken to attack the problems.

1. Newspaper inserts
2. Stationary and logos, identification
3. Wood stove safety, firewood cutting campaigns
4. Brochures, publications
5. Team teaching programs
6. Displays, fair exhibits
7. Posters
8. Prevent-O-Grams, public service announcements
9. Periodic prevention message themes
10. Highway signing
11. Hunter safety programs
12. Fire awareness time campaigns

The accomplishments of working together may not require a formal Fire Prevention Cooperative. It does, however, require that someone is interested in fire prevention that can be effective. Tools and background are now available to be able to implement the cooperative fire prevention program.

Notes

Selecting the Right Programs

5.0

This chapter covers ideas that can be implemented at the local level. In addition, this section provides an analysis of other criteria needed to organize local fire prevention programs.

- Fire Prevention Assessment Considerations
- Target Audience Analysis
- Projects to Meet the Community Needs
- Wildland Fire Prevention Education Teams

Fire Prevention

5.1

Assessment Considerations

This section will cover the necessary element to analyze the fire problems in a given area. They include:

- **Area Evaluation**
 - Information to be Collected
 - What Makes the Area Unique
- **Community Assessment**
 - Assessing the Risk
 - Assessing the Hazard
 - Assessing the Values
 - Fire Occurrence Evaluation

Fire Prevention

5.1

Assessment Considerations

I. INTRODUCTION

Wildland fire prevention programs will be directed toward risks which pose the greatest potential for ignitions that will result in unacceptable damage or loss.

To direct fire prevention efforts, it is important to identify problems or potential problems accurately.

II. AREA EVALUATION

Assessments are needed to define the problem and find the solutions. Assessment can be brief or detailed, depending on the needs. The two elements of assessment are the gathering of information and its evaluation.

A. Information to be collected:

1. Collect information from local agencies, groups, and individuals.
2. What is the problem?
3. Where is the problem?
4. Fire statistics/occurrence
5. Cause patterns
6. Size - actual and potential

7. Loss - actual and potential
8. Any existing fire prevention plans?
9. Any fire protection plans?
10. Any fire prevention committees or cooperatives?

B. What makes this area unique?

1. Types of recreational use
2. Urban development
3. Seasonal residence
4. Political and environmental factors
5. Laws
6. Cultures
7. Building, construction materials
 - a. Roofing material
 - b. Siding
8. Fuel models, vegetation types
9. Topography
10. Weather
11. Others

III. COMMUNITY ASSESSMENT

A. Assessing the Risk

Assessing the risk consists of evaluating the potential for wildland fire ignitions within a given area. Involve local units in those assessments.

Risks are defined as those uses or human activities which have the potential to result in a wildland fire ignition. When assessing the risk of a given area, only the risk should be examined. Wherever there are concentrations of people or activity, the potential for a person-caused ignition exists. After assessing the risk within an area, it is helpful to look at historical fires to validate the risk assessment. Historical fires alone, however, are not an accurate reflection of the risks within a given area. The objective of this effort is to determine the degree of risk within an area.

Examples:

- Structures
- Power lines
- Transportation corridors
- Equipment or machinery
- Smokers
- Campfires
- Fireworks
- Children with matches
- Arson
- Others

B. Assessing the Hazard

The hazard assessment deals with identifying areas of like fire behavior based on fuels and topography. Given a normal fire season, how intense, and at what rate of spread would a

wildland fire burn? What is the resistance to control? Under average fire season conditions fire intensity is largely a product of fuels, topography, and weather.

Hazards are defined as the fuels and topography of an area. The objective in examining hazards is to determine the potential for a “large” fire to result from a fire ignition. This can be more simply put as determining the degree of difficulty in suppressing a fire once it is ignited. It is important to examine hazards without regard for anything else. The evaluation of the critical fire weather index can also be utilized, such as energy release component, burning index, or ignition component.

C. Assessing the Values

Assessing the values consists of identifying those elements that are determined significant enough to require enhanced fire protection. These elements include developed or natural conditions as well as public and firefighter safety.

Values are defined as natural or developed areas where loss or destruction by wildland fire would be unacceptable.

Value considerations could be:

- Life
- Commercial development
- Residential/structures
- Air quality
- Political/social
- Improvements
- Visual resources
- Recreation
- Water storage
- Threatened & endangered species
- Habitat, wildlife and fish

- Cultural/historical
- Riparian/water quality
- Pumping systems
- Draft sites
- Power supplies
- Others

D. Fire Occurrence Evaluation

1. Identify
 - Fires by location
 - Fires by size
 - Fires by cause
2. Develop cause trends
3. Determine
 - Types of use trends
 - Occurrence zones
4. Develop occurrence probability

Target Audience Analysis

5.2

Decide *who* it is you want to reach when implementing a fire prevention program. Many programs are geared for the entire community and focus on reaching the general public, but you should consider, as a minimum, the following:

I. TARGET AUDIENCES:

- The Media
 - Homeowners
 - Vacationers
 - Local Government
 - Fire Prevention Organizations
 - Community Organizations and Associations
 - Local Businesses
 - Contractors and Builders
- A. Urban Population - Educate about recreational uses and activities
 - B. Local/Rural Residents - Address traditional uses under critical conditions
 - C. Homeowners - Address property protection measures
 - D. Campers - Campfire/stove restrictions, regulations, and guidelines; other activities associated with camping

- E. Day Users (Picnickers) - Campfire/stove restrictions, regulations, and guidelines; other associated outdoor recreational activities.
- F. Large Groups - Special events, e.g., family reunions, church, youth, and special-interest group activities.
- G. Hikers
- H. Bikers
- I. All-Terrain Cycle/Vehicle Users and Groups
- J. Anglers
- K. Boaters
- L. River Rafters/Kayakers
- M. Tourists
- N. Absentee Landowners
- O. Construction Companies/Workers
- P. Permittees
- Q. Loggers
- R. Fuelwood Gatherers
- S. Students/Teachers
- T. Visitors, visitor information centers, and agency reception areas
- U. Established agency constituents (existing mailing lists)

V. Ranchers

W. Agency Employees

II. GENERAL TARGET AUDIENCE EVALUATION CRITERIA

- Age
- Gender
- Income
- Education
- Occupation
- Marital Status
- Family Size
- Attitude
- Ethnic Background

A. Ages 5 to 7 Years Old

Address primary activities, i.e., meet characters and receive a Fire Prevention Coloring Sheet, etc.

B. Ages 8 to 9 Years Old

Create appropriate elementary activities, i.e., children meet costumed characters and receive a comic book or related item. A coloring contest could be incorporated into the program, etc. A costumed character may have limited success.

C. Ages 10 to 11 Years Old

Use activities similar to the 8-9 year-old age group, but be prepared to upgrade the materials to the upper age level, i.e., add stickers, patches, pencils, bookmarks, etc., to handout materials. This age group can deal more specifically with fire causes and the effects of fire on the environment. The “straight forward” approach will begin to have an effect on behavior. A costumed character may have limited success.

D. Ages 12 to 18 Years Old

Handout materials must be more sophisticated, i.e., posters of sports figures or rock stars.

E. Young Adults - Ages 19 to 29 Years Old

Useful promotional items, i.e., trading cards, travel mugs, team logo baseballs, golf balls, etc., are ideal premiums for handouts at the event.

F. Adults - Ages 30 and Up

This adult group is one sometimes overlooked. They can be targeted for specific fire prevention education concerning their own property, i.e., Wildfire Strikes Home, specific urban interface problems, and debris burning. Often, the general promotional items like trading cards or baseballs aren't appropriate, but brochures, bumper stickers, pencils, homeowner's handbooks, or travel mugs imprinted with slogans can be very effective in educating the public about local fire prevention concerns.

Meeting the Community Fire Prevention/Education Needs

5.3

The message or selected project that is chosen for activities should be well planned and thought out. The following are ideas that may be appropriate for consideration for the given topics.

I. POSSIBLE KEY MESSAGES

A. Closures and Restrictions

1. Strive for consistency among agencies and simplicity of message.
2. If appropriate, include information about public lands that are open (positive message).
3. Promote meetings between adjoining agencies, civic government and large landowners.
4. Review delegation of authority where applicable.
5. Review any existing agreements, plans, or policies that already exist that give direction to restrictions and closure.
6. Review available resources to ensure they are adequate to meet planned need; this includes state and local government, plus any private or volunteer groups.
7. Identify local jurisdictional laws, regulations, codes, and ordinances.

8. Determine the collateral losses associated with closures and restricted use (damage to tourism based economy, loss of recreation values, etc.). Determine ways to mitigate or minimize losses through integrated fire management and coordinated actions with other functional areas within and among agencies.

B. Campfires

1. Restrictions
2. Clearance
3. Dead out (cool to the touch)

C. Smoking

1. Restrictions (enclosed buildings or vehicles - car window is not an ashtray)
2. Use lighters instead of matches

D. Fireworks

1. Laws and regulations
2. Geographic restrictions
3. Extreme fire danger messages

E. Trash/Ditch Burning

1. Geographic restrictions
2. Extreme fire danger messages
3. Alternatives to burning

- F. Vehicles
 - 1. Examples of possible origins, including sparks
 - 2. Information on how to prevent vehicle fires
- G. Arson - Report suspicious activity to local law enforcement authorities.
 - 1. Personal descriptions
 - 2. Vehicle descriptions
 - 3. License plate numbers
- H. Weather - Be aware of how the weather relates to fire danger; include in evening weather forecast.
- I. Urban/Interface
 - Conduct community-based workshops
 - 1. "Fire Safe" Communities
 - 2. Evaluation checklist

II. IDEAS FOR PRODUCTS AND DISTRIBUTION METHODS

- A. Media campaign in preparation for Memorial Day holiday
- B. Media campaign in preparation for July 4th holiday
- C. Media campaign on fireworks
- D. Television and radio - via personal contact/delivery to stations

1. Smokey Bear spots
 2. Local/regional PSAs
 3. Interviews
- E. Coverage of special fire prevention efforts - examples:
1. Boy Scouts delivering flyers
 2. Car rental agencies distributing flyers with car rental paperwork
 3. Casinos donating billboard space
 4. Parades and fairs
 5. Special holiday or cultural events
- F. Radio - via personal contact/delivery to stations
1. Disc jockeys
 2. Talk shows (reach special-interest groups)
 3. Hispanic or other language stations
 - a. Local stations
 - b. Regional stations
 4. Native American Radio Network
- G. Newspaper - via personal contact/delivery to stations
1. Fire season insert

2. Public service ads

H. Internet

I. Prevention Signs

J. Posters/Flyers/Inserts (Bilingual)

1. Pursue donated printing with credits

2. Distribute through:

a. Car rental agencies

b. Hotels

c. Post offices

d. Homeowner associations/ mailing lists

e. Door-to-door distribution by volunteers, e.g.,
Scouts, civic groups, retirees

f. Concessionaires, vendors

g. Welcome centers

h. Organized groups - meetings, newsletters

(1) Conservation

(2) Historical

(3) Users

(4) Civic

- i. Agency mailings to interest/user groups
- j. Casinos
- k. Real estate associations

K. Volunteer/Rural Fire Departments

L. Toll-Free Information Number

- 1. Conditions
- 2. Closures
- 3. Restrictions

M. Local Business

- 1. Electronic reader boards
- 2. Flyers
- 3. Posters
- 4. Space in advertising circulars

N. Interagency Agreements & Cooperation

- 1. Federal
- 2. State
 - a. Parks
 - b. Administrators
 - c. Natural resource agencies, etc.

3. Local
 - a. Civic government
 - b. Law enforcement, etc.

O. Community Awareness Meetings and Programs

1. “Wildfire Strikes Home”
2. “Firesafe - Inside and Out”
3. Video and slide shows
4. Posters - take local pictures that show local issues and have them enlarged at the print shop
5. Handouts
6. Interpretive displays
7. Home hazard evaluations, utilize and assist local programs

P. School Programs

1. Preschool
2. K-3
3. 4-6
4. 7-12

Q. Mall events/ Local Businesses/ Existing Interagency Agreements

1. Display
2. Hands on training

Wildland Fire Prevention

Education Teams

5.4

I. INTRODUCTION

When severe wildland fire situations occur as a result of extreme fire weather, wildland fires can cause extensive loss of life, property, and resources. As extreme conditions approach or worsen, wildland fire prevention/education is often overlooked as a possible source of help. Because fire weather conditions are predictable, interagency wildland fire prevention/education teams can be mobilized in advance of fires, before fire danger becomes extreme. Prevention/education teams are available to support any geographic area preceding and during periods of high fire danger or fire activity. A federal unit may use severity dollars in support of a prevention/education team. States and other agencies will have appropriate funding systems.

II. PURPOSE OF WILDLAND FIRE PREVENTION EDUCATION TEAMS

- A. The purpose of prevention/education teams is to assist the local unit in the prevention of human-caused wildfire. This involves working together to:
1. Complete fire risk assessments.
 2. Determine the severity of the situation.
 3. Facilitate community awareness and education in fire prevention including prescribed burning.
 4. Coordinate announcement of interagency restrictions and closures.

5. Coordinate fire prevention efforts with the public, special target groups, state and local agencies, and elected officials.
 6. Promote public and personal responsibility regarding fire prevention in the wildland/urban interface.
 7. Develop fire protection plans.
- B. Mobilization of a team may occur when an unusual event or circumstance warrants or is predicted. Examples are:
1. Severe burning conditions.
 2. Unusually high fire occurrence.
 3. Majority of firefighting resources committed.
 4. Preparedness levels above normal.

III. BENEFITS

Wildland Fire Prevention/Education Teams can help:

- A. Reduce the loss of human life and property.
- B. Reduce resource losses.
- C. Reduce the cost of suppression.
- D. Improve interagency relations.

IV. ORGANIZATION AND ORDERING

A team consists of a Team Leader, an Operations Specialist, a Public Affairs Officer, Prevention Specialists(s), and an optional trainee or other team members as the situation dictates (Finance Officer, Logistics Specialist, etc.). Trained interagency personnel can be mobilized through normal dispatch channels to assist in fire prevention/education at any level of an organization. The individuals ordered for prevention/education teams must have the skills required to fill the position for which they have been ordered.

Refer to the National Mobilization Guide, Chapter 20, 22.5.10, Cooperative Fire Prevention/Education Teams, for ordering information.

Developing Fire Safe Councils

6.0

I. INTRODUCTION

A fire safe community is one that has taken as many measures as possible to survive a fire. Staying fire safe requires regular attention and maintenance, and the support of the entire community.

Many organizations are working toward the same fire safety goals separately. By working together as partners in a fire safe council, these organizations can share resources and accomplish much more than they can individually. Because members are invested in the community, many will be willing to volunteer their knowledge, time, efforts, and other resources for fire safe projects.

A safer environment is one of the obvious benefits of a fire safe community. There are other, less tangible, advantages as well. For example, residents and business owners who work together on fire safe projects establish pride in ownership in their community and are more likely to maintain the results of their efforts.

There are economic benefits, too. Businesses that provide fire safe services can expect repeat customers; fire safe properties may have higher property values and lower insurance premiums. Lost wages, lost business, and recovery time can be reduced in the event of a fire.

A community can achieve these benefits and many more by using a cooperative approach to fire safety such as that embodied by California's Fire Safe Council.

A. Solutions For Diverse Communities

A Fire Safe Council can be a statewide coalition of public and private sector organizations working to help local communities mobilize residents and others in the area to make their homes and neighborhoods fire safe.

The statewide council is a resource to help local councils develop programs that fit their unique needs.

Any member of a community can organize a fire safe council. The person or group of people who accepts the challenge to start a local fire safe council can turn to the statewide Fire Safe Council for support and advice.

A fire safe council can begin with existing organizations interested in the well-being of the community. Chambers of commerce, rotary clubs, and homeowners associations are all working on behalf of the community and may be willing to help organize a fire safe council.

A fire safe council representing many industries and interests can influence local decision-makers. The combined expertise and resources of a fire safe council may improve an area's safety through such endeavors as public education campaigns or lobbying for more stringent enforcement of fire safety codes.

Educating citizens and encouraging city planners to adopt fire safe building codes, construct adequate roads and develop emergency water systems can help ensure fire safety in the future.

II. THE STATEWIDE FIRE SAFE COUNCIL

A. Introduction

If a Fire Safe Council is specifically formed to address the fire safety issue or use existing groups such as homeowners associations, chambers of commerce, or rotary clubs, it is clear that members must be committed to identifying solutions and carrying them out.

B. Fire Council At The Statewide Level

At the statewide level, the Fire Safe Council is made up of numerous members who have a vested interest in decreasing losses from fire, and preserving our natural and man-made resources.

1. The statewide chapter can help form local fire safe councils.
2. The statewide Fire Safe Council can provide contacts in the community who will participate in organizing efforts.
3. If an existing organization is used to address the fire problem, the Fire Safe Council can help by providing information about possible funding sources for fire safe projects.
4. The Fire Safe Council can identify programs presently underway.

III. FORMING A LOCAL FIRE SAFE COUNCIL

Improving fire safety may seem like a daunting assignment. By breaking the responsibilities down into workable projects and delegating tasks, a community can begin to see immediate changes.

Here are steps to assemble a fire safe council that can be tailored to fit the needs of any community.

A. Step One

Identify key individuals and organizations that have a vested interest in the community. City officials, real estate, insurance and building industries, utilities, environmental groups, landscape architects, nurseries, and fire departments are all organizations with an interest in hazard reduction and fire safety. If no local representatives are available, regional representatives familiar with the area may prove to be valuable council members.

B. Step Two

Invite these individuals to sit on the council in person or through a mailing campaign that explains the need for their participation in a program that has the potential to radically improve the safety of their families, friends, and customers. Keep a record of who is invited to and who attends the meetings.

C. Step Three

Hold the first meeting in a neutral location. Ask potential council members to come prepared to address fire safety issues that impact their organizations. Maps detailing the area and a packet of background information about the community should be assembled for each attendee. Much of this information is available through the chamber of commerce or local fire authorities.

D. Step Four

Appoint a facilitator of the process. This should be the first order of business for the meeting. Attributes of a good facilitator include the ability to work with people and achieve

consensus. The facilitator should understand the various viewpoints of members and be able to put them in the context of the larger issue. A good facilitator should not be easily swayed by opinion and should be able to clearly evaluate the issues and concerns raised by members.

E. Step Five

Define the area of concern. Because fire respects no boundaries, the fire safe council should not only consider existing home sites, but also business centers and areas of planned residential and commercial development that are surrounded by forest or wildland. Identify the community's values at risk — all of the people, places, natural resources, and other assets that make your community special and need protection.

F. Step Six

List the council's major objectives as well as action items to achieve those objectives. Use a brainstorm approach where each participant answers the question, “What do I want or need from this effort?” This will help identify every fire safety problem or objective that the group thinks is important. Every suggestion, no matter how simple, controversial or contradictory, should be written down in the order received.

Designate council members to oversee the accomplishment of the action items. An objective should be quantifiable and put in a time frame. The goal of the first meeting should be to generate consensus on fire safety issues and objectives as well as areas of concern. This may take more than one meeting. A tour of the proposed areas of concern may help participants understand other members' viewpoints.

G. Step Seven

Develop a plan and a mission statement. The plan should outline the broad objectives of the council. The mission statement is the vision of the council summarized in one or two sentences. For example, the mission statement of the statewide Fire Safe Council is, *“To preserve natural and man-made resources by mobilizing all citizens to make their homes, neighborhoods and communities fire safe.”*

H. Step Eight

Review the plan regularly to evaluate the progress made toward achieving the objectives. Make sure that planned actions are being carried out. Make adjustments in priorities and project schedules if necessary.

IV. SELECTING COMMUNITY FIRE SAFE PROGRAMS

A. Cooperation and partnerships are the key!

A fire safe council is a voluntary organization that knows the citizenry can work together to improve the community's ability to survive a fire. The council might consider the following projects:

B. Which fire safe projects are right for the community?

1. Determine those programs that can increase fire safety.

C. Fire safe programs can be tailored to meet the community's needs and concerns.

Examples:

- Community Defense Projects
- Fire Safe Watch
- Safety Fairs/Carnivals
- Community Fire Patrols
- Fire Safe Signing
- Town Meetings/Block Parties
- Local Fire Safe Campaigns
- Sponsor a Chipper to Come through Neighborhoods on Community Clean-Up Days
- Form Speakers Bureaus
- Media Events
- Public Service Messages, Print, Billboards, Radio, and Television
- Demonstration Areas
- Seminars and Workshops
- Publications for Homeowners/Businesses
- Work with Local Fire Agencies

Notes

Guidelines for Successful Corporate Partnerships

7.0

Because partnerships generally take a long time to develop, approach potential partners as though you are building a long-term relationship and friendship. It's very important that you are aware of how the potential partner's needs fit into your program to prevent carelessly caused wildland fires that damage our natural resources and threaten life and property.

All agencies have guidelines for working with partners. Before formalizing an agreement, be certain to ask the following questions:

I. BUDGET

What, if any, will be the necessary expenditures from the agency?
What event, activity, or materials can the partner offer to underwrite?

II. LEGAL GUIDELINES

How will the partnership stay within the guidelines of the agency's directives about partners? How do we keep both the partner and the agency on a sound footing?

III. AUDIENCE

Who will receive the educational program? Where do they live?
How old are they? Does this program target a priority fire prevention focus in our area?

IV. INFLUENCE

What are we trying to influence our audience to do?

V. APPEAL

How can our prevention program appeal to our audience to convince them to take the steps suggested to prevent damaging fires and promote healthy landscapes?

VI. BENEFIT

Does the partnership benefit both the agency and the partner?

VII. SUSTAINABILITY

Is the program sustainable? Can we follow through with our plans in a timely way? Are we promising things we can't deliver? Are we being as helpful to our partner as possible? Can we solve the problems that may occur?

VIII. EVALUATION

How can we best monitor and evaluate our partnership? If some aspect isn't working, how can we redesign our plans?

IX. RECOGNITION

How can we best acknowledge our partners contributions?

Developing Corporate Partnerships 8.0

I. STEP 1: IDENTIFY YOUR OBJECTIVES

The first step in developing a focused and successful cooperative program is to identify objectives. Objectives can include the messages to communicate, the audiences to reach, and the end results to achieve. Having identified clear and specific objectives, it will be much easier to determine which companies to approach and what activities to implement. Measurable objectives can help evaluate the success of a cooperative program at the end of the year.

II. STEP 2: IDENTIFY TARGET COMPANIES

After the objectives have been identified, develop a list of 10 to 20 companies in the area to contact. These companies may include local supermarkets, real estate offices, accounting firms, utility companies, banks—virtually anyone, because wildfires can have an impact on the employees or customers of all companies. Some of the companies that are contacted may be a division or branch of a larger national company. This should not be a barrier because most branches have monies set aside for local public service.

Do use some caution when choosing partner companies. Any company that promotes the message will—in the eyes of the homeowners—be a reflection of the agency. In other words, make sure that the company has the right image for the agency. And remember, it's important to make sure there is a “fit” between the message communicated and the company chosen. For instance, if the objective is to reach vacationers with fire safe tips, contact camping supply stores for their support.

If there is difficulty in identifying a list of companies, the local chamber of commerce may have insight into the most active and concerned corporate citizens. Please be sure to contact them. They are an excellent resource to have.

III. STEP 3: IDENTIFY SPECIFIC PROGRAM IDEAS FOR EACH COMPANY

Once the list of companies has been selected, develop an accompanying list of program ideas for each. Try to be as specific as possible to help the company visualize what is needed. It may also help to make a drawing of the proposed artwork or design to help bring the idea to life; a company will never commit funds to a cause without knowing exactly how the monies will be used.

Keep in mind that most companies work with a six-month to one-year leadtime. If seeking financial assistance, it is imperative that contact is made with companies early (September to November for the following fire season) before monies are committed elsewhere.

It is important to develop ideas that are appropriate to a given company. For example:

- A supermarket may be willing to tell its grocery bag manufacturer to print a supply of bags with fire safe messages.
- A real estate office might be interested in distributing a fire safe homeowner tipsheet to all new home buyers.
- Utility companies may be able to create fire safe inserts for billing statements.
- Fast food restaurants could develop fire safe placemats.
- Camping stores could distribute fire safe camping information to all customers.

Other general program ideas include:

- Sponsoring fire safe television billboards
- Producing radio/television commercials
- Fire safe messages on any type of package or product (such as milk cartons, etc.)
- Underwriting the cost of fire safe brochures to be delivered to every doorstep in the community
- Printing of fire safe posters
- Local shopping mall exhibit
- Distributing fire safe brochures at gas stations, park entrances, etc.
- Newspaper advertisements
- In-store fire safe displays (commonly called “point-of-purchase” displays) that can include: shelf containers for fire safe brochures; banners that can be hung from ceilings to call attention to the availability of fire safe materials in the store, bank, etc.; large cardboard displays that can accommodate a company's product (e.g., soft drink cans) and brochures
- Elementary school programs
- Placing fire safe articles in company newsletters/newspapers

IV. STEP 4: IDENTIFY APPROXIMATE COSTS FOR EACH PROGRAM

This step may require a little homework. Before pitching a specific idea to a company, try to get an accurate estimate of the cost for such an endeavor. Some programs can be quite expensive (such as in-store displays), while others can cost almost nothing (such as placing a fire safe article in the employee newsletter). Always check to see if printing or other production discounts are available to a not-for-profit organization.

As an example of how to budget, suppose a proposed idea would be to develop and place a series of four 15-second radio advertisements to a company in Fresno. First contact a local advertising agency to find out how many radio spots would need to run to adequately cover the proposed market. Let's say it is necessary to purchase twelve radio spots per week (Monday to Sunday, 6 a.m. to 7 p.m.) on five different radio stations. Next identify the cost to purchase the airtime, which, in this case, would be at least \$2,600. Then creative and production costs to produce four different 15-second radio spots would need to be determined (an average cost might be \$3,000). The total cost to the company would then be \$5,600.

When working with outside vendors (such as designers or advertisers) to get price estimates, make sure the vendors provide the total price of completing a project. Often, items such as tax, shipping and overrun costs (for printed materials) are not included in budget estimates. These "hidden" costs can amount to hundreds or thousands of dollars and result in a project running over budget.

It is always a good practice to increase budget estimates to take into account any such hidden costs or price increases (paper costs, for example, increase several times annually) that might arise. If a company agrees to pay \$5,000, and the program ends up at \$5,500, the agency may have to make up the difference. On the other hand, if under budget, money can be returned, to the delight of the sponsor!

V. STEP 5: DETERMINE THE APPROPRIATE CONTACT AT EACH COMPANY

This is an easy step that can save weeks of time, if a letter is passed through the company from one person to another. Simply call the company, briefly explain the idea and ask to whose attention the letter should be sent. Although one's first inclination is to send the letter to the president of the company, in all likelihood, the president will pass the letter on to the director of marketing, public affairs, or another department. If the letter is sent to the wrong person, there is always the chance that it will be thrown out or lost.

Also, if a personal contact at the company is a supporter of the agency, it may be more effective to send the letter to him or her. Often a personal contact can “go to bat” for you. A person from within a company who can accurately represent agency interests will definitely help the cause.

VI. STEP 6: SEND A PROPOSAL LETTER TO THE CONTACT PERSON

The proposal letter is the first opportunity to present the cause, the idea, and the agency. As such, it is very important to make a strong first impression.

Letters beginning with an emotional appeal and impactful information about the fire danger in an area attract the most attention. For example, the following sentences have been effective lead-ins for co-op proposals:

- “We need your help to save lives and property this fire season. Let me explain.”
- “We are emerging from one of the worst fire seasons in history. During the past five months, more than 12,000 wildfires burned out of control, consuming over 900,000 acres and destroying more than 114 homes. Worst of all—the danger's not over.”

- “There's nothing more heartbreaking than to watch a fire victim rummaging through the remnants of a charred home, searching for his past. If you, or anyone close to you, has suffered through a fire, you know that flames don't just burn homes, they destroy memories.”

Now that there is reader interest from describing the devastation and danger in the specific area, it is important to point out that something can be done about the loss of lives, homes, and property. Support the claims with statistics or by writing something like, “the majority of the homes lost could have been saved. . .” Next, demonstrate that public relations can make an impact by informing the community about crucial fire safe messages.

There are many examples of homes or communities that have followed fire safe guidelines and, as a result, have been saved from fire while their surroundings burned. If you have a local example, use it.

The next part of the letter must explain what needs to be done, and how that company can help. Detail the specific idea for the company and give a breakdown of the costs involved. Be sure to indicate the publicity avenues available to them, and let the company know that the agency will work to get them as much visibility as possible for their efforts. Tell them how many consumers expected to be reached by such a program and how beneficial it will be for the company to be seen as a dedicated and caring corporate citizen.

If there is a possibility that the company would be interested in picking up the costs of reprinting existing fire safe information, let them know that the agency can provide camera-ready artwork. Tell them that the agency will be willing to work with them to develop any co-op program that will meet their needs.

If appropriate, tell the company that the program is being offered exclusively to them. Many times, a company will be looking for a cause that it can “call its own.”

Remember to keep the letter short and to the point—one page, if possible, no more than one and one-half pages.

Finally, be sure to include with the proposal letter any useful background information about the agency, the “Fire Safe Programs” campaign, local areas, and fire statistics for the area. This type of information can help “sell” the department to the potential co-op sponsor.

VII. STEP 7: FOLLOW-UP BY PHONE

If the proposal letter indicates that someone will be calling the contact back by a certain date, about a week later, be sure to do it. Identifying the follow-up date in this way will alleviate any doubts the recipient may have about who is to call whom and when.

At times the contact person has not thoroughly read through the letter and will have questions about the suggested program. Be sure to have all of the information available when the call is made.

Flexibility is a key when talking to a company. Some of the proposal will result in an interest in the campaign, but not necessarily in the suggested program. Be willing to work with the company to tailor a program especially for them. Make sure the company understands that *any* assistance they can offer will help to make the area fire safe!

Remember, too, that rarely will the agency get something for nothing in a co-op effort. The sponsor may want to redesign artwork, have its logo prominently displayed, etc. Again, be flexible—the most important thing is that the message gets out.

Also, don't assume that just because a company is unable to help out this year, it will not be able to help out the next. Business environments, budgets, and personnel are always changing. It may just be a matter of time before a company has the budget, or inclination to help you.

VIII. STEP 8: SCHEDULE A MEETING/PRESENTATION (IF NECESSARY)

In some instances, the agency may be asked to make a presentation to the company before a decision can be made. This presentation will be the chance to show the company who you are, what the agency role is, how severe the wildfire problem is, what can be done about this problem, and how the company can help.

It's always helpful to accompany remarks with visual aids that show the devastation of homes in a wildfire or demonstrate how homes can be saved by being fire wise; these can be very persuasive. It is true that a picture says a thousand words!

IX. STEP 9: WORK WITH THE COMPANY THROUGHOUT THE PROGRAM

Be easily accessible to a cooperative sponsor and provide any assistance they may need. If the company needs camera-ready artwork to print a poster or a news release to print an internal newsletter, provide it to them promptly. The more precise in executing responsibilities, the more likely it will be that the sponsor will do the same.

Be sure to review any typeset copy or artwork before it goes to print. Changes may have been made to your originals that result in faulty, incomplete, or misleading information being communicated. While complete control over the artwork that is selected may not be available, control over the message that is conveyed must be maintained. Make sure that it says what needs to be said.

X. STEP 10: SEND A THANK YOU LETTER

The final step is to send a thank you letter. Any time a company (or individual) donates its time, money, or resources, be sure to express appreciation. None of these companies is obligated to support the agency, but without their assistance, it would be impossible to communicate fire safe messages to all of the residents and vacationers in the area.

Consider recognizing cooperative sponsors with a special award that expresses appreciation for their involvement. Engraved plaques or framed certificates are thoughtful gifts that will tell the sponsor how significant and appreciated their support is.

Depending on the depth of a sponsor's commitment (money, time, service, etc.), host a news conference, or at least distribute a local news release, to unveil the cooperative program to the media. Public recognition such as this can go a long way toward encouraging repeat participation in the cooperative effort. The more aware sponsors are of gratitude and need for them, the more likely they will be to renew their pledge to help in the future.

In the event that the company cannot sponsor the project at this time, sending a thank you letter to acknowledge their time is also appropriate and may result in the company sponsoring a future project.

Notes

Appendix

A

Sample Fire Prevention Cooperative Bylaws

**SAMPLE BYLAWS
OF A FIRE PREVENTION COOPERATIVE**

(Insert Organization Name)

ARTICLE I-NAME

Section 1. The name of the Cooperative shall be the _____ Fire Prevention Cooperative.

Section 2. The Cooperative is organized as an interagency fire service/public safety organization.

ARTICLE II-OBJECTIVE

Section 1. The objective and purpose of the Cooperative shall be:

- a. To unite those agencies engaged in fire prevention and public safety education.
- b. To promote an interagency exchange of ideas, programs, and resources in the areas of fire prevention and public safety education.
- c. To promote, coordinate, and actively support interagency participation in fire prevention activities.
- d. To act as a central agency for the exchange of professional information among its members.
- e. To obtain a reduction in the number of preventable fires within the jurisdiction of the Cooperative.

ARTICLE III-MEMBERSHIP

Section 1. Membership in the _____ Fire Prevention Cooperative shall be open to any organization professionally engaged in fire prevention and/or public safety education.

Section 2. The membership year shall be from _____ to _____ of each year. Election of officers to be held the first meeting in January.

ARTICLE IV - MEMBERSHIP POLICY

Section 1. VOTING - To qualify for this classification, an organization must attend _____ meetings. This is calculated on a calendar year. Voting membership has the right to vote, hold office, and receive other Co-op benefits. Dues for this membership shall be _____ per organization to be paid in full at the beginning of the calendar year (January).

Section 2. NON-VOTING - To qualify for this classification, an organization must attend _____ meetings. This is calculated on a calendar year. Non-voting membership does not have the right to vote or hold office, but will receive other Co-op benefits. Dues for this membership shall be _____ per organization to be paid in full at the beginning of the calendar year (January).

Section 3. ASSOCIATE - No meeting attendance is required. Organizations shall receive a calendar of events and may purchase Co-op hand-outs and materials at cost. This membership does not have the right to vote or hold office. There are no dues for this membership.

Section 4. HONORARY - This membership shall be nominated by the Executive Committee and voted on by the membership. This membership is limited to an individual or an organization who has performed meritorious service to the Cooperative. Honorary members shall receive Co-op benefits, however, they do not have the right to vote or hold office. There are no dues for this membership.

ARTICLE V - OFFICERS

Section 1. The officers of the Cooperative shall be:

- a. President

b. Vice President

c. Secretary

d. Treasurer

Section 2. Duties of the officers shall be as follows:

a. The President shall preside at all sessions of the Cooperative and at all other functions pertaining to the Cooperative.

b. It shall be the duty of the Vice President to perform all the duties of the President, in the President's absence.

c. The Secretary shall make and keep an accurate record of the proceedings of all meetings; prepare and submit an annual report; and keep a record of the proceedings of the Executive Committee. The Secretary shall receive and answer all communications as directed by the President.

d. The Treasurer shall collect all monies due the Cooperative and submit a statement of the receipts and disbursements at the regular meeting. The Treasurer shall purchase all necessary stationery and supplies; close the books of the office at least ten days prior to the opening date for election of officers; attend the election meeting with all the books and documents necessary; and pay orders drawn on the Cooperative. At the expiration of the term of office, the Treasurer shall deliver to the successor all monies, books, papers, vouchers, and other property in the Treasurer's charge belonging to or held in trust for the Cooperative.

ARTICLE VI - ELECTION OF OFFICERS

Section 1. Officers shall be elected by secret ballot at the election meeting and shall serve for one year, or until their successors are elected.

Section 2. A slate of candidates for President, Vice President, Secretary, and Treasurer shall be submitted by the Executive Committee at the election

meeting. Nomination for any office is open to the general voting membership in good standing.

Section 3. In case of a vacancy of any office, except the Presidency, the Executive Committee shall have the power to appoint a member to the office until the next election meeting.

Section 4. The officers shall be eligible for re-election.

Section 5. Each organization which has a voting membership shall be entitled to one (1) vote.

ARTICLE VII - EXECUTIVE COMMITTEE

Section 1. There shall be an Executive Committee consisting of the President, Vice President, Secretary, and the Treasurer.

Section 2. Each outgoing President of the Cooperative shall serve as an ex-officio member of the Executive Committee, without a vote, for the same term as the newly elected President.

ARTICLE VIII - MEETINGS

Section 1. Meetings will be set up by the general membership.

Section 2. Special meetings can be called by the Executive Committee.

Section 3. Members shall be notified at least five days prior to a regular meeting.

ARTICLE IX - COMMITTEE

Section 1. All regular committees shall be appointed by the President with the approval of the Executive Committee.

Section 2. Special committees may be appointed by the President.

ARTICLE X - RULES OF ORDER

Section 1. The rules of Parliamentary Procedure as laid down in 'Robert's Rules of Order, Revised' shall govern all meetings of the Cooperative.

ARTICLE XI - AMENDMENTS

Section 1. Amendments to the Bylaws of the Cooperative shall be made only by a two-thirds vote of the members present. No proposition to amend shall be acted upon unless written notice thereof had been given, by mail, to all members of record at least thirty days prior to the actual vote.

Appendix

B

***Model Cooperative Fire Protection
Agreement***

MODEL COOPERATIVE FIRE PROTECTION AGREEMENT
Suggested Items for Consideration During Development

I. TITLE

II. AUTHORITIES

Reference applicable laws or higher level agreements.

III. PURPOSE/RECITALS

- Describe why Agreement is necessary.
- Describe who is involved.
- Describe mutual benefit.

IV. DEFINITIONS

The key definitions in this section will standardize usage in the context of the agreement, thereby simplifying and improving communications. Include as appropriate key definitions as:

A. Reciprocal (Mutual Aid) Fire Protection

Reciprocal initial attack zones for lands of intermingled or adjoining protection responsibility may be established. Within such zones a supporting party will, upon request or voluntarily, take initial attack action in support of the protecting party as they are in a position to provide. The protecting party will not be required to reimburse the supporting party for costs incurred. The reciprocal assistance period, defined in Annual Operating Plans, does not usually exceed 24 hours.

B. Reimbursable (Cooperative) Fire Protection

The protecting party may request fire suppression resources from supporting parties, per conditions set in the agreement,

(and Annual Operating Plans). Such resources are to be paid for by the protecting party.

C. Offset (Exchange) Fire Protection

The parties may exchange responsibility for fire protection for lands under their jurisdiction. The rate of exchange will be based upon comparable cost, acreage involved, complexity, and other factors as may be appropriate and mutually agreed to by the parties. The exchange zones are often documented in Annual Operating Plans. The goal is to gain an equal exchange that provides greater overall fire protection.

D. Fee Basis (Contract) Fire Protection

For an agreed upon fee, one party may assume fire protection responsibilities on lands under the jurisdiction of another. The terms and conditions of such arrangements are generally outlined in a contract agreement.

E. Annual Operating Plan

An annually updated document that outlines operational procedures in support of a multi-year Cooperative Fire Protection Agreement. Annual Operating Plans are normally developed locally, and must be authorized by appropriate officials.

V. INTERAGENCY COOPERATION

Identify sources of oversight and direction as needed to cover specific actions. Require local Annual Operating Plans. Enable and direct cooperative efforts, such as:

- Area Coordinating Group
- Local Cooperative Initiatives
- Joint Projects and Local Agreements

- Incident Command System
- Interagency Dispatch Centers/Service Centers
- Multi-Agency Coordination (MAC) Groups
- Fire Prevention
- Prescribed Fire and Fuels Management
- Licensing Training
- Communication Systems
- Weather Data Processing System
- Automatic Weather Stations
- Aviation Operations
- Joint Facilities
- Inmate Use
- Military Resources

VI. FIRE PROTECTION

Define jurisdictional responsibilities and limitations. Include protection area and boundaries. Methods of fire protection assistance pursuant to agreement:

- Reciprocal
- Reimbursable
- Offset
- Fee Basis or Contract

VII. FIRE SUPPRESSION

- Closest Forces Concept
- Shared Resources
- Joint Resources
- Fire Notifications
- Protection Priorities
- Boundary Fires
- Independent Action on Lands Protected by Another Agency
- Appropriate Suppression Response Policies
- Escaped Fire Situation Analysis (EFSA)
- Determination of Cause and Preservation of Evidence

- Fire Reports and Documentation
- Post Fire Analysis
- Law Enforcement Actions
- Fire Disasters and Relief

VIII. REIMBURSEMENTS

Appropriated Fund Limitation: “Nothing herein shall be interpreted as obligating the parties to this agreement to expend funds, or as involving them in any contract or other obligation for the future payment of money in excess of appropriations authorized by law and administratively allocated for the work contemplated in this Agreement.”

- Specific Reimbursable Services and Procedures
- Cost-Sharing (for incidents affecting more than one agency)
- Procurement
- Billing Procedures

IX. GENERAL PROVISIONS

- Duration of Emergency Assignments
- Loaned Equipment
- Mutual Sharing of Information
- Local Cooperation (levels in terms of geographical authority)
- Accident Investigations
- Non-Wildland Fire and Medical Aid Responses
- Previous Agreements (replacement intentions)
- Employment Policy
- Suppression and Damage Collection
- Waiver of Claims (liability responsibility to remain with employing party)
- Third Party Claims (liability to third parties)
- Officials Not to Benefit (“No member of, or delegate to Congress or Resident Commissioner shall be admitted to any share or part of this Agreement or to any benefit to arise therefrom, unless it is made with a corporation for its general benefit.”)

- Amendments Procedures
- Examination and Audit (specific auditable agreement provisions)
- Civil Rights
- Durations of Agreement (number of years or indefinite; describe termination progress).

SIGNATURES

Appendix

C

Sample Model Annual Operating Plan

SAMPLE ANNUAL OPERATING PLAN

The Annual Operating Plan is a working document compiled each year by wildfire agencies participating in multi-year Cooperative Fire Protection Agreements. Specific operational items under the Cooperative Fire Protection Agreement will be documented in the Annual Operating Plan. Suggested format includes the following, when appropriate:

- I. PLAN APPROVALS FROM AUTHORIZED AGENCY REPRESENTATIVES WITH DATES**

- II. IDENTIFICATION OF THE JURISDICTIONS WITHIN THE AREA OF THE PLAN**

- III. AUTHORITY FOR PLAN—CITE THE COOPERATIVE FIRE PROTECTION AGREEMENT ON WHICH THE ANNUAL OPERATING PLAN IS BASED**

- IV. PURPOSE OF PLAN—BRIEF NARRATIVE**

- V. DEFINITIONS AND DESCRIPTION OF:**
 - A. Fire protection responsibilities

 - B. Dispatch areas by dispatch levels

 - C. Move-up and cover plans

 - D. Special Management Considerations (wilderness areas, wild and scenic rivers, research natural areas, archeological sites, roadless areas, other areas identified in land management planning documents, urban interface areas, or otherwise requiring special fire management procedures)

 - E. Responsibility for non-wildland fire emergencies

- F. Repair of wildfire suppression damage

VI. FIRE PROTECTION RESOURCE LIST—INCLUDING PREVENTION, DETECTION, GROUND AND AIR ATTACK UNITS, SUPERVISORY PERSONNEL, DRAW-DOWN LEVELS, AND OTHER COOPERATING AGENCIES

- A. Kind (by ICS type)
- B. Location
- C. Anticipated availability period
- D. Staffing levels
- E. Contact points and names

VII. PROTECTION AREA MAPS SHOWING:

- A. Jurisdictional boundaries, protection units, county boundaries, and other plan needs
- B. Fire protection facilities by agency and location
- C. Reciprocal, reimbursable, offset, and/or fee-basis protection boundaries

VIII. FIRE READINESS

- A. Fire planning
 - 1. Pre-suppression analysis plans
 - 2. Trigger points for increase/decrease in staffing readiness
 - 3. Prevention plans

- 4. Prescribed fire plans
- B. Wildfire training needs and coordination
 - 1. Qualifications
 - 2. Personal protective equipment
 - 3. Performance standards
- C. Inspection schedules

IX. WILDFIRE SUPPRESSION PROCEDURES

- A. ICS use
- B. Detection standards
- C. Relationship with local mobilization guide
- D. Notification about fires
- E. Establishment and revision of mutual aid dispatch areas
- F. Initial attack dispatch levels and their determination
- G. Dispatching and resource order process
 - 1. Unified command
 - 2. Boundary fires
- H. Reinforcements and support
- I. Move-up and cover locations and procedures

- J. Interagency procurement, loaning, sharing or exchanging and maintenance of facilities, equipment and support services
- K. Interagency sharing of communications systems and frequencies
- L. Escaped fire situation analysis
- M. Emergency fire fund procedures
- N. Dispatch centers or other incident support facilities
- O. Post-incident action analysis
- P. Out-of-jurisdiction assignments
 - 1. Standards
 - 2. Procedures
- Q. Dates and times of cooperative exchange

X. AVIATION PROCEDURES

- A. Aviation map and narrative
 - 1. Hazards
 - 2. Sensitive zones (urban interface, aquatic, wilderness, etc.)
 - 3. Helispots, dip sites
 - 4. Automatic dispatch zones (tied to preparedness planning)
 - 5. Detection routes
 - 6. Foam/retardant restriction areas

- B. Flight following/frequency management
- C. CWN aircraft, tactical and support aircraft
- D. Fixed wing base management
- E. Single engine attack tanker bases
- F. Lead plane/air attack activation
- G. Aviation requests and operations
 - 1. Initial attack
 - 2. Boundary fires
 - 3. Wildland/urban interface
 - 4. Mutual aid procedures
 - 5. Air space restrictions
- H. Inspection schedules

XI. FIRE PREVENTION

- A. General cooperative prevention activities
- B. Information and education
 - 1. Fire danger information
 - a. Fire weather station locations
 - b. Data sharing and methods
 - c. Fire danger dissemination

- d. Fire prevention signs
- 2. Joint or single agency press releases
- 3. Smokey Bear program
- 4. Red flag operations
- C. Engineering
 - 1. Land use planning (wildland/urban interface)
 - 2. Defensible space and treatments
 - 3. Railroads and utilities
- D. Enforcement
 - 1. Issuing open burning and campfire permits
 - 2. Restrictions and closures (initiating, enforcement, and lifting)
 - 3. Fire investigations

XII. FUEL MANAGEMENT AND PRESCRIBED FIRE CONSIDERATIONS

XIII. COST REIMBURSEMENTS

- A. Non-reimbursable items
- B. Reimbursable items
- C. Wildfire prevention
- D. Wildfire readiness

- E. Wildfire suppression
 - 1. Dispatching
 - 2. Initial attack
 - 3. Mutual aid
 - 4. Reinforcements
 - 5. Aviation
 - 6. Cost share plan
 - 7. Out-of-jurisdiction assignments
 - 8. Billing procedures
 - 9. Resource use rates

XIV. GENERAL PROCEDURES—HOW TO HANDLE

- A. Periodic program reviews
- B. Annual updating of plans
- C. Changes during year (due to budget cuts or supplemental funding)
- D. Resolution of disputes procedures

XV. DIRECTORY OF PERSONNEL AND/OR AUTHORIZED AGENCY REPRESENTATIVES

- A. Bureau of Land Management
- B. State Forestry

- C. USDA Forest Service
- D. Bureau of Indian Affairs
- E. National Park Service
- F. Fish and Wildlife Service
- G. County
 - 1. Board of Commissioners
 - 2. Sheriff Department
- H. Fire Departments