

CITY OF HIDDEN HILLS  
SPECIAL CITY COUNCIL MEETING

City Hall Council Chambers  
6165 Spring Valley Road, Hidden Hills, CA 91302

Thursday, January 14, 2021

4:00 PM

AGENDA

**1. CALL TO ORDER**

Pursuant to Governor Newsom’s Executive Order N-29-20, all members of the Hidden Hills City Council or staff may participate in this meeting via a teleconference. In the interest of maintaining appropriate social distancing and in accordance with Executive Order N-29-20, members of the public may participate in the meeting electronically as indicated further below. The City Council Chambers will not be open to the public. If you are an individual with a disability and need a reasonable modification or accommodation pursuant to the Americans with Disabilities Act (“ADA”) please contact Deana Graybill at 818-888-9281 or [staff@hiddenhillscity.org](mailto:staff@hiddenhillscity.org).

Virtual Meeting Via ZOOM Platform: <https://zoom.us/j/97098354145>

To Join by Phone: 669.900.6833 or 408.638.0968 and Enter Meeting Access ID: 970 9835 4145

PLEASE NOTE THAT THE CITY COUNCIL MAY ACT ON ANY ITEM LISTED ON THE AGENDA.

**2. ROLL CALL**

Council:

Mayor Stuart E. Siegel  
Mayor Pro Tem Laura McCorkindale  
Council Member Steve Freedland  
Council Member Larry G. Weber  
Council Member Eniko Gold

Staff:

City Manager Kerry Kallman  
City Attorney Roxanne Diaz  
City Engineer Dirk Lovett  
City Clerk Deana Graybill  
Administrative Analyst Chantelle Limon

**3. APPROVAL OF AGENDA**

**4. ANNOUNCEMENTS**

## **5. AUDIENCE**

Members of the audience are invited to address the Council at this time on items that are not otherwise on the agenda.

Per California Government Code Section 54954.2, the City Council is prohibited from discussing or taking immediate action on any item not on the agenda unless it can be demonstrated that the item is of an emergency nature, or the need to take action arose subsequent to the posting of the agenda.

Public Participation:

Remote public participation is allowed in the following ways:

Public comment will be accepted by email to [staff@hiddenhillscity.org](mailto:staff@hiddenhillscity.org) prior to and during the meeting, prior to the close of public comment on an item, and read into the record during public comment. Alternatively, members of the public may join the meeting via the Zoom platform and the Mayor will call on you for public comment. To ask a question or comment during a meeting, click on the icon labeled "Participants" at the bottom center of your PC or Mac screen. At the bottom of the window on the right side of the screen, click the button labeled "Raise Hand." Your digital hand is now raised. To "Raise Hand" on an audio only call, press\*6 to unmute and \*9 to "Raise Hand".

## **6. STAFF COMMENTS**

## **7. CITY COUNCIL COMMENTS**

## **8. NEW BUSINESS**

8A 2021-2022 City Council Goals Session for Discussion and Direction to City Staff and Review of the Status Report and Direction, if any, on the City's Current Goals

1. Continue to Prioritize Staff Time to Protect Hidden Hills Single Family Zoning and Local Control, Including but Not Limited to: Education, Strategic Legislative Opposition and Support, Exploration Of Converting Hidden Hills to a Charter City and/or Putting Forth a Local Initiative to Protect Zoning, and/or Other Legal Protections, Coalitions, Resolutions, Etc.
2. Move City Council Meetings to 5:30 p.m.
3. Consider Providing Health Benefits to Members of the City Council
4. Consider the Creation of a Dog Park in Hidden Hills
5. Undertake Various Efforts and Initiatives to Foster Safer Driving in Hidden Hills
6. Amend the City's Municipal Code to Ban All Leaf Blowers, Gas or Electric, on Community Streets, Parkways, and Trails
7. Move Hidden Hills Towards an Independent and Green Energy Future
8. Develop a Community Wildfire Protection Plan
9. Update the City Website to Increase Transparency and Public Information Via the City Website
10. Hire a Grant Researcher
11. Hire A Consultant to Assist the City in Improving Cell Phone Coverage
12. Create a City Personnel Handbook
13. Provide Updates on City Council Goals Monthly as Part of a Regular City Council Agenda Item

8.A 2021-2022 City Council Goals

[1-14-21.pdf](#)

## **9. ADJOURNMENT**

Materials related to an item on this agenda submitted to the Council after distribution of the agenda packet are available for public inspection in the City Clerk's office at City Hall, 6165 Spring Valley Road, Hidden Hills, CA 91302 during normal business hours.

Pursuant to the Americans with Disabilities Act, any qualified individuals with a disability who plan to attend or otherwise participate in the City Council meeting and who may require accommodations or auxiliary aids should contact the City Clerk at 818/888-9281 at least 48 hours before the meeting.

This REVISED agenda was posted on January 13, 2021.

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Deana L. Graybill, CMC, City Clerk



# City of Hidden Hills

6165 Spring Valley Road \* Hidden Hills, California 91302  
(818) 888-9281 \* Fax (818) 719-0083

## MEMORANDUM

**TO:** Honorable Mayor and Members of the City Council

**FROM:** Kerry Kallman, City Manager

**DATE:** January 14, 2021

**SUBJECT:** Consideration of 2021 City Council Goals and Provide Direction to City Staff; and Review of Status Report on Current Goals

### Background

The primary purpose of a City Council's Goals Session is to identify proposed goals that will be included in the City's 2021 work plan and budget. Carry-over goals from the previous fiscal years will remain in the City's workplan until completed.

It should be noted that tonight's meeting is merely an opportunity for the City Council to discuss the various goals and whether or not staff time and resources should be dedicated to each goal. Tonight's discussion should not be focused on whether the proposed goal or action will be implemented merely should further research be undertaken.

In no particular order of priority, thirteen (13) new goals are listed below.

### Discussion

Prior to reviewing and discussing the thirteen proposed goals below, it may be appropriate to review status of all adopted goals (attached below) and provide direction on some if not all of the goals.

If the consensus of the City Council is to adopt any of the proposed goals, it would be appropriate to prioritize the completion of each goal taking into consideration staff resources, community benefit, currently adopted goals, and fiscal impact.

The following are the suggested 2021 City Council Goals:

- 1. Continue to prioritize staff time to protect Hidden Hills single family zoning and local control, including but not limited to: education, strategic legislative opposition and support, exploration of converting Hidden Hills to a charter city and/or putting forth a local initiative to protect zoning, and/or other legal protections, coalitions, resolutions, etc.**

The state legislature continues efforts to strip away local control on housing and other matters. Legislation has returned already this year with legislation that intends to end the single-family neighborhood by allowing lot splits in Hidden Hills & 4-6-plexes where one (1) house currently stands; without any input or examination by the City or our HOA.

Earlier this year, the City Council and staff became involved in these efforts and it has been suggested that the City Council reconfirm this as a goal to continue its advocacy, education and exploration efforts regarding protection of our community as single family, and to explore various mechanisms that could further protect both our local control and our single-family neighborhood.

## **2. Move City Council meetings to 5:30 pm.**

It has been suggested that the City Council consider moving their meeting time to 5:30 p.m., as the earlier start time may alleviate down time between the end of the workday and the beginning of the meetings for staff and City Council, as well as our guests (LASD, LACOFD, legislators, consultants). If this goal is adopted, an item to amend the City Municipal Code would be reviewed and discussed by the City Council at a future meeting.

## **3. Consider providing health benefits to members of the City Council**

It has been suggested that the City Council consider enrolling in City provided health coverage as either a benefit or by reimbursement of costs back to the City by the City Council as it's a quality policy. It is being proposed that City Council would vest at 4 years and be able to continue the policy after leaving the City Council (but paid for themselves). All cities in our COG region provide this to their City Council's as well the opportunity to pay for their families on the policies.

Per the City of Hidden Hills personnel policy medical coverage is provided to full-time staff at a rate of not to exceed \$1,116 per month. Full-time staff dependents may join the City policy with costs deducted from staff salary. If the City Council would like staff to pursue this goal, staff would need to do additional research with the CalPers on the process and exact fiscal impact, if any, with the intent to include sufficient funding in the FY 2021/22 City Budget.

## **4. Consider the creation of a Dog Park in Hidden Hills**

It has been suggested that the City begin to investigate the creation of a dog park in Hidden Hills. This would consist of identifying potential locations, securing or prioritizing funding, and exploring opportunities to provide recreational opportunities for residents and their dogs.

It should be noted that adoption of this goal will not necessarily mean a dog park is eminent, instead it would signify the City Council's interest in pursuing a dog park and provide staff opportunities to seek out potential solutions.

#### **5. Undertake various efforts and initiatives to foster safer driving in Hidden Hills**

One of the largest areas of concern that both the City Council and staff hear from residents surround unsafe driving in the community typically in the form of speeding and failure to stop at stop signs. Over the years, the City has implemented several projects in an effort to curtail unsafe driving. These include but are not limited to: (1) speed humps; (2) roadway striping; (3) increased Sheriff motorcycle patrol time; (4) targeted efforts by the Sheriff's Department; (5) speed indicator signs; (6) speed surveys; and (7) public information.

It has been suggested that the City seek additional solutions to these concerns, which may result in a more formal education program and purchase of a portable cloud-based speed trailer capable of recording pictures of speeding vehicles to allow for further follow up by the Sheriff's Department.

If adopted, staff would return to the City Council with a more comprehensive plan for consideration and possible funding.

#### **6. Amend the City's Municipal Code to ban all leaf blowers gas or electric on community streets, parkways, and trails.**

Hidden Hills Municipal Code section 3-8-5-J prohibits the use of gas-powered leaf blowers within the City. Enforcement of this rule proves to be a challenge for staff as the City does not have a Code Enforcement program and any complaint surrounding use of gas leaf blowers is typically handled by either the City Manager or City Engineer by driving to the site and informing the user of the prohibition. The City does have a flyer in both English and Spanish that informs users of the prohibition and recently made them available to the gate guards to hand out.

It has been suggested that the City Council amend its Municipal Code to further ban both gas and electric leaf blowers use on any street, parkway or trail and only allow for the use of electric blowers on private property due to added ease enforcing if no blowers were allowed. In light of COVID-19 and other discoveries about pollutants, cities/communities are participating in total bans. Of note, most of those cities do not have dirt sidewalks which create an additional pollutant. In addition, it has been suggested that enforcement

of prohibited leaf blowers could be undertaken by the Los Angeles County Sheriff's Department

## **7. Move Hidden Hills towards an Independent and Green Energy Future**

Over the years, both the State and the City through its Municipal Code and building standards, certain energy efficiency or green standards have been adopted and required for building in Hidden Hills. Staff is preparing a memorandum outlining these requirements that will be distributed to the City Council before the Goals Session meeting. One such mandate involves construction of residential solar projects. Assembly Bill 2188, adopted in 2014, requires that every city create an expedited, streamlined permitting process for small residential rooftop solar systems. The purpose of the law is to further State policy of promoting and encouraging the installation and use of solar energy systems by limiting obstacles to their use and minimizing the permitting costs of such systems. The City has created a dedicated page on the City website that includes step by step guidelines on receiving permits to install residential solar systems.

It has been suggested that the City undertake further steps to encourage and/or provide ease to homeowners and builders to make their homes more environmentally friendly, energy efficient, and ultimately more self-sufficient or independent from the traditional power grid.

Should this goal be adopted, further research by staff will occur followed by a potential series of recommendations for consideration by the City Council.

## **8. Develop a Community Wildfire Protection Plan**

A Community Wildfire Protection Plan helps jurisdictions plan and prioritize project work that can make a difference in protecting homes, residents, and firefighters. Key components of such plans include:

1. Collaboration with all stakeholders in a community
2. Research and identification of community risk using maps
3. Identification of key components of risk in local construction
4. Identification of the natural environment surrounding the community
5. Creation of an action plan that identifies short and long-term goals depending on the capabilities of the community and the prioritization of identified risk.

It has been suggested that the City Council consider the implementation of a Community Wildfire Protection Plan. As staff is not intimately familiar with creating or implementing nor with the time or costs associated, if adopted tonight, further research including costs,

components, time frame, and potential consultants who could work with staff to create a plan would be identified and brought to the City Council for consideration at a future meeting.

Attached for your review is a document created by the Department of Agriculture titled “Best Management Practices for Creating a Community Wildfire Protection Plan.”

#### **9. Update the City Website to Increase Transparency and Public Information via the City Website**

The City’s website was last updated in April 2018. The new website integrated several new features including direct e-mail links to staff, timely news items on home page, emergency information banner, and ability to sign up directly to receive e-mail notifications in an effort to provide more up to date information to residents and allow for better communication.

It has been suggested that the City staff update several components of the website including but not limited to: (1) more direct links that allow for residents to communicate directly with City staff about their concerns; and (2) enhanced search functions.

Although staff may be able to make recommended changes or enhancements directly, it is not known if the current website will be able to easily integrate some desired improvements. Should the need arise for more costly improvements outside of normal website updates, staff would bring these projects and costs to the City Council for consideration.

#### **10. Hire a Grant Researcher**

It has been suggested that the City consider hiring a grant researcher that would assist the staff in researching and securing funding to assist with the completion of Capital Improvement Projects or other priorities where there is limited funding available.

A similar goal was adopted by the City Council in 2017, “Enhance the City’s efforts to obtain grants either by City staff and/or with the assistance of state and federal lobbyists.” The adoption of this goal signified a shift for the City as previous to the adoption of this goal, City staff would seek out an occasional grant but was not overly aggressive in applying for grants. Since that time, staff has been successful in receiving numerous grants as indicated by the attached matrix on City Council Goals.



While the City recently entered into an agreement with a Sacramento based lobbying firm and it was hoped that firm could assist with the identification and assistance on receiving certain grants (public safety, fiber, technology, cell phone), it has been suggested that the lobbyist time would be better served in assisting the City with legislative advocacy.

Should the City Council adopt this goal, staff will research potential grant researchers and return to the City Council with an update and potential agreement.

#### **11. Hire a Consultant to assist the City in improving cell phone coverage**

In 2017, the City Council adopted a goal to “Address the lack of adequate cell coverage within the City.” This goal was reaffirmed at the 2020 City Council Goals Session when the City Council adopted “Reinitiate the 2017 Goal to improve cell coverage in the City by actively engaging both cell providers and potential consultants to assist the City.”

Improving cell phone coverage continues to be a priority project for the City. In November 2020, the City Council gave direction to staff to seek a proposal from Magellan Advisors for consulting services related to cell phone coverage improvements. Please see the City Council Goals Matrix (attached) for additional information.

Staff held a conference call with Magellan Advisors on January 11 and anticipates a proposal will be reviewed by the City Council at its first meeting in February.

#### **12. Create a City Personnel Handbook**

Historically, policies related to City staff have been included in the City’s Municipal Code or adopted independently by the City Council. Although the creation of a City Personnel handbook is already on the staff work plan for 2021, adoption of this goal will ensure that this project becomes a priority for staff in 2021.

#### **13. Provide Updates on City Council Goals monthly as part of a regular City Council Agenda Item**

The City Council began hosting an annual City Council Goals session in 2017. The purpose of the Goals Session was to help prioritize projects for the upcoming budget year and provide direction to staff on what the consensus of the City Council believed should be worked on. Staff provides formal updates on all progress of all City Council goals 3 times per year as an item on the City Council agenda. Additional updates are provided in the monthly City Engineer report, staff comments, separate items on the City Council agenda and more informally through communications with the City Council.

It has been suggested that staff provide regular City Council Goals updates each month as a formal agenda item on the City Council agenda. In addition, it has been suggested that completed goals be removed from the “active “Goals Matrix and moved to a new “Completed Goals” matrix.

It would be appropriate for the City Council to provide direction to staff on providing monthly City Council Goals updates and removal of completed goals from the matrix.

### **Fiscal Impact**

Depending on the acceptance of certain goals, staff may include potential expenses in the proposed FY 2021/22 City budget for consideration by the City Council later this spring. Adopted goals and correlating expense not included in the FY 2021/22 budget would be considered by the City Council at a future date.

### **Recommendation**

Based on the foregoing, it is recommended the City Council: (1) review and consider the adoption of the thirteen (13) proposed goals referenced in this report; and (2) prioritize the completion of any adopted goal.

### **Attachments**

Status Report of City Council Goals  
Information on Community Wildfire Protection Plan

**STATUS REPORT OF CITY COUNCIL GOALS  
JANUARY, 2021**

<b>2020 Goal</b>	GREY SHADE IS COMPLETE. YELLOW SHADE INDICATES UPDATED ACTIVITY
<b>2020 Goal</b> - Reinitiate the 2017 Goal to improve cell coverage in the City by actively engaging both cell providers and potential consultants to assist the City.	Staff held an initial call with a Verizon representative about potential cell coverage improvements. At that time, there was no immediate plans for Verizon improvements in the City. In the fall, staff hosted a series of discussions and a community walkthrough with a firm representing T-Mobile regarding possible installation of equipment that would improve cell coverage in the City. In addition, per City Council direction, staff is work with Magellan Advisors on a consulting proposal that would assist the city in improving cell coverage. Magellan anticipates presenting the proposal to the City Council at the first meeting in February.
<b>2020 Goal</b> - Undertake a capital improvement project to beautify both corners at Round Meadow and Mureau Roads	The City Council approved a Landscape design Agreement with L. Newman and Associates at the November 9 City Council Meeting. Design work on the project is underway and it is anticipated that a draft design will be reviewed by the City Council in the coming months
2020 Goal – Evaluate the numerous signs as you enter and, in the City, and make formal recommendations on consolidation, reduction and improvement of signage in the City.	A project to identify and remove excess signage along round meadow road was completed earlier this year.
2020 Goal – Undertake a comprehensive review and make recommendations of potential responses or actions related to abandoned or long delayed construction projects.	No action to report.
2020 Goal – Create an Ad-hoc Burglary Task force made up of two City Council Members	Mayor Siegel and Mayor Pro Tem McCorkindale agreed to serve on this ad-hoc committee. No further action to report.
<b>2020 Goal</b> – Update the duties and responsibilities of the Public Safety Commission and work with the Commission to establish a work plan for 2020	No action to report.
<b>2020 Goal</b> – Create full-time Administrative Analyst Position	Full time Administrative Analyst began employment in December 2020.
<b>City Council Goals</b>	GREY SHADE IS COMPLETE. YELLOW SHADE INDICATES UPDATED ACTIVITY

<b>2019 Goal</b> - Undertake a comprehensive review of the City's Emergency Preparedness Preparations.	City Council reviewed and discussed at staff report on Emergency Preparedness efforts at the July 22 City Council Meeting. Goal is considered completed but Emergency Preparedness will continue to be enhanced and evaluated throughout each year.
<b>2019 Goal</b> - Consider contracting with supplemental professional fire response during red flag warning days.	City Council directed staff to purchase an emergency vehicle capable of small firefighting efforts.
<b>2019 Goal</b> – Review and Update Social Media Policy	Social Media Policy updated and adopted June 24, 2019
<b>2019 Goal</b> – Consider Online Streaming of City Council Meetings	CITY COUNCIL APPROVED AN AGREEMENT WITH GRANICUS TO PROVIDE ONLINE STREAMING OF CITY COUNCIL MEETINGS ON SEPTEMBER 9. CITY STAFF IS CURRENTLY TRAINING ON THE SYSTEM AND ANTICIPATES LAUNCH BY MARCH 1.
<b>2019</b> - Consider the re-establishment of the City's mature growth tree ordinance potentially for all trees and/or Oak Trees.	HHCA updated their tree policies specific to oak tree removal. Per City Council direction no further City action.
<b>2019</b> - Consider the establishment of a Non-profit City/Community Foundation.	City Council approved Articles of Incorporation at January 27 meeting.
<b>2019</b> - Evaluate City Hall's current alarm system and consider various upgrades to City Hall security. (Upgrade to 2018 Established Goal)	Staff has arranged for several "security walkthroughs" of the City Hall building and used the findings to develop new security enhancements including new alarm system, cameras, and alerts. City Council approved the purchase an installation of new security system and cameras for City Hall at the August 26 City Council meeting.
<b>2019</b> - Add two standard agenda items to all City Council meeting agendas.	City Council Comments and staff comments added to all future City Council agendas. In addition, standard agenda language such as "New Business" now being used on agendas.

<b>2018 Goals</b>	GREY SHADE IS COMPLETE. YELLOW SHADE INDICATES UPDATED ACTIVITY
<b>2018 Goal</b> - Undertake a comprehensive review of the City's Municipal Code in an effort to update, strengthen, and/or clarify the City's authority on certain issues and compliance with state law.	Staff has begun reviewing the Municipal Code and identified several potential changes. Priority has been given to code sections that deal with Undergrounding and Personnel rules. On June 11, City Council adopted a resolution updating employee sick and vacation policy. On August 13, City Council adopted a resolution updating employee anti-discrimination and harassment free workplace policy. City Attorney is reviewing

	potential changes to the Municipal Code regarding Emergency Operations and 2020 Building and safety laws.
<p><b>2018 Goal</b> - Consider various funding mechanisms for undergrounding of power poles throughout the City. In addition, consider a large scale “Undergrounding” project for Fiscal Year 2018/19</p>	<p>Staff and Ad-hoc met with consulting firm that specializes in creation of “Undergrounding Assessment Districts.” It was determined that pursuing an assessment district would be too costly for City. At the July 23 City Council meeting, Council directed staff to pursue five potential undergrounding projects this year. Staff is also determining the feasibility of purchasing Rule 20A funds from other agencies. City Council recently approved funding for design costs of all five areas. Design and feasibility analysis expected June 2019. City staff has begun outreach to effected residents. City is currently underway on planning and design five project areas. Area 1 is nearly complete with conceptual design and homeowner approvals. Staff is awaiting final design, easements, and costs. Preliminary design for Area 2 has been received and is currently being evaluated for feasibility. Initial design for Area 3 is underway. A new Area was also initiated that contain three large poles with major equipment at the Long Valley/Paradise Valley intersection. That project is making good progress. Staff and the Ad-hoc Committee briefed the City Council on this project at the February 24 City Council meeting.</p> <p>Section 1 along Long Valley is currently under construction. It is anticipated that this first phase of construction will be completed by mid-February. The next step would see Southern California Edison connect the underground service and remove the poles. This phase may begin as early as March. Design work on section 2 (portion of Jed Smith) is nearly complete.</p>
<p><b>2018 Goal</b> - Continue the internal and external upgrade of City Hall. Areas of focus may include City Council Chambers, upstairs conference room, and Building and Safety. External upgrades to consider include new roof and solar project.</p>	<p>Phase 1 nears completion with installation of downstairs furniture in August. Proposal for new doors and hardware is forthcoming. Design work for Phase 2 including City Council Chambers and Conference room is underway. Staff recently met with an architectural firm regarding the City Council Chambers and is awaiting a proposal. On July 8, City Council approved an agreement with StudioMA for design of City Council Chambers remodel. Staff and City Council Ad-hoc Committee have met with design team multiple times. A conceptual design was created.</p>

	<p>Construction costs and alternatives are being evaluated. A full briefing with options will be discussed by the City Council on March 9. Following the March 9 review, staff has not initiated any future work on this project. At the November 9 City Council meeting, during an update on City Council Goals, a lengthy discussion was held by the City Council regarding implementation of this goal. Staff's interpretation of the City Council's direction was to scale back the project to focus on priority items, deferred maintenance, and alternative funding sources. Staff anticipates a detailed report and recommendation will be brought to the City Council on January 25.</p>
<p><b>2018 Goal</b> - Consider the adoption of an enhanced "wood shake" roof policy in an effort to expedite replacement of remaining wood shake roofs within the City.</p>	<p>The City Council directed staff to join the LA County Community Development Commission's CDBG grant program. Grant will provide funding that could be used to assist roof retrofits at eligible residences. Most recent inventory shows that the City contains 14 shake roofs. (down 1 since last update in November.) Per City Council direction, staff will continue to monitor "shake roofs" and report on status on updated counts of remaining roofs.</p>
<p><b>2018 Goal</b> - Review vulnerability of City Hall in terms of securing the building in a violent or active-shooter scenario. Consider various security upgrades to the building.</p>	<p>Staff participated in Active Shooter training. Remote door locks were added to all three City Hall entrance doors providing easy access to "locking down" City Hall if needed.</p>
<p><b>2018 Goal</b> - Consider the creation and adoption of a Fiscal Reserve Policy</p>	<p>Staff has begun researching and reviewing sample Fiscal Reserve Policies. Report to City Council expected in winter 2019. Draft policy will be considered alongside proposed FY 2019/20 City budget. General Fund Reserve Policy adopted by City Council on June 24, 2019.</p>
<p><b>2018 Goal</b> - Explore ways to coordinate issuance of final building permit with Association to ensure compliance of all architectural standards.</p>	<p>Staff continues to explore better ways to communicate with HHCA on building process. In addition, staff met with representatives from Oracle regarding a streamlined cloud-based software service "Community Development" that may provide an enhanced process for both the City and HHCA. A proposal for this service was received and reviewed by staff. The proposed costs were extremely high as this was a new product to be developed specifically for Hidden Hills. Charles Abbott Associates (CAA) is currently developing a similar system (City Tech Solutions)</p>

	<p>that will provide this service at a much lower cost and customized to the City of Hidden Hills. This system will accept online permit applications, will provide online plan checking (in coordination with the HHCA) and permit issuance, and will receive inspection requests. Portions of this system have successfully been implemented in other CAA contract cities. CAA proposes presenting this software system to the City of Hidden Hills and the HHCA before the end of FY 19/20. The City of Hidden Hills recently applied for the SB2 Grant. Should the City receive this grant it is proposed that it be utilized to fund a portion, if not all, of City Tech Solutions.</p>
<p><b>2018 Goal</b> - Continue efforts to work with the Las Virgenes Unified School District to seek a permanent solution to traffic congestion related to Round Meadow Elementary School.</p>	<p>After initially agreeing to participate in project, School District informed City in May that they are no longer interested. Staff is meeting with School District officials on August 6 in an effort to revamp project. Staff met with District officials on October 30. MOU with School district being reviewed. City entered into an MOU with the School District in February. City Engineering Department is designing project with the ultimate goal to construct project in Summer 2019. Project is complete.</p>
<p><b>2018 Goal</b> – <i>Update of the V-Calm Traffic Devices</i></p>	<p>Currently the V-calm signs are working and recording data. The solar panels have limited capacity, and often times fail to work on shorter winter and overcast days. In addition, the lack of cell coverage in the City makes it very difficult to obtain data from the units remotely, unless staff uses a ladder to access the memory cards. To solve both of these problems, staff is currently working with SCE to install electrical meters at the 4 locations where using the V-calm signs (Long Valley Road in front of the HHCA, Round Meadow Road, Eldorado Meadow Road, and Jed Smith Road). The electrical meters will power both the V-calm units and a wi-fi, that will allow data to be transmitted remotely. The intent is to be able to document speeding trends and provide the Sheriff Department information on vehicles that are speeding excessively. SCE continues to seek necessary easements while V-calm vendor is searching for a solution to transmit data. V-calm sign was moved from Round Meadow to El Dorado. Sign display was left off to record data for 30 days. Sign display was recently turned on to</p>

	<p>record new data to analyze changes in speed. Staff has a proposal that includes the addition of two new V-calm signs (bringing the total to 4) with permanent power and connectivity of data to City Hall. Proposal and analysis of El Dorado speed to be discussed with City Council in August/September. The V-calm vendor (Fortel) has explored options to solve the lack of cell phone coverage including the using the HHCA wifi, and installing a new radio antenna on the City's antenna site at the top of Bonneville Road. However, both of these options have inherent problems and are quite costly. Staff is now exploring other options. In August 2019, the City Council considered a proposal to purchase two additional V-calm signs (bringing the total to 4) with permanent power and connectivity of data to City Hall. At that time the City Council opted to wait until the issues regarding power and wifi reception are resolved with the existing two signs before purchasing new signs.</p>
<b>2017 GOALS</b>	<p>GREY SHADE IS COMPLETE. YELLOW SHADE INDICATES UPDATED ACTIVITY</p>
<i>2017 Goal</i> – Develop a matrix of all restricted revenue funds that contains the name of the fund, current fund balance, and acceptable use of the funds	Matrix completed and included with FY 2017/18 City budget. Matrix updated in October to include expiration dates of restricted funds. Please see attachment.
<i>2017 Goal</i> - Consider various external and internal upgrades and/or improvements to the City Hall building and complex	Staff met and identified several desirable upgrades including furniture, paint, window coverings, Council Chamber doors, door hardware, and ceiling. Staff has met with two furniture distributors. Staff has also met with an office designer. New aerial photo installed in City Council Chambers. A full report on recommended upgrades is anticipated in late fall. City Council approved City Hall upgrade conceptual plan in February. Staff finalizing all quotes and anticipates furniture purchase at April 12 City Council meeting. Furniture is purchased and project is underway. See updated 2018 Goal Above
<i>2017 Goal</i> – Investigate several energy efficiency upgrades to City Hall	Staff identified a retrofit program with So Cal Edison that will provide free LED lighting throughout City hall. So Cal Edison performed a walkthrough of City and is scheduling installation at City Hall in the coming months. Edison changed



	parameters of retrofit program. Staff currently researching other options. Staff recently purchased LED lights is in the process of retrofitting fixtures throughout City Hall. A second round of fixture upgrades for upstairs lighting is underway.
<i>2017 Goal</i> - Undertake necessary upgrades to the City's government access channel (Ch. 3) to improve video, audio, and presentation and consider the online archiving and streaming of City Council meetings	Staff initially met with firm that specializes in municipal meeting broadcasts. Follow up meeting scheduled at the request of Council Member Katz to review and discuss options held in July. New 65 inch monitor installed in City Council Chambers to enhance staff presentations. Staff solicited a new proposal in February for equipment upgrade. Awaiting response from vendor. Staff recently met with a consultant who specializes in City broadcasting and is awaiting his report. Project is underway. Equipment purchase to be considered at August 13 City Council meeting. Project is completed. New goal to consider streaming being consider as part of FY 2019/20 goal.
<i>2017 Goal</i> – Prioritize the undergrounding of power poles at strategic locations throughout the City and identify potential funding opportunities for the project	In February, staff briefed City Council on several funding options for undergrounding utilities lines. Staff in the process of setting up meeting with potential funding consultant. Meeting is set for May 9. See updated 2018 Goal Above
<i>2017 Goal</i> – Address the lack of adequate cell coverage within the City	City Council created an Ad-hoc committee (Council Member's Katz and Weber) to oversee this goal. Staff set up an initial meeting with ATS Communications regarding the development of a cell tower master plan for the community. ATS presented their proposal to City Council on October 10. City Council authorized staff to sign agreement which is under review. Combined with Fiber to the Home project.
<i>2017 Goal</i> - Consider the development of a broadband enhancement program or strategy within the City	City Council created an Ad-hoc committee (Council Member's Katz and Weber) to oversee this goal. Staff held an initial meeting with Broadband Asset Strategies. BAS is proposing to create a new Fiber to the Home network throughout the City that would deliver 1Gb of internet to every home at a reasonable cost. BAS will brief the City Council on November 13 and is scheduled to present to the Community on December 5. BAS held community workshop in January. City survey underway. Staff anticipates meeting with BAS to discuss next steps in April. City Council Ad-hoc Committee and staff meeting with ADF on December 13. Special City Council

	<p>meeting to discuss will be scheduled in the near future. Staff and representatives from HHCA met with a new potential provider “Inyo Networks” on March 21. Inyo proposal is being developed. The City Council Fiber Ad-hoc Committee met on March 27 to review and discuss latest developments from ADF. Representatives from ADF are scheduled to meet with Ad-hoc Committee April 23. On November 18, City Council entered into an agreement with Magellan Advisers to prepare an RFP for creation of a fiber to the Home project. Draft RFP has been reviewed by staff. Ad-hoc Committee will be reviewing in February. RFP was released and a mandatory pre-proposal and option community tour to occur on March 12. The Ad-hoc Committee, staff, and the City’s project consultant continue to meet regularly to discuss two distinct proposals to undertake this project. Areas of discussion center around, take rates, monthly fee, City investment, project ownership, and potential funding mechanisms. The City’s Fiber project consultant, Magellan Advisers provided a comprehensive update on the project to the City Council on November 9. A series of recommended next steps including: (1) Perform subscriber commitment survey to formalize the network’s revenue opportunities; (2) Use survey results to explore available bonding options for \$5.8 million Inyo proposed network build; (3) Measure willingness to consider bonding the asset should the survey and bonding approach meet with the level of risk that is acceptable to the City; (4) If survey results and bonding options support the City’s needs and risk tolerance, select Inyo as the City of Hidden Hills’ broadband partner, making a formal announcement to the community to begin marketing efforts. Per City Council direction staff signed an extension with Magellan Advisers to create a perform a residential survey. It is anticipated that a draft survey will be reviewed by the City Council on January 25.</p>
2017 Goal – Improve the City’s website	<p>City Council to review a proposal from 911 Media on August 14 regarding the redesign and upgrade of the City website. City Council awarded contract to 911Media to upgrade and redesign City website. Project is complete.</p>

<p>2017 Goal – Consider hosting a joint fundraiser/mixer between City residents and members of the Malibu/Lost Hill's Sheriff's Station</p>	<p>Goal referred to City's Public Safety Committee in at their June meeting. City held a joint retirement, Sheriff mixer BBQ on March 8. A second event was held on June 14 at the Raznick's home. Residents and Deputies toured the Raznick's Turn of the Century Penny Arcade and raised over \$10,000 for the Sheriff's foundation.</p>
<p>2017 Goal – Enhance the City's efforts to obtain grants either by City staff and/or with the assistance of state and federal lobbyists</p>	<p>Staff has been directed to identify potential grants as they become available. Staff applied for three grants in the month of October: (1) SB1 Highway Local is for \$38,000 (received), SB1 Highway Competitive for \$57,000 (denied) will be used if awarded to design a new traffic flow pattern for Round Meadow Road in front of the Elementary School; and MSRC/AQMD Jumpstart grant will provide \$50,000 for clean air vehicles and infrastructure (received). City to participate in 2019/20 CDBG program. See "Wood Shake Goal" above. Staff has met with Housing Rehabilitation (using CDBG funds) specialist on various concepts for a program in Hidden Hills. Staff has recently applied for two grants. #1 – California Resilience Challenge is requesting \$200,000 to assist with planning efforts related to undergrounding. #2 – SB2 Housing grant could provide funding for updated permit processing and Building and Safety office redesign. Staff will continue to seek out grant opportunities and when applying will indicate in this report. Staff recently learned that the City was not selected for the California Resilience Challenge. Staff was successful in obtaining a \$15,000 grant from the California Fire Foundation to be used towards the purchase of firefighting and emergency equipment. Staff recently learned about a \$180,000 per capita grant available from the California Department of Parks and Recreation and is currently taking the necessary steps to acquire these funds. Staff is currently seeking 3 new grants (1) Local Roadway Safety Plan, \$40,000, (2) Local Early Action Planning, \$65,000; (3) Drainage Needs Assessment Program which if awarded would provide for study and improvement by Los Angeles County Public Works a long-time drainage issue at the end of Paradise Valley Road in the City of Los Angeles.</p>

2017 Goal – Consider the installation of a “cradle point” internet connection for City Hall	<p>Staff has reviewed its current internet capability and redundancy and is confident in current systems.</p> <p>Following the Woolsey Fire and loss of internet at City Hall, staff an AT&amp;T DSL line has been installed at City. In addition, both a Verizon and AT&amp;T hot spot has been purchased.</p>
2017 Goal - Consider the adoption of two personnel related items	<p>ICMA-RC 457 deferred compensation plan and Flexible Benefits Spending Plan adopted by the City Council on May 22. All full-time staff have elected to participate in deferred compensation. .</p>

# Best Management Practices for Creating a Community Wildfire Protection Plan



General Technical  
Report NRS-89



United States  
Department of Agriculture



Forest  
Service



Northern  
Research Station

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**Cover photos:**

Upper left: "Sometimes others are motivated to become involved when a neighbor takes visible action." Photo credit: V. Sturtevant, Southern Oregon University

Upper right: "Smaller scale plans inspire landowners to remove hazards in undeveloped areas on their land." Photo credit: P. Jakes, U.S. Forest Service

Lower left: "Multiple frames bring more people to the CWPP process. A frame centered on safe evacuation motivated residents of the community to clear along roadways." Photo credit: D. Williams, U.S. Forest Service

Lower right: "A Firewise plan is useful for implementing on-the-ground projects identified in larger scale county CWPPs." Photo credit: P. Jakes, U.S. Forest Service

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# **Best Management Practices for Creating a Community Wildfire Protection Plan**

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## Abstract

A community wildfire protection plan (CWPP) is a means of bringing local solutions to wildland fire management. In developing and implementing CWPPs, communities assume a leadership role in reducing wildfire risk on federal and nonfederal land. Although many communities have created CWPPs, foresters estimate that less than 10 percent of the communities at risk from wildfire have CWPPs in place. These communities can learn a great deal from the experiences of those who have developed CWPPs before them. In this publication, we identify best management practices for CWPP development and implementation based on the experiences of 13 communities in 8 states. These communities represent much of the social and ecological diversity found across the U.S. in the Wildland-Urban Interface (WUI)—where human development meets forested areas.





## Introduction

**Empowerment.** That is the goal of this booklet, to help you, your neighbors, and emergency management professionals work together to protect your important things from wildfire—before a wildfire happens.

What tool can you use to make that happen? A Community Wildfire Protection Plan (CWPP). A CWPP is a plan that communities create, in collaboration with emergency management and land management agencies, allowing them to be proactive in managing their wildfire risk.

Although this booklet is about developing a CWPP, it is not a step-by-step, how-to guide to creating one. (Such references are already available; see the Resources section, page 25). Instead, beginning with a quick guide, it is a collection of best management practices suggested by a variety of communities that have already implemented CWPPs.

What should you consider when deciding whether to begin a CWPP process? What are the most important community assets for creating a CWPP? What should you expect during the planning process and after? This booklet provides answers based on the experiences of a diverse set of communities located across the country. While some of the answers may validate your experience, others may offer you new insights.

The journey in managing wildfire risk and protecting your home and community is ongoing. Let your first steps begin here.

## Two Minute Guide to CWPP Best Management Practices

### Context

Pay attention to the local community context because what precedes the CWPP can help or hinder the process.

- Remind community members of how they handled past challenges, such as a wildfire or environmental disaster; this will help the community understand how it is vulnerable and create a sense of urgency for developing a CWPP.
- Study previous collaborative efforts in the community, whether wildfire planning or other projects, to identify how they were successful and use lessons from those experiences to lay the groundwork for doing a CWPP.
- Identify people who were involved in earlier collaborative or wildfire planning efforts and bring their experience to developing a CWPP.
- If your community has little or no experience with collaboration or wildfire planning, find ways to overcome this inexperience.
- If previous disagreements within a community, related to wildlife or not, threaten the CWPP process, address them early to prevent them from becoming barriers.

### Community Capacity

Identify the community's capacities, or resources, and employ them in developing a CWPP. Find ways to further develop community capacity during the CWPP process.

- Identify leaders, from within the community or drawn from outside it, who can mobilize others and serve as catalysts for action, and recruit them for your CWPP process.
- Tap into resources that help CWPP participants successfully work together because an effectively functioning collaborative group can overcome obstacles such as shortages in financial and physical resources.
- Build community capacity and use these new resources to achieve outcomes beyond wildfire preparedness.

### Networks

Use existing social networks and build new ones to facilitate the CWPP process.

- Involve people in the CWPP process who have access to multiple social networks and can serve as intermediaries between the networks.
- Build or expand social networks during the CWPP process to bring more resources (people, technology, and funding) to the process and increase support for CWPP implementation and other community activities.
- Be aware that social networks and their members have goals for wildfire or resource management that could potentially conflict with goals identified in the CWPP and keep your eyes on what you want to achieve.

## **Framing**

Consider how the CWPP frame will impact the planning process and outcomes.

- Continually evaluate how the CWPP frame is impacting the process and be open to changing how the CWPP frames wildfire issues.
- Consider multiple frames to bring more people to the process and broaden potential resources, projects, and outcomes.
- Engage community residents by selecting a CWPP frame of protecting lives and property; engage larger forest land owners and public land managers by selecting a CWPP frame of ecosystem restoration or other landscape level issue.
- Ensure that the CWPP frame reflects local values to increase CWPP relevance.

## **Scale**

Select a scale at which you can make something happen.

- Develop a smaller scale CWPP, at the neighborhood or community level, if your goal is to motivate homeowners to reduce hazards on their properties.
- Develop a larger scale plan, such as at the county level, if your goal is to reduce wildfire risk across the landscape.
- Consider how framing and scale are linked and make sure they are compatible.

## **Long-term Success**

Help ensure long-term success by quickly showing progress on CWPP goals, linking the CWPP to other plans and frameworks, and allowing the CWPP to evolve as conditions change.

- Incorporate projects into the CWPP that can be accomplished quickly to foster homeowner buy-in and broaden support for the longer term effort.
- Nest local CWPPs within broader plans or link them with other types of plans to augment resources, broaden support, and enhance implementation.
- Where possible, incorporate the CWPP into a formal government structure.
- Quickly identify changes affecting the CWPP and adapt the plan to new conditions as they arise.

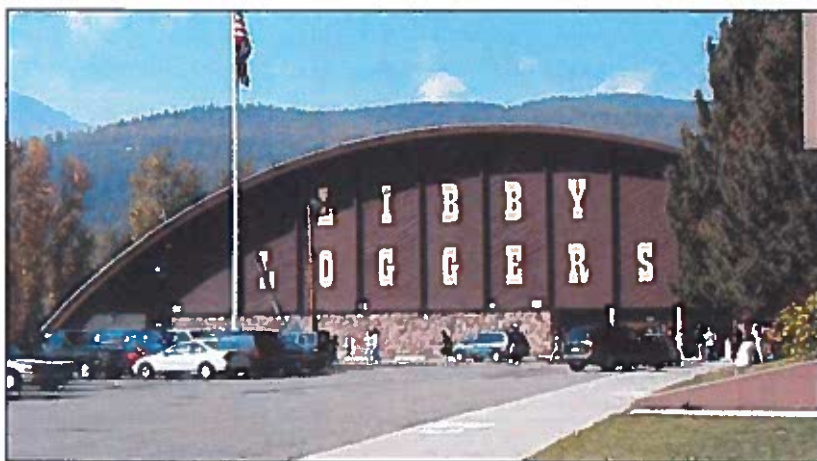


# Best Management Practices and Community Stories

## Context

**Pay attention to the local community context because what precedes the CWPP can help or hinder the process.**

Community history provides a context for the CWPP and shapes the CWPP process. Positive past experiences can help create a strong foundation for the CWPP. Identifying negative past experiences, and lessons learned from them, prevents those experiences from becoming barriers to developing and implementing a CWPP.



The Libby, Montana, high school teams are named the Libby Loggers, reflecting a local culture and context that emphasizes the importance of forest industries to the community.

Photo credit: P. Jakes, U.S. Forest Service

- **Remind community members of how they handled past challenges, such as a wildfire or environmental disaster; this will help the community understand how it is vulnerable and create a sense of urgency for developing a CWPP.**

Even though an adverse event happened in the past or in another place, it can open a window of opportunity for inspiring change in a community. It is important to act quickly before the window closes and the urgency of the desired action diminishes.

- **Study previous collaborative efforts in the community, whether wildfire planning or other projects, to identify how they were successful and use lessons from those experiences to lay the groundwork for doing a CWPP.**

The Firewise Communities/USA Recognition Program provides a series of steps that people living in an area at risk from wildfire can follow to keep their homes and neighborhoods safer from fire. Fire Safe Councils began in California as a way to support individuals and communities in eliminating the impacts of catastrophic wildfires. Achieving Firewise designation and establishing a Fire Safe Council are examples of collaborative projects that can feed into a CWPP. Having one of these organizations means that a community has a group of landowners who are already aware of wildfire risk and are committed to protecting their properties. These individuals may have recently participated in wildfire education programs or advocated for Firewise inspired local ordinances.

Examples of other collaborative efforts that may have taken place in a community include projects to improve rangeland or watershed health, clean up environmental contamination, or develop a community center. Any activity that brings the community together to take civic action to improve local conditions can enhance the CWPP process.

Likewise, homeowners associations and other neighborhood groups that are already organized for taking local collective action can support creation of a CWPP.

- **Identify people who were involved in earlier collaborative or wildfire planning efforts and bring their experience to developing a CWPP.**

Participants in projects such as those described above provide a pool of candidates for the CWPP team who have experience working collaboratively and can convey its benefits to new team members.

- **If your community has little or no experience with collaboration or wildfire planning, find ways to overcome this inexperience.**

Just because a community has not engaged in an earlier collaborative process does not mean it cannot successfully create a CWPP. However, a community may need to draw on the expertise of a public agency, nongovernmental organization, or consultant to lead it through the necessary collaborative process. It may also invest in training or other resources to increase its level of collaboration readiness.

To foster collaboration, the CWPP committee may need to meet more often at first, focus on information sharing and learning, and take field trips to build a shared understanding of the situation and a sense of being part of a team.

- **If previous disagreements within a community, related to wildfire or not, threaten the CWPP process, address them early to prevent them from becoming barriers.**

Being aware of earlier conflicts can help participants address different interests and keep the CWPP process moving forward. By openly discussing what occurred during these disagreements and by brainstorming lessons to be learned, those involved in the CWPP gain skills that improve and strengthen the CWPP process. Professional facilitation can be especially useful in these circumstances.



Photo credit: V. Sturtevant, Southern Oregon University

Previous collaborative projects in a community, such as the community coming together to dispose of flammable vegetation, can lay the groundwork for doing a CWPP.

### Taylor: A Town with a History of Collaboration

Taylor, Florida, is a small, relatively isolated community surrounded by federal, state, and private industrial forest lands. In the 10 years preceding creation of the town's CWPP, the area around Taylor had three major wildfires. As a result, public and private landowners in the Taylor area were well accustomed to working together on fire suppression. By way of the local Taylor Church, community members also had a history of working together; more than half of the town's residents belong to the church.



Communities in which citizens are engaged in local issues are primed for developing a CWPP.

Photo credit: V. Sturtevant, Southern Oregon University

whom were already familiar with each other's concerns and needs because of their previous work together in fire suppression. In just four meetings, they drew up a CWPP.

**Setting the Stage for a CWPP.** Although none of the previous fires burned into the town of Taylor, the fact that there were so many, relatively nearby, and recent spurred a sense of urgency. And the collaborative skills already exhibited by public and private landowners, as well as members of the community, meant that the collaboration necessary for creating a CWPP was indeed possible.

The Florida Department of Forestry initiated the CWPP process and convened representatives from federal, state, county, and local government agencies, along with the industrial landowners – all of

**Connecting to the Community.** When it came time to bring the plan to the community, the team turned to the pastor of Taylor Church, who served as a trusted link between the planners and the local community. The church hosted a meeting at which the team could present the CWPP.

*Although none of the previous fires burned into the town of Taylor, the fact that there were so many, relatively nearby, and recent spurred a sense of urgency.*



The fire chief and members of the local fire department also became key conduits at this point. Their fire suppression experience meant they already had relationships with the agencies represented on the CWPP team. And their roots in the community gave them insider credibility.

One outcome of the CWPP is a fire break that completely encircles Taylor. That it crosses an array of public and private properties is a testament to the strong context from which the Taylor CWPP developed.



Photo credit: U.S. Forest Service

Wildfires near the town of Taylor, Florida, helped residents see that they are vulnerable and instilled a sense of urgency for developing a plan to protect their community.

## Community Capacity

**Identify the community's capacities, or resources, and employ them in developing a CWPP. Find ways to further develop community capacity during the CWPP process.**

Just as ecosystems vary, communities vary in the resources they can draw on to develop a CWPP. Characteristics such as community norms and values, along with other qualities such as a community's economic diversity, growth trends, and land ownership patterns, affect its ability to launch a collaborative project like a CWPP. But when a community develops a CWPP, it gains not only an action plan, but also more capacity to get things done. The lasting outcome of a CWPP is not necessarily the plan itself but the capacity for action that it builds, the opportunities it creates, the knowledge it advances, and the connections among people and organizations it forges.



Sometimes others are motivated to become involved when a neighbor takes visible action.

Photo credit: V. Sturtevant, Southern Oregon University

- Identify leaders, from within the community or drawn from outside it, who can mobilize others and serve as catalysts for action, and recruit them for your CWPP process.

Developing a CWPP relies on highly motivated individuals—mobilizers—who recruit others to participate, lend legitimacy to the CWPP, help secure funding, and shepherd the process. These leaders might include federal, state, or local government representatives, as well as local community residents and activists. A diverse core team of such sparkplugs can not only motivate others to help create the CWPP but also reach out across organizational, philosophical, and jurisdictional divides to solve problems.

- Tap into resources that help CWPP participants successfully work together because an effectively functioning collaborative group can overcome obstacles such as shortages in financial and physical resources.

Communities that lack financial or physical resources can overcome these shortages by tapping into what they do have – inspired leaders, networks, norms, and values that support civic action and collective decisionmaking.



Communities with adequate financial and physical capacity may find that they do not have the resources they need to launch and sustain a CWPP process. Communities without mobilizing leaders and the ability to work together may find their CWPP stalled or lacking in community or agency support.

- **Build community capacity and use these new resources to achieve outcomes beyond wildfire preparedness.**

Working on a CWPP helps communities develop a shared understanding of wildfire and wildfire management. They build their knowledge of local ecological issues, including the role of fire in the area's ecology, and identify specific, local wildfire preparedness challenges.

The CWPP process also strengthens and builds relationships among residents and other stakeholders, including government agencies. That, in turn, builds the community's capacity for further planning and implementation, not only in wildfire management but in other areas as well.

Creating a CWPP cultivates a community's ability to define common goals and a course of action to achieve those goals.

### **Grizzly Flats—Starting Small, Gaining Momentum**

The remote subdivision of Grizzly Flats, in one of California's most fire prone areas, had no plan for protecting itself from wildfire or increasing preparedness, and little sense of community. That is, until the hamburger suppers began. A new resident of the development of nearly 700 people missed the camaraderie of his old neighborhood and resolved to connect with his new neighbors by hosting hamburger suppers.

At the same time, another recent transplant, upon learning from the Forest Service of the town's fire vulnerability, decided to do something about it. He became active in the county's Fire Safe Council and learned what communities can do to reduce their risk from wildfire.

*These three mobilizers—the two residents and consultant—helped Grizzly Flats work with a variety of government partners to tackle immediate fire protection needs...*

**Hamburger Supper Learning.** The two newcomers teamed up to use the hamburger suppers as a chance for residents to discuss and learn about wildfire risk and safety. Through their efforts, Grizzly Flats developed a local Fire Safe Council. When a federal grant became available for hiring a consultant to develop a CWPP, the council seized the opportunity, with help from the county and state.



Photo credit: V. Sturtevant, Southern Oregon University

Developing and implementing a CWPP relies on highly motivated individuals who serve as catalysts for action.

turning their homes into models of wildfire safety and inspiring neighbors to take similar steps. They also aligned their efforts with Forest Service work on nearby public land so the projects would complement and strengthen each other.

Creating a CWPP empowered residents to think big. It also linked Grizzly Flats with other local communities that could serve as models of fire preparedness and with government agencies that could provide critical resources.

Neighbors and the community were no longer isolated.

These three mobilizers—the two residents and consultant—helped Grizzly Flats work with a variety of government partners to tackle immediate fire protection needs, like improving the safety of the development's existing evacuation route and adding an alternative route. In the process, community members found they could work together toward common goals. So they set their sights higher—to a new community center that could also house a fire truck.

**Expanded Impact.** The Fire Safe Council secured more federal grants to support residents' efforts to reduce fire hazards,

## Networks

**Use existing social networks and build new ones to facilitate the CWPP process.**

Social networks, or the relationships and ties between individuals and organizations, are central to creating a CWPP. Whether strengthening community capacity, improving communication, developing resources, or coordinating wildfire protection activities, networks help communities achieve common goals by linking organizations and individuals who can support the CWPP. They promote trust among the diverse people and organizations that are important in carrying out CWPP projects.



Photo credit: V. Sturtevant, Southern Oregon University

Members of the community wildfire protection planning committee use their networks to build support for the plan and locate critical resources.

Networks can be formal or informal, local or broad based. Local networks, like homeowners associations, help bring legitimacy to the CWPP process. Broader networks across the region and state, like watershed councils and Fire Safe Councils, help bring in new ideas and resources.

- **Involve people in the CWPP process who have access to multiple social networks and can serve as intermediaries between the networks.**

Fire department or government agency staff members, paid consultants, even outside organizations often are part of multiple and extended networks that are valuable in expanding the information, ideas, and resources of a CWPP. Because they belong to more than one network, they become intermediaries, helping the CWPP committee develop contacts with other communities, agencies, and jurisdictions. They play strong leadership and bridging roles, and many have the time and skills to organize the knowledge of CWPP participants and push action toward on-the-ground projects.



Photo credit: V. Sturtevant, Southern Oregon University

Fire crews are trusted and admired members of a community. Involving them in the CWPP process not only builds a level of comfort in residents but also takes advantage of the firefighters' many and extended networks.



- Build or expand social networks during the CWPP process to bring more resources (people, technology, and funding) to the process and increase support for CWPP implementation and other community activities.

By drawing on multiple networks to develop the CWPP, team members build support for the plan that extends beyond the CWPP committee and agencies implementing the plan. This broad base of individuals and organizations linked to the CWPP helps communicate the plan's importance and build enthusiasm for it. These same networks provide resources and support that help make other community projects possible.



Photo credit: P. Jakes, U.S. Forest Service

Expanded social networks provide access to new resources and help implement a CWPP. In Libby, Montana, members of a local chapter of the Society of American Foresters donated their time to remove flammable vegetation in this community park, thereby reducing wildfire risk.

- Be aware that social networks and their members have goals for wildfire or resource management that could potentially conflict with goals identified in the CWPP and keep your eyes on what you want to achieve.

Each individual or group working on a CWPP has particular goals for the CWPP. Involving members of diverse social networks means participants could have conflicting goals. Some tightly organized networks might not want to collaborate on the CWPP, especially if they think wildfire preparedness conflicts with their primary goals or diverts resources from those goals. But key early activities, such as identifying the CWPP frame(s)

and strategic goals, can build bridges between diverse networks that help overcome such reluctance. (For more on Framing, see page 15.)

It is not necessary to involve all social networks throughout the CWPP process—a network's relevance or level of participation may change as the process unfolds. For instance, a church network might be less involved in selecting wildfire protection projects but become more active as CWPP participants begin an outreach program for homeowners.

## Networks Connect and Protect Josephine County

Sprawling Josephine County, in southwest Oregon, covers more than a million acres. Yet fewer than 100,000 people live there, mostly in unincorporated areas. The county does not have the typical governmental infrastructure that helps in creating a CWPP but has other tools instead. Among them are networks, which connected the CWPP team to diverse and far flung stakeholders, and brought in new resources.

Three critical existing networks formed the foundation for the CWPP's development: fire chiefs from throughout the county; the federal agencies that manage much of the land in the county; and the county agencies, including planning and emergency services. Although each of these networks had functioned independently and effectively in responding to wildfire, they would now need to join forces to be able to create a countywide plan.



Photo credit: N. Benson

**A Valuable Intermediary.** Enter an outside consultant, who had been hired by the county planner to facilitate the CWPP process. Her extensive regional and national contacts made her an invaluable intermediary, building bridges between existing networks in Josephine County—and beyond—to create powerful new linkages.

She was also able to expand the range of CWPP participants to include groups that have historically been underrepresented in fire planning—the elderly, people with disabilities, and other special needs individuals—which helped create new local networks.

**Access to New Resources.** The consultant's contacts also yielded valuable additional resources, such as grant writing skills and access to new funding. One of the grants she helped secure supported a fuels risk assessment that included maps of areas with particularly fire prone vegetation. The CWPP risk assessment committee that carried out the project then created even

Josephine County, Oregon, hired an outside consultant to help with its CWPP. She served as a valuable intermediary who brought expertise and drew on her regional and national networks.

*[The consultant's] extensive regional and national contacts made her an invaluable intermediary, building bridges between existing networks in Josephine County—and beyond—to create powerful new linkages.*

more connections and networks, reaching out to new contacts at county, state, and federal agencies, as well as fire officials.

Not all of the networks brought to the CWPP process were necessarily amicable at first. The county had a history of conflict between environmental organizations and land management agencies. But, by inviting an environmental education organization into the planning process, along with emergency managers who were already known and respected in the community, the CWPP team worked to ameliorate tensions.

In Josephine County, new and existing networks, plus a well-connected intermediary, overcame distance and obstacles to protect it from wildfire.



## Framing

**Consider how the CWPP frame will impact the planning process and outcomes.**

Those involved with developing a CWPP look at and frame the issue of wildfire management in ways that reflect their values and concerns about wildfire. CWPPs have been framed in a variety of ways, including a fuels management concern, life safety concern, and ecosystem restoration concern. When developing a CWPP, it is critical to be aware of which frame or frames are at work and what that means for who is likely to participate in the CWPP process and what projects will become priorities. For example, someone that frames wildfire management as a life safety concern will be more interested in a CWPP that frames wildfire management in terms of evacuation and response times than one that frames wildfire management in terms of fuels management at a landscape scale.

One challenge to recruiting community residents to participate in a CWPP is persuading them that involvement is in their self interest. Take the time to consider the CWPP's frame, selecting one or more frames that help engage residents by (1) recognizing that people see or define issues differently and (2) presenting the CWPP in the ways that are compelling.

- **Continually evaluate how the CWPP frame is impacting the process and be open to changing how the CWPP frames wildfire issues.**

The initial frame for developing a CWPP need not be the only or final one. During the planning process, participants will learn more about fire ecology, fire behavior, and ways to adapt and live with fire. They will also hear from neighbors and colleagues about how those individuals view the “fire problem.” New frames might emerge that reflect more diverse views of wildfire management and broader understanding of what it means for a community to live with wildfire.

- **Consider multiple frames to bring more people to the process and broaden potential resources, projects, and outcomes.**

CWPP organizers often need to develop different messages and frames to target different segments of the community. Framing wildfire management in different ways brings a more diverse group of people and organizations to the CWPP process,



Photo credit: D. Williams, U.S. Forest Service

Multiple frames bring more people to the CWPP process. A frame centered on safe evacuation motivated residents of this community to clear along roadways.

potentially increasing resources such as funding and available skills. It is important to evaluate who will connect with a given frame—to avoid inadvertently excluding participants—and how a frame might limit possible CWPP solutions and projects.



The most effective CWPP frames reflect values held in the community. Group activities can help identify and build shared values.

Photo credit: V. Sturtevant, Southern Oregon University

- Engage community residents by selecting a CWPP frame of protecting lives and property; engage larger forest land owners and public land managers by selecting a CWPP frame of ecosystem restoration or other landscape level issue.

One of the most basic human needs is safety. A frame that focuses on protecting lives and property will readily connect with most community residents. On the other hand, a frame that focuses on larger landscape issues, such as ecosystem restoration, will necessarily involve larger landowners and public land managers in projects that cross ownership boundaries.

These frames, and others, can be complementary and result in CWPP projects that have impact across the landscape.

- Ensure that the CWPP frame reflects local values to increase CWPP relevance.

Most community residents hold deep seated values that shape why they live where they do and how they view forests and local ecosystems. These values are rooted in family history and other experiences, and they help explain preferences for independence, privacy, lifestyle, land use, and aesthetics.

Questionnaires, focus groups, or simple informal interviews of residents help identify community values. Community leaders, such as elected officials and representatives of homeowner associations and local nonprofits, can be particularly helpful.

Taking time to identify the range of values held in the community, not just about wildfire but also about the broader landscape where people live, can be time well spent by ensuring that the CWPP is relevant to the community.



## Windcliff's Evolving Frames and Growing Impact

Residents of Colorado's Windcliff subdivision, just southwest of the town of Estes Park in the East Portal community, have spectacular views of Rocky Mountain National Park. But they have also been particularly vulnerable to wildfire. In addition to being largely surrounded by flammable forested land, there is only one way into and out of Windcliff, presenting significant challenges for firefighting and evacuation in the event of a wildfire.

**The County's Frame.** That's why, when the surrounding county completed a countywide wildfire plan and began identifying communities at high wildfire risk, Windcliff was an obvious candidate. A county-level interagency working group approached the community to conduct wildfire protection planning.

The working group's framing of the issue, while focused on ensuring public safety and reducing wildfire risk, also centered on firefighter safety and expanding options for wildfire suppression. In fact, local firefighters had decided that many properties in Windcliff would not receive protection because of the danger posed to firefighting crews. Having only one access road to the community meant that, during a wildfire, firefighters would concentrate on evacuating people, because they could not safely send in crews and equipment to protect residents' homes.

**The Residents' Frame.** Although initially reluctant about wildfire protection planning that might require them to cut down trees and degrade their forested vistas, residents reconsidered after experiencing a significant wildfire. Their framing of the wildfire issue focused on protecting lives and property from wildfire.

That point of view expanded when they learned that thinning fire prone vegetation would not only reduce their wildfire risk but also create a more natural forest condition. Doing their part to foster the natural ecology of a landscape they valued was meaningful to residents. So their framing expanded to include promoting the area's natural ecology.

A frame of protecting lives and property can be a good starting point for engaging community residents. The owners of this home have cleared brush, used rocks and nonflammable plantings around the foundation of their house, and created a buffer between the woods and their house.



Photo credit: P. Jakos, U.S. Forest Service

**The Growing Impact.** As their framing of wildfire issues expanded and they became more engaged in developing an East Portal CWPP, Windcliff residents sought Firewise Community designation. The planning and projects they undertook to achieve this designation increased their competitiveness for grants, like one they received to conduct fire mitigation work.

*[Residents'] point of view expanded when they learned that thinning fire prone vegetation would not only reduce their wildfire risk but also create a more natural forest condition.*

Next, the YMCA camp across the valley from Windcliff got involved in the East Portal CWPP process, meaning the entire valley would be better protected from wildfire.

The evolving frames of Windcliff residents cascaded even beyond participation in the East Portal CWPP to the creation of the

Estes Valley Forest Issues Forum to cultivate broader forest stewardship dialog with the U.S. Forest Service.

## Scale

**Develop a scale at which you can make something happen.**

“Scale” is the delineation of boundaries across the landscape that defines the area covered by the CWPP. Scale can be chosen for a strategic reason, such as improving coordination among firefighting agencies; aligning the CWPP with a jurisdiction, such as a county; or enhancing ecosystem health, where alignment with ecological features, such as a watershed, makes the most sense.

Other times, the scale decision is made from the ground up, when neighbors band together to work at a level that makes sense to them, such as at the subdivision or development level. The appropriate scale for a CWPP is the one that enables participants to accomplish their goals.

- **Develop a smaller scale CWPP, at the neighborhood or community level, if your goal is to motivate homeowners to reduce hazards on their properties.**

Community based plans reflect local values and resources. As a result, they are more likely to gain the support of community members. Working on a smaller scale may also produce quicker on-the-ground results.

Examples of a smaller scale include a neighborhood, development, or the area served by a volunteer fire department district. Many small-scale CWPPs link with county- or landscape-level plans, linking their on-the-ground projects with more strategic plans. (See “Long-term Success” on page 22 for more on linking CWPPs.)



Photo credit: J. Szymonlak, U.S. Forest Service

A smaller scale CWPP encourages residents to take action.

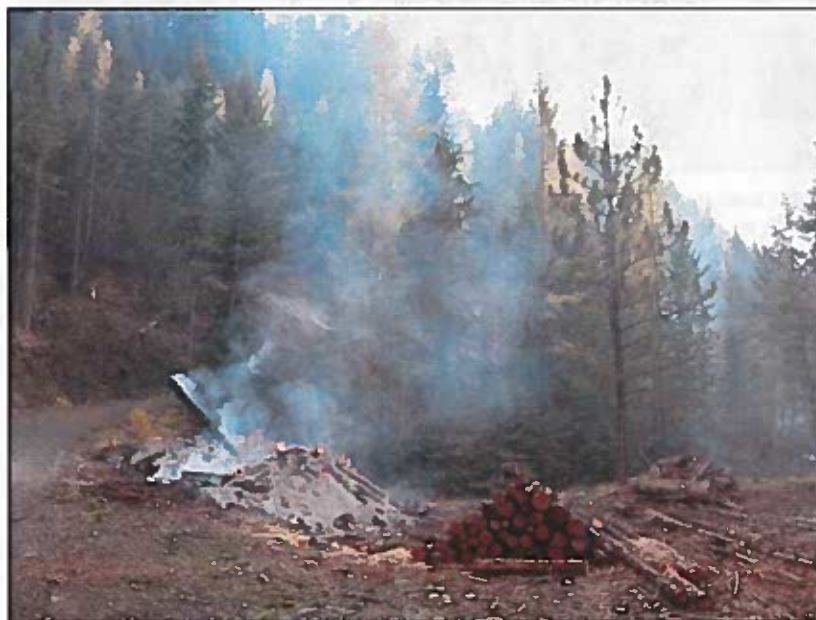


Photo credit: P. Jakes, U.S. Forest Service

Smaller scale plans inspire landowners to remove hazards in undeveloped areas on their land.



- **Develop a larger scale plan, such as at the county level, if your goal is to reduce wildfire risk across the landscape.**

Reducing wildfire risk across a broad area requires coordination by many partners. A larger scale plan makes that possible. Such plans can forge valuable new relationships and coordination among federal, state, and county fire management offices. Also, larger scale plans are often more strategic, prioritizing projects in terms of risk or coordinating the reduction of fire prone vegetation.



Photo credit: P. Jekan, U.S. Forest Service

A larger scale plan, such as at the county level, may be best if the goal is to reduce wildfire risk across the landscape.

- **Consider how framing and scale are linked and make sure they are compatible.** How CWPP participants frame the wildfire management problem will influence the plan's scale. (For more on "Framing," see page 15.) If the problem is framed as ecosystem restoration, the frame will require a larger scale plan—perhaps at a watershed or county level. If it is framed as reducing hazards around homes, the frame will call for a smaller scale plan that focuses on individual homeowners within a neighborhood.

Using a county scale helps CWPP participants use a variety of data already collected at the county level. It also makes it easier to link the CWPP to other planning efforts, such as land use plans or hazard mitigation plans that are done at the county level.

Although larger scale plans are effective in addressing problems on a landscape level, they may take longer to implement because of the greater number of partners and issues involved. They may need to be linked to smaller scale plans to convert their strategies to local action.

### **Wildfire Planning in All Shapes, Sizes in Lincoln County**

When it comes to CWPPs, one size does not fit all, as evidenced by Lincoln County in northwestern Montana. County commissioners from throughout the state were developing CWPPs as part of hazard mitigation planning required by the Federal Emergency Management Agency (FEMA). Lincoln County's CWPP would serve as the wildfire chapter in the Lincoln County Pre-Disaster Mitigation Plan.

**Larger Scale Strategic Planning.** This larger scale CWPP is a strategic document that assesses the countywide landscape, identifies areas with high fire risk, and prioritizes them for treatment. While larger scale CWPPs can help allocate resources to the most vulnerable communities, they do not provide an on-the-ground course of action for those communities.

That's where smaller scale planning for wildfire protection comes in. A retired Forest Service district ranger and a state conservation forester, both of whom had been keys to developing the county CWPP, were champions of the plan and took the CWPP on the road—targeting communities identified as high priority in the plan. They customized their approach to each community's unique needs.

*When it comes to CWPPs,  
one size does not fit all ...*

**Customized Smaller Scale Efforts.** In Em Kayan Village, a Lincoln County development that is surrounded by national forest land, the focus was on becoming a Firewise Community. The homeowners association was already concerned about wildfire, so when the county CWPP identified Em Kayan as high risk, the association was ready to take action. Becoming a Firewise Community linked Em Kayan into a large network of other communities facing similar challenges, helping the development figure out its own action plan.

In other high risk communities, such as those without homeowners associations or other government organizations, the approach had to be different. In those cases, the CWPP champions dedicated themselves to going door-to-door to talk to residents about the wildfire risk and protective steps they could take. They obtained grants to launch some of the wildfire mitigation efforts on individual properties and inspire further action by residents.

Local, customized wildfire management efforts nested within the county CWPP, and the county CWPP nested within the FEMA plan: a way to help keep residents of Lincoln County and their property safe from wildfire.



Photo credit: P. Jakes, U.S. Forest Service

A Firewise plan is useful for implementing on-the-ground projects identified in larger scale county CWPPs.

## Long-term Success

**Help ensure long-term success by quickly showing progress on CWPP goals, linking the CWPP to other plans and frameworks, and allowing the CWPP to evolve as conditions change.**

Implementing the action plan of a CWPP is a longer term, multiyear effort. So sustaining interest, participation, resources, and support must be a priority throughout the planning process.

The relatively stable group of participants from public fire and land management agencies can help maintain commitment to implementing the CWPP. Continued involvement by community members can help ensure that the document represents and addresses changing conditions.



Photo credit: P. Jakes, U.S. Forest Service

Working together to remove flammable roadside vegetation is a doable project that the community can celebrate and build upon.

Working early in the development of a local CWPP to identify other plans that it can link to is important for nesting it into larger scale regional and statewide initiatives and coordinating groups.

- Incorporate projects into the CWPP that can be accomplished quickly to foster homeowner buy-in and broaden support for the longer term effort.

The importance of planning is in achieving on-the-ground results. A CWPP should include projects that can be implemented quickly to demonstrate the importance of the CWPP to community well-being and to provide successes that the community can celebrate and build on.

- Nest local CWPPs within broader plans or link them with other types of plans to augment resources, broaden support, and enhance implementation.

A CWPP at one scale can be linked to CWPPs at other scales to expand the plan's impact and relevance. CWPPs at the county level, which tend to be more strategic and less prescriptive, can have local value through projects that are identified in neighborhood CWPPs and implemented at the local level. Similarly, the importance of projects identified in neighborhood CWPPs can be magnified if they complement projects that other communities are undertaking—thereby contributing to broader strategic goals in a county level plan.



- **Where possible, incorporate the CWPP into a formal government structure.**

Some CWPPs have gained efficiencies and relevance by coordinating with other types of planning efforts, such as county disaster mitigation plans mandated by FEMA or Forest Service fire plans. In some communities, CWPPs have been adopted by a local government department, making the CWPP goals the department's goals and providing further support for longer term sustainability of the CWPP.

- **Quickly identify changes affecting the CWPP and adapt the plan to new conditions as they arise.**

When changes happen—whether social, ecological, or otherwise—analyze how they will affect implementation of the CWPP. Then take steps to minimize the potential negative impacts and build on the potential positive impacts.

A diverse, representative CWPP “core team” is critical for this, because members are well connected to many different organizations and social networks within and outside the community. Their different roles and contacts help identify and respond to critical changes.



Photo credit: V. Sturtevant, Southern Oregon University

One community decided that it could quickly create a firebreak to foster local awareness in the CWPP. When residents saw it, they became interested in reducing fuels on their properties.

### **Long-term Success—Assured at Auburn Lake Trails**

Fire protection planning was no stranger to the residents of Auburn Lake Trails, California, when it came time to develop a CWPP. The hillside subdivision of roughly 2,800 residents, at high risk of wildfire because of flammable vegetation on adjacent public recreation land, had already earned Firewise Community designation. It was also a longtime participant in Volunteers in Prevention (VIP), a state program that focuses on landowner responsibility for reducing fire risk.

In the subdivision's VIP program, roughly 50 volunteers visit their neighbors door-to-door every year, assessing homes for wildfire risk and using Firewise principles to recommend steps for homeowners to protect themselves. They return later to make sure residents have actually taken those steps.

**Linking Plans.** The state had also hired contractors to write a plan for reducing fire prone vegetation, known as a fuels reduction plan, for Auburn Lake Trails. Then, when the CWPP concept came into being, the community slightly modified the fuels reduction plan, incorporated Firewise measures from its own VIP program, and created the Auburn Lake Trails CWPP. The development of the CWPP strengthened the community's relationship with its public neighbors, who began creating a firebreak downslope from Auburn Lake Trails.

*Removing the brush was a relatively easy and an obvious way to demonstrate progress on CWPP priorities and gain support for future CWPP efforts among residents.*

The Auburn Lake Trails Property Owners Board created a new Resource Management Department to implement its CWPP.

Wildfire protection is such a priority in the community that the increase was quickly approved.

**Quick, visible projects.** When the Resource Management Department began implementing the CWPP, it focused early on visible community projects, such as clearing roadside brush that had been identified in the plan as a fire and traffic safety hazard. Removing the brush was a relatively easy and obvious way to demonstrate progress on CWPP priorities and gain support for future CWPP efforts among residents.

Auburn Lake Trails has taken necessary steps to ensure longer term success of its CWPP; it linked the plan with familiar community initiatives and broader fire planning frameworks; it made the plan part of a formal government structure; and it identified projects in high visibility areas that it could quickly accomplish.



Photo credit: P. Jakes, U.S. Forest Service



## Resources

A wealth of resources awaits you as you embark on a CWPP.

- Start with a useful guide and supplement for preparing and implementing CWPPs:  
Preparing a Community Wildfire Protection Plan: A Handbook for Wildland-Urban Interface Communities, March 2004  
<http://www.communitiescommittee.org/pdfs/cwpphandbook.pdf>  
Community Guide to Preparing and Implementing a Community Wildfire Protection Plan (supplement), August 2008  
[http://www.forestsandrangelands.gov/communities/documents/CWPP\\_Report\\_Aug2008.pdf](http://www.forestsandrangelands.gov/communities/documents/CWPP_Report_Aug2008.pdf)
- The Partnership Resource Center of the National Forest Foundation and the U.S. Forest Service provides links to many resources, including guides developed by Resource Innovations at the University of Oregon. Begin your investigation at:  
<http://www.partnershipresourcecenter.org/cwpp/>
- Many states offer online advice. Search the Web for CWPP information for your state. If none is available, borrow from another state. See, for example:  
California: <http://www.cafirealliance.org/cwpp/>  
Colorado: <http://csfs.colostate.edu/pages/community-wf-protection-planning.html>  
Oklahoma: <http://www.forestry.ok.gov/community-wildfire-preparedness-planning>  
Oregon: <http://www.oregon.gov/ODF/FIRE/FirePlans.shtml>
- The Web site of the U.S. Forest Service Northeastern Area State and Private Forestry has links to many CWPP resources:  
<http://www.na.fs.fed.us/fire/cwpp/>
- Web sites with additional guidance include:  
The Western Forestry Leadership Coalition, which monitors the status of western CWPPs:  
[http://www.wflccenter.org/news\\_pdf/168\\_pdf.pdf](http://www.wflccenter.org/news_pdf/168_pdf.pdf)  
The National Association of State Foresters report on communities at risk:  
<http://www.stateforesters.org/files/201106-NASF-CAR-Briefing-Paper.pdf>  
And a site offering a CWPP evaluation guide:  
[http://csfs.colostate.edu/pdfs/eval\\_9-8-08\\_web.pdf](http://csfs.colostate.edu/pdfs/eval_9-8-08_web.pdf)

- Firewise Communities/USA and Fire Safe Councils were identified as examples of programs that can support and be integrated with CWPPs. For more information on these programs, see:

Firewise Communities/USA

<http://www.firewise.org/Communities/USA-Recognition-Program.aspx>

Fire Safe Council

<http://www.firesafecouncil.org/>

- More information on this research project including methodology (case selection, participant selection, and data collection and analysis) and detailed research findings are found at the following Web sites:

Project Web site: <http://jfsp.fortlewis.edu/>

Final report submitted to the Joint Fire Science Program:

[http://www.firescience.gov/projects/04-S-01/project/04-S-01\\_final\\_report.pdf](http://www.firescience.gov/projects/04-S-01/project/04-S-01_final_report.pdf)

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Jakes, Pamela J.; Esposito, Christine; Burns, Sam; Cheng, Antony S.; Nelson, Kristen C.; Sturtevant, Victoria E.; Williams, Daniel E. 2011. **Best management practices for creating a community wildfire protection plan**. Gen. Tech. Rep. NRS-89. Newtown Square, PA: U.S. Department of Agriculture, Forest Service, Northern Research Station. 27 p.

A community wildfire protection plan (CWPP) is a means of bringing local solutions to wildland fire management. In developing and implementing CWPPs, communities assume a leadership role in reducing wildfire risk on federal and nonfederal land. In this publication, we identify best management practices for CWPP development and implementation based on the experiences of 13 communities in 8 states. These communities represent much of the social and ecological diversity found across the U.S. in the Wildland-Urban Interface (WUI)—where human development meets forested areas.

**KEY WORDS:** Wildland-Urban Interface, wildfire risk, Firewise communities, risk reduction, wildfire planning, wildfire, community wildfire protection plan

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