

NDF Fire Program

NNFAC Program Expansion Justification

Supporting Documentation

The Nevada Division of Forestry's Network of Fire Adapted Communities Program provides Nevada residents living in high wildland fire threat locations with assistance preparing themselves, their homes, and the landscape to survive the destructive force of wildfire.

Executive Summary

The Nevada Network of Fire Adapted Communities (NNFAC) is an NDF Program that aims to support and facilitate collaborative actions between communities and wildfire response and mitigation entities to reduce the potential of catastrophic loss in the event of wildfire. This program is one of the pillars of the National Cohesive Strategy and has been adopted by the Nevada Fire Board as Nevada's primary mechanism to support communities to mitigate the threat of wildfire. Since formally adopting the program in 2018, after a 2-year transition period, NDF has exceeded programmatic capacity at current staffing/funding levels and reached programmatic milestones needed to implement the program statewide. NNFAC has proven itself effective and its history shows that communities *can and will* address the wildfire problem if supported. Long-term, stable funding is needed for the NNFAC coordinator position (general fund) and additional staffing (general fund) is required to rapidly deploy program fundamentals to critical hazard areas throughout the State so Nevada residents become Fire Adapted and their community's ignition resistant. **Preventing the next wildland urban disaster is NNFAC's aim—If a home doesn't ignite, a home doesn't burn.**

Nevada Network of Fire Adapted Communities Program Authority and Justification

The Nevada Division of Forestry (NDF) adopted the fledgling Nevada Network of Fire Adapted Communities (NNFAC) program on January 1, 2019 after successfully completing the steps outlined in a transition plan Memorandum of Understanding with the University of Reno Cooperative Extension (UNRCE) who started the Network late 2013. Significant investments of time, energy and dollars have been expended to date to get the Network where it is today. While the Division has the following statutory authorities governing this program, it is also in alignment with the National Cohesive Strategy and has received the blessing of the Nevada Fire Board and the Nevada Wildland Fire Cohesive Strategy Implementation Committee.

NRS 472: Provides statutory authority to the State Forester Firewarden who **shall** supervise or coordinate **all** forestry and watershed work on state-owned and privately owned lands, **including fire control** in Nevada; provides for the elimination of fire hazards on lands within jurisdiction of State Forester Firewarden.

NRS 527 and NRS 528: Provides NDF statutory authority *to protect and preserve* timbered lands, trees and flora through forest practices and restoration activities; and to conduct demonstrations to encourage better management and utilization of forest and range renewable natural resources—wildfire poses the greatest threat to Nevada land base and wildland fire prevention and mitigation are key elements *to protect and preserve* these valuable resources.

Healthy Forests Restoration Act of 2003: **To reduce wildfire risk to communities**, municipal water supplies, and other at-risk Federal land through a **collaborative process** of planning, prioritizing and implementing hazardous fuel reduction projects **with participation by state and local government**; provides source of grant funding for hazardous fuels projects.



National Cohesive Wildland Fire Management Strategy: *a strategic push to work collaboratively among all stakeholders and across all landscapes, using best science, to make meaningful progress towards the three goals: Resilient Landscapes, Fire Adapted Communities, Safe and Effective Wildfire Response*

Nevada’s Wildland Fire Cohesive Strategy (Version 3-6-19): In September 2015, Nevada held its initial Cohesive Strategy Summit. The purpose of the Summit was to **adopt the 3 tenets of the National Wildland Fire Cohesive Strategy and adapt these tenets specifically to Nevada**, thus creating a blueprint to

address Nevada’s wildland fire issues. Tenet (or pillar) 2 is: **Create Fire Adapted Communities.**

Nevada Fire Board Oversight Body: acts as an “advisory” body and *is charged with taking the NV Cohesive Strategy Summit report and its Action Steps, ensuring that goal achievement is accomplished and monitoring emerging topics through the Nevada Fire Board.* This body should meet annually or as needed to monitor progress, develop issue resolution, address emerging issues and report out. They shall also determine the re-occurrence of the NV Cohesive Strategy Summit process.

NNFAC Strategic Plan

The NNFAC Strategic Plan outlines objectives and action items for achieving goals.

Congruent with the National Cohesive Strategy and the Nevada Wildland Fire Cohesive Strategy, these goals are: Expand and sustain NNFAC program to facilitate statewide community organization, planning, and mitigation of wildfire threats and hazards; Sustain and develop partnerships that coordinate and provide common messaging and education to empower communities and stakeholders to mitigate threats to communities; Facilitate community-level participation, investment, and actions amongst stakeholders to mitigate wildfire threats and risks; Work with stakeholders to create and sustain incentives that enable, encourage, and support communities while proactively implementing FAC community concepts. *The success of this strategy will depend on strong partnerships, participation, as well as adequate funding and leadership commitment from NDF.*



Background

Nevada's ecosystems are fire-dependent—they require and are conducive to wildfires for ecological processes. These systems will always be flammable given the nature of being a cold desert environment where plants grow enough fuels in the spring and dry out the summer sufficiently to burn when ignited by humans or lightning. Most of Nevada's communities are built within these flammable environments and do not have enough design features, improvements, or safeguards in place to prevent the loss of life, homes, or critical infrastructure in the community.

Phase 1 Program Transition and Implementation

The Nevada Division of Forestry through the Nevada Wildland Fire Board and its Nevada Cohesive Strategy for Wildland Fire Action Plan, Fire Adapted Communities Goal 2.2 has adopted NNFAC to serve as the primary program that will **support, organize and provide leadership for wildfire threat mitigation in and around the 250+ communities at risk across the state.** With financial assistance from the BLM and USFS, NDF has funded a full-time Network Coordinator since January 2018, although the position was vacant from July 2019 - February 2020.

The Network Coordinator manages the program at the state level and works with Network partners to ensure a unified effort and collaborative environment is maintained in program deployment. This key role is tasked with implementing this new NDF program and is the primary tactical decision maker implementing Network operations according to the strategy set forth by the NNFAC Strategic Plan. The NNFAC Coordinator ensures that Regional Community Coordinators deploy the program according to program guidelines and will supervise and assist those employees.

The Network Coordinator is responsible for providing the leadership and oversight necessary to: Create a sustainable organization consisting of an effective statewide network of fire adapted communities fully prepared for the occurrence of wildfire; Support the development of community wildfire protection planning efforts to better prepare communities, counties and agencies for wildfire; Promote fuels reduction and mitigation projects in wildland urban interface communities to reduce risk and mitigate potential loss.

During Phase 1, the Network Coordinator focused primarily on strategic planning, operations and framework development, advisory board management, and *limited* program deployment in *pilot* communities in NDF's Western Region. The program was well-received by these communities in the Sierra Front and the program coordinator was quickly overwhelmed with on-the-ground implementation while developing and managing this new program.

NNFAC was designed to provide service across the state however only being staffed with a program coordinator to date has limited the service area significantly and proven the need for additional regional staffing. In order to serve *all* Nevada residents and communities at risk to catastrophic loss due to wildland fire, phase 2 program expansion is now necessary. The required programmatic structure, operations manual and strategic plan have been developed and is in place for rapid expansion and deployment of Regional Community Coordinators to the *highest* risk counties and communities in the state. Once approved the NNFAC program is advantageously positioned to implement proven-effective

program strategy and tactics rapidly to support threatened communities in becoming fire adapted and reducing their risk of catastrophic loss due to wildfire.

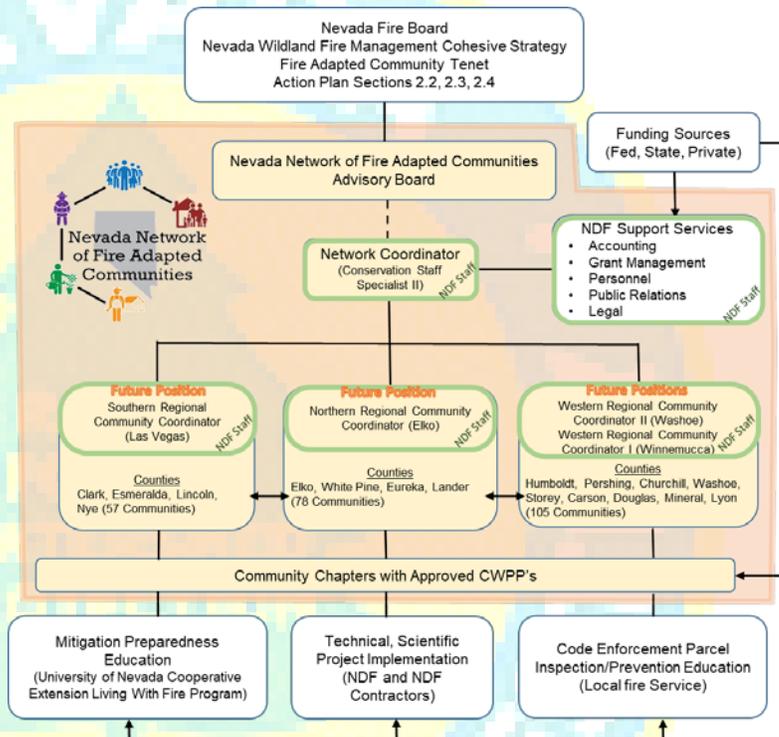
Phase 2 Program Expansion (upcoming legislative cycle and ACR4 Committee)

Planned Expansion Positions Requested:

NEVADA NETWORK OF FIRE ADAPTED COMMUNITIES (NNFAC) – NETWORK COORDINATOR (CONSERVATION STAFF SPECIALIST II; EXISTING/FILLED, CURRENTLY GRANT FUNDED, GENERAL FUND BUDGET REQUEST)

3 NEVADA NETWORK OF FIRE ADAPTED COMMUNITIES – REGIONAL COMMUNITY COORDINATORS (EDUCATION AND INFORMATION OFFICERS; NEW/OPEN, GENERAL FUND BUDGET REQUEST)

Stable and long-term funding is required for the Network Coordinator and as such a request to general Fund the Network Coordinator is proposed. Additionally, one general funded position in each NDF Region are critical elements of *planned* phase 2 expansion. These Regional Community Coordinators *are essential* to establishing the Network statewide and assisting communities reduce their risk to catastrophic wildfire within the Wildland-Urban Interface (WUI). These regional coordinators will be responsible for network community recruitment, retention, and administration—focusing on already identified *extreme-risk* communities like Spring Creek HOA, near Elko or high-risk Mount Charleston, near Las Vegas. They will provide technical assistance, education, and outreach on wildfire prevention, mitigation, and disaster planning, as needed to partner agencies and NNFAC members in rural Nevada.



Community Coordinators are expected to assist communities with becoming active, stable local chapters that focus on building community level partnerships to plan, fund, and implement fuel reduction and other FAC-related projects. These positions will ensure that Nevada high-risk communities are informed of the risks and threats that wildfires pose to their lives, property and natural resources, as well as assist them in securing logistical, financial, and technical support to implement appropriate and effective mitigation measures that will dramatically increase their communities wildfire preparedness. These positions will also ensure that a communication and operational connection remains between all levels of the entire network, especially when and where services or products need to be transferred or delivered from one network member to another. They will provide community technical assistance and outreach on wildfire preparedness, prevention, and mitigation by establishing Fire Adapted Community working groups with fire protection districts, partner agencies, and local communities and facilitate

inter-agency Community Wildfire Protection Plan (CWPP) efforts. They are supervised/guided by the NNFAC Coordinator.

Discussion:

Communities need to be educated, inspired and connected with assistance that enables them to be proactive in mitigating wildfire threats at the community level. The Network works collaboratively with a diverse range of partners including, but not limited to the BLM, USFS, Nevada Division of Forestry, UNRCE's Living With Fire Program, Tahoe Network of Fire Adapted Communities, Nevada Fire Chiefs Association, WUI code planners, Nevada State Firefighter's Association, Nevada Association of Counties, Nevada League of Cities, local fire protection districts and departments, local community leaders, Nevada Landscape Association, as well as community leaders who have a vested interest in community wildfire preparedness, education, and mitigation. Once communities have accepted that wildfire is a permanent risk to them, they then need the following support, which will be facilitated by NNFAC (or simply the Network) to ensure that the wildfire threats are effectively mitigated:

- Statewide Coordination of the Network—NNFAC Coordinator
- Availability of a “local go-to” point person—Regional Community Coordinators
- Respected community leader in each community—Community Sparkplugs
- Local fire service and other emergency management services commitment and involvement
- Community Education
- Organization to handle grants, finances and projects—NDF VFA/SFA Grants Coordinator
- Financial incentives—Hazardous fuels grants, Community mitigation grants, FEMA grant programs, other grants
- Community wildfire protection planning with prioritization of projects, along with project implementation—Regional Community Coordinators **with interagency cooperation and support.**
- Sustained distribution of educational materials—Living with Fire, *a grant funded UNRCE program and NNFAC Partner*

NNFAC can quickly become a *signature* State of Nevada program that supports the Governor's initiative on Community and Family Safety. Wildfire in the state of Nevada is an imminent threat to over 250 communities throughout the state. Without effective leadership, support, and staffing, the Nevada Network of Fire Adapted Communities will languish, as was seen over the years when program funding, staffing vacancies or viable organizations were not available to support the program. **The Fire-Adapted Communities model is the national standard** for supporting at-risk communities with expertise and guidance to ameliorate site-specific community wildfire risk. The Nevada Network is well on its way to becoming the Nevada hub for community wildfire mitigation efforts. By supporting local communities to recognize, acknowledge and *own* their community wildfire problem and leveraging network resources to assist communities address those problems, over time Nevadans will become Fire Adapted.

THE NATIONAL WILDFIRE COORDINATING GROUP DEFINES A FIRE ADAPTED COMMUNITY AS A HUMAN COMMUNITY CONSISTING OF INFORMED AND PREPARED CITIZENS COLLABORATIVELY PLANNING AND TAKING ACTION TO SAFELY COEXIST WITH WILDLAND FIRE. MORE FULLY, FIRE ADAPTED COMMUNITIES ARE KNOWLEDGEABLE, ENGAGED COMMUNITIES WHERE ACTIONS OF

RESIDENTS AND AGENCIES IN RELATION TO INFRASTRUCTURE, BUILDINGS, LANDSCAPING AND THE SURROUNDING ECOSYSTEM LESSEN THE NEED FOR EXTENSIVE PROTECTION ACTIONS AND ENABLE THE COMMUNITIES TO SAFELY ACCEPT FIRE AS PART OF THE SURROUNDING LANDSCAPE. BECAUSE EVERY COMMUNITY IS UNIQUE, THE STEPS AND STRATEGIES THEY TAKE TO IMPROVE THEIR WILDFIRE RESILIENCE WILL VARY FROM PLACE TO PLACE.
(FROM THE FIRE ADAPTED COMMUNITIES LEARNING NETWORK WEBSITE FAQ PAGE)

Funding

Past program funding has come from NDF(via grants), BLM and USFS who have generally shared the financial responsibility and provided the funding for the Network Coordinator since the first was hired in February 2018. Strategic direction from the Nevada Fire Board and Cohesive Strategy Committee was to slowly ramp up this program using grants while proving its efficacy and creating framework for expansion, that was to be followed up through legislative support and funding of the program as key milestones were met. Currently, there is about 14 months of funding for the Network Coordinator while operational program funding and travel is near non-existent. Stable funding is needed to ensure future program efficacy, while maximizing past investments, both in money and inter-agency capital. *Now is not the time to fail—everyone has invested too much.*

NNFAC PROGRAM STAFFING BUDGET

Nevada Network of Fire Adapted Communities – Marc Titus
Conservation Staff Specialist II - Network Coordinator

Annual Costs	Dollars
Annual Salary	\$ 79,720
Annual Benefits	\$ 27,986
Operating	\$ 6,523
TOTAL	\$ 114,229

Nevada Network of Fire Adapted Communities—NEW
Education and Outreach Specialist - Western Region Community
Coordinator

Annual Costs	Dollars
Annual Salary	\$ 76,170
Annual Benefits	\$ 26,740
Operating	\$ 6,523
TOTAL	\$ 109,433

One-Time Costs	Dollars
Vehicle	\$ 27,463
Laptop Computer	\$ 2,120
TOTAL	\$ 29,583

Nevada Network of Fire Adapted Communities—NEW
Education and Outreach Specialist - Northern Regional Community
Coordinator

Annual Costs	Dollars
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Annual Salary	\$	76,170
Annual Benefits	\$	26,740
	Operating	\$ 6,523
TOTAL	\$	109,433

One-Time Costs

Vehicle	\$	27,463
	Laptop Computer	\$ 2,120
TOTAL	\$	29,583

Nevada Network of Fire Adapted Communities—NEW
 Education and Outreach Specialist - Southern Regional Community
 Coordinator

Annual Costs	Dollars	
Annual Salary	\$	76,170
Annual Benefits	\$	26,740
	Operating	\$ 6,523
TOTAL	\$	109,433

One-Time Costs

Vehicle	\$	27,463
	Laptop Computer	\$ 2,120
TOTAL	\$	29,583

First Year Expenses	\$	531,277
Annual Expenses Year 2 and Beyond	\$	442,528
Annual Operations Budget	\$	50,000

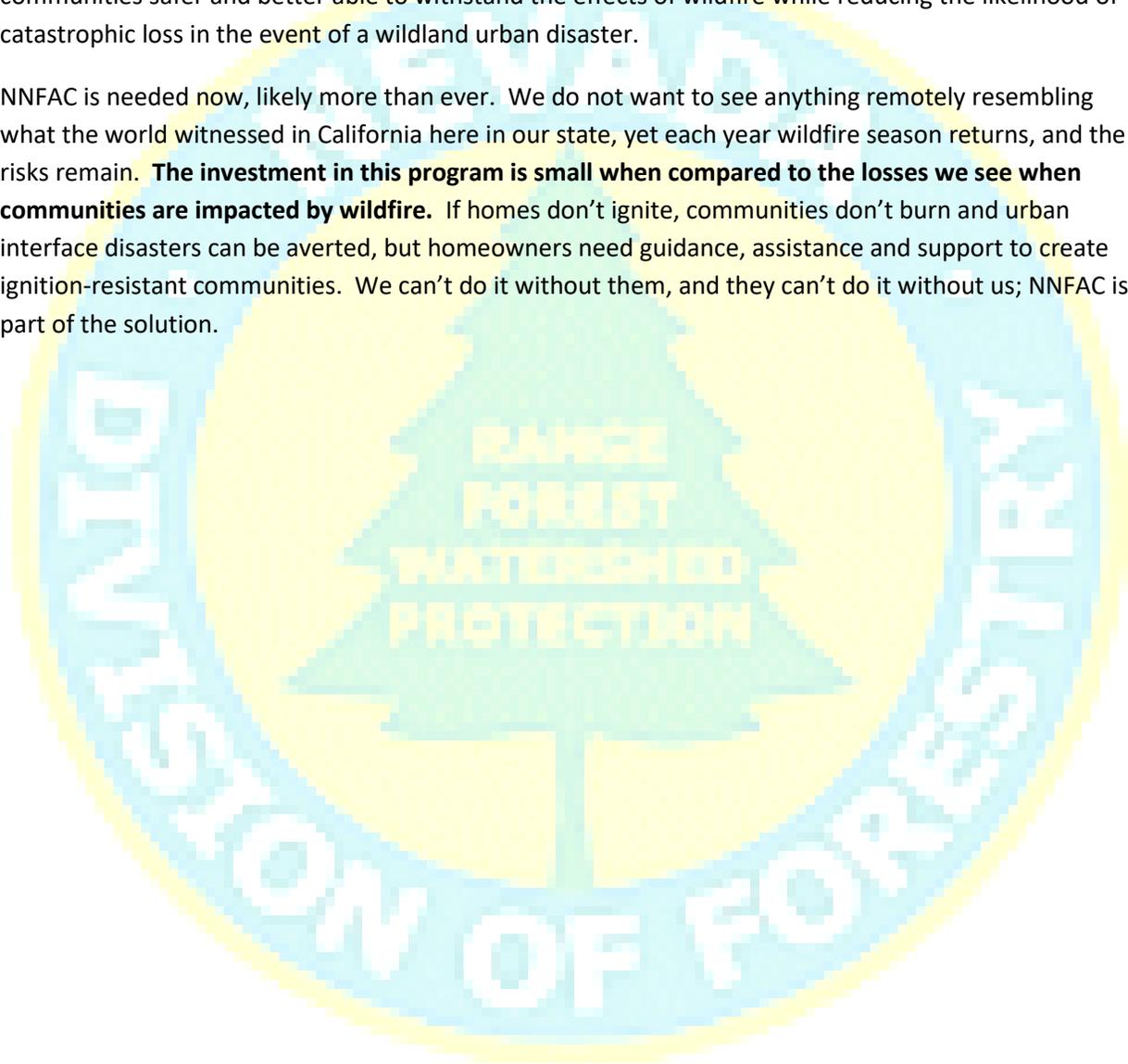
Summary and Recommendations:

The Nevada Network of Fire Adapted Communities has been evolving with interagency support and subsequent adoption and oversight by NDF since 2013. The fire adapted communities (FAC) model is *the national standard* for fostering community wildfire resilience and has been successfully modeled through NNFAC implementation in pilot communities along the Sierra Front. A tremendous amount of inter-agency support over the years, including fully funding the NNFAC coordinator since inception, **means our partners are steady and desirous to continue collaborating towards making Nevada communities safer and better able to withstand the devastating effects of wildland fire.** Funding these positions strengthens our inter-agency relationships by telling our partners we are on-board with the National Cohesive Strategy and with their assistance we will field Nevadans to support Nevadans. It is a thank you for our partners financial support to date and a commitment to a proven solution to a very real and dangerous threat to both firefighter and civilian alike. Supporting phase 2 expansion of NNFAC will ensure that *all* Nevada communities at risk to catastrophic loss due to wildland fire will have access to a robust and powerful network of resources, tools and support to address *their* specific community issues and risks. ***Without the regional coordinators, supporting the hundreds of communities and thousands of people is simply not possible—they won't receive the necessary ingredients for success—***

and will therefore be at significant risk every year until either they become a wildland urban disaster or fire adapted. It's not a matter of if, rather when.

Wildfire is a fact of life in Nevada; residents deserve a means to address the problems in their communities, but they need help. Guidance and support are principle tenets of the FAC model, but networks need nurturing. For this program to truly become a national model itself, staffing along with a small operational budget is needed. NNFAC serves to focalize collaboration between local, state and federal partners--all working effectively and productively towards the shared vision of making our communities safer and better able to withstand the effects of wildfire while reducing the likelihood of catastrophic loss in the event of a wildland urban disaster.

NNFAC is needed now, likely more than ever. We do not want to see anything remotely resembling what the world witnessed in California here in our state, yet each year wildfire season returns, and the risks remain. **The investment in this program is small when compared to the losses we see when communities are impacted by wildfire.** If homes don't ignite, communities don't burn and urban interface disasters can be averted, but homeowners need guidance, assistance and support to create ignition-resistant communities. We can't do it without them, and they can't do it without us; NNFAC is a part of the solution.



APPENDIX

APPENDIX 1

Program History

Early Days (1999-2011)

In the spring of 1999, a broad coalition of concerned Nevadan's endorsed the creation of an independent, membership organization focused on reducing the fire risk and increasing the survivability of at-risk communities. This endorsement and the organizational support that followed gave birth to the Nevada Fire Safe Council. For the first two years the Council struggled and suffered financial starvation. In January 2002, following the passage of the National Fire Plan, the Nevada Fire Safe Council received its first sizable grant. These funds allowed the hiring of an executive director and provided support for education and fuel reduction in two high-risk communities. Utilizing its combined expertise, resources and volunteer efforts of more than 5000 members in 125 chapters, the Fire Safe Council fulfills its mission to preserve natural and man-made resources throughout Nevada and the Lake Tahoe Basin by mobilizing all Nevadans to make their homes, neighborhoods and communities fire safe. *(from Nevada Fire Safe Council Facebook Page)*

The NFSC was dismantled in 2011 due to an audit that found improper accounting of federal funds. This left the communities without a leadership organization and many stopped doing critical threat reduction work. The University of Nevada Reno-Cooperative Extension (UNCE) in cooperation with state, federal, local and community partners created the Nevada Network of Fire Adapted Communities (NNFAC) program as a start in this process.

The National Strategy, The Final Phase in the Development of the National Cohesive Wildland Fire Management Strategy (April 2014)

Cohesive Strategy vision for the next century: *To safely and effectively extinguish fire, when needed; use fire where allowable; manage our natural resources; and as a Nation, live with wildland fire.* The primary, national goals identified as necessary to achieving the vision are: **Restore and maintain landscapes**: Landscapes across all jurisdictions are resilient to fire-related disturbances in accordance with management objectives. **Fire-adapted communities**: Human populations and infrastructure can withstand a wildfire without loss of life and property. **Wildfire response**: All jurisdictions participate in making and implementing safe, effective, efficient risk-based wildfire management decisions.

Nevada Cohesive Strategy Summit (September 2015)

The purpose of the Nevada Cohesive Strategy Summit was to convene an inclusive stakeholder group to build familiarity with the Cohesive Strategy, create a stakeholder network, and identify tangible strategic actions for implementing the Cohesive Strategy in Nevada, both in the short-term and long-term. Participants represented the diversity of the wildland fire community in Nevada; including representatives local, state, and federal agencies; academic institutions; non-governmental organizations; and several coordinating bodies. Additionally, *the purpose of the Summit was to **adopt the tenets of the National Wildland Fire Cohesive Strategy and adapt those tenets specifically to Nevada, thus creating a blueprint to address Nevada's wildland fire issues.***



UNRCE—Nevada Network of Fire Adapted Communities (NNFAC) (2013-2016)

University of Reno Cooperative Extension worked for over three years, with support from NDF and other cooperators to advance the Fire Adapted Communities tenet through the creation and promotion of The Network. Limitations on the support and services that can be provided to vulnerable communities through a Cooperative Extension program has hampered the desired growth in the creation of Fire Adapted Communities. These limitations included, but were not limited to: Not having the ability to provide differing levels of service to members and non-members of the organization; Not having the ability to apply for and manage grants on behalf of the communities to support their mitigation implementation; Not having the ability to manage the mitigation action implementation.

A Proposal to Organize, Coordinate, and Support the Development of Fire Adapted Communities Throughout Nevada For the Fire Adapted Communities Subcommittee of the Nevada Wildland Fire Cohesive Strategy Implementation Committee under the Nevada Fire Board (September 2016) Appendix 2

The Fire Adapted Community (FAC) subcommittee of the Nevada Wildland Fire Cohesive Strategy (NWFCS) in addressing Goal 2.2, is interested in seeking solutions to challenges that were once solved by the now defunct Nevada Fire Safe Council (NVFSC). While the NVFSC was successful at providing solutions to educate, create, motivate, support, and implement wildfire preparedness programs in communities across Nevada, it was deemed unsuccessful on other accounts. Some only associate the failure with financial mismanagement, but there are other more minor or non-legal failures that need to be solved in the next version of the organization. This scope of work is aimed at spelling out an acceptable, supportable, and functional approach to creating an organization that can solve the current challenges related to assembling a diverse set of interests in a unified coalition that will work on solutions to reduce the loss of lives and property from the threat of wildfire in Nevada. **see appendix 2**

This Scope of Work Proposal was adopted by the implementation committee and NDF began the transition of NNFAC from UNRCE to NDF in November 2016 under an MOU and was completed by December 2018.

Phase 1 Nevada Division of Forestry—NNFAC Transition (November 2016-December 2018)

In response to the above limitations of the Cooperative Extension based program, yet recognizing the value and need of the program, NDF proposed a unique organizational solution that provided the necessary support and services to more effectively advance the mission. As partners, NDF and Cooperative Extension worked together to affect a smooth and efficient transfer of The Network to NDF. Through an MOU, NDF adopted The Network and facilitated its growth within the western portion of the state. The Network is administered by an Executive Coordinator (hire date of February 2018) employed by NDF and guided by an Advisory Board which includes diverse community, government, and industry representation from throughout the state.

During the transition period, the following items were accomplished: Oversight and coordination of eight NNFAC Advisory Board meetings; Organizational form and operational procedures finalized—Network Operating Manual approved; Staffing plan created; Inception of three new FAC Chapters and renewal of two, with additional outreach in NDF Southern and Eastern Regions; Creation of the NDF NNFAC website; Network Pulse Newsletter continued; Network database transferred; Chapter Leaders Handbook finalized and approved; 2018 NNFAC annual meeting.

Phase 1 Nevada Division of Forestry's NNFAC Program (January 2019 - July 10, 2019)

As of January 1st, 2019, the Nevada Network of Fire Adapted Communities became a full-fledged NDF program. The Network Coordinator left the position on July 10, 2019. Prior to his departure, the following items were accomplished: NNFAC Strategic plan approved; NNFAC Business Plan draft started; staffing plan promoted to NDF Leadership pending funding and legislative action; 4 additional FAC Chapters approved; coordinated 3 Advisory Board meetings; Created NNFAC Coordinator Desk Guide; 2019 NNFAC annual meeting.

Nevada Division of Forestry's NNFAC Program Network Coordinator VACANT (July 10, 2019 – February 3rd, 2020)

Program was held together as best possible with existing NDF Staff while recruitment and hiring of the new NNFAC coordinator took place. No significant forward movement on the program was accomplished. **NNFAC Coordinator reorganized into NDF Fire Program under Cooperative Forestry/Fire Supervisor.**

Phase 2 Nevada Division of Forestry's NNFAC Program (February 2020 – present)

New NNFAC Coordinator on-board: Marc Titus. Program and agency familiarization taking place. Program and staffing expansion to other critical areas of the state is top priority. Partnership with BLM to support staffing expansion in progress. Interim Legislative Committee to study effects of wildfire on communities. **MUST INSURE CONTINUATION OF MOMENTUM FOR NNFAC PROGRAM.**

A PROPOSAL TO ORGANIZE, COORDINATE, AND SUPPORT THE DEVELOPMENT OF FIRE ADAPTED COMMUNITIES THROUGHOUT NEVADA

For the Fire Adapted Communities subcommittee of the Nevada Wildland Fire Cohesive Strategy Implementation Committee under the Nevada Fire Board

OVERVIEW

The Fire Adapted Community (FAC) subcommittee of the Nevada Wildland Fire Cohesive Strategy (NWFCS) in addressing Goal 2.2, is interested in seeking solutions to challenges that were once solved by the now defunct Nevada Fire Safe Council (NVFSC). While the NVFSC was successful at providing solutions to educate, create, motivate, support, and implement wildfire preparedness programs in communities across Nevada, it was deemed unsuccessful on other accounts. Some only associate the failure with financial mismanagement, but there are other more minor or non-legal failures that need to be solved in the next version of the organization. This scope of work is aimed at spelling out an acceptable, supportable, and functional approach to creating an organization that can solve the current challenges related to assembling a diverse set of interests in a unified coalition that will work on solutions to reduce the loss of lives and property from the threat of wildfire in Nevada.

What Went Right

The NVFSC was successful in achieving these objectives and needs:

- Mobilizing people in the community who stand to lose something of value to fire.
- Creating a powerful group initiative.
- Giving voice and focus to a serious community threat.
- Providing access to other community leaders facing the same threat and a statewide network providing invaluable information and ideas.
- Becoming an integral part of an organizational support system that can provide technical expertise, assist in acquiring grant funding, and supply administrative services to manage grant and project level oversight.
- Generating the community support necessary to implement wildfire threat reduction activities thereby saving lives, property, money, and other valuable resources from wildfire.

What Went Wrong

The NVFSC was ultimately deemed unsuccessful by a federal mandate to cease and desist, but the reasons for this and other opinions of being unsuccessful are as follows:

- The NVFSC comingled funds (federal and other sources).
- The NVFSC grew very fast and accumulated a lot of grant funding quickly. In response, the organizational structure increased and the organizational system began performing duties at a scale and intensity that didn't allow it to have the proper level of oversight and control.
- The Board of Directors was largely made up of people who had no knowledge of the requirements of the funding sources they were in charge of allocating, and the primary investors did not have a strong enough voice to ensure compatibility of actions or decisions with administrative policy tied to grant funds.

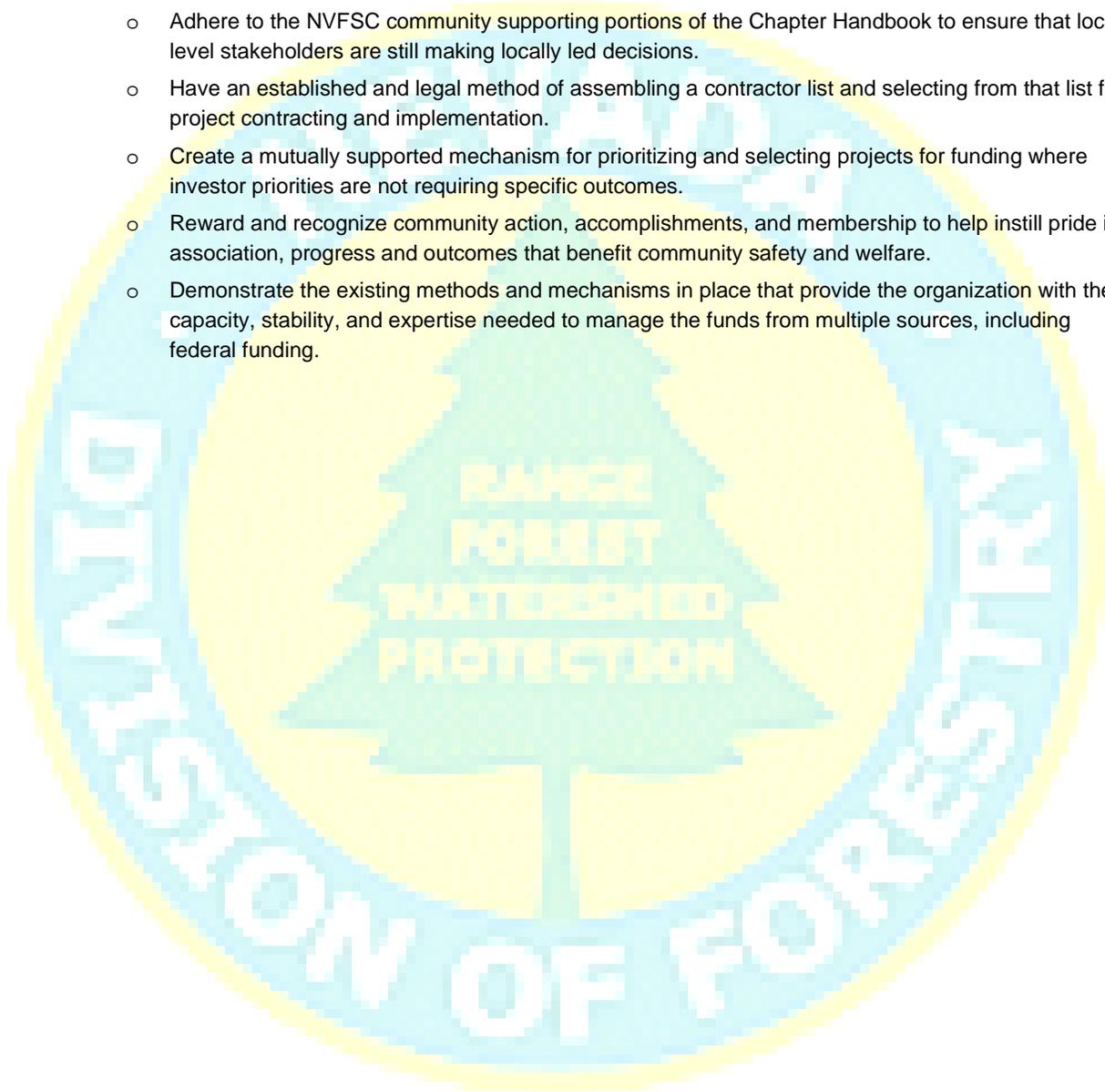
- The organization did not prove to be a sustainable model.

The Solution

While some things went wrong, there was a tremendous amount of good things achieved by the NVFSC. Today, the challenges addressed by the NVFSC have not gone away, and actually they have only gotten larger due to the lack of statewide progress on FAC creation and implementation. It is clear that an un-modified revival of the NVFSC would not be supported by the primary investors, including Nevada Division of Forestry (NDF), Bureau of Land Management (BLM), and US Forest Service (USFS). These partners need to have safeguards in place to retain control of where their money is being used and tracked as well as how the funded projects are selected, funded, managed, and monitored. The following are the recommended deviations from the original purpose, structure, function and management of the organization that the primary investing partners would require in jointly pursuing a new FAC support organization.

- The NVFSC name cannot be used because of legal ramifications and restrictions. Therefore the new organization must be branded with a new name.
- The primary investing partners will:
 - Invest their funds where they see the highest need based on the purpose outlined in the funding source policies and guidelines.
 - Provide active leadership and remain engaged in all processes during the life of the partnership.
 - Provide clear guidance on strings attached to funding and demand transparency and accountability on the part of the new organization.
 - Support an organization that has a broad coalition of support from stakeholder and partners that share a common vision for implementing the Nevada Fire Board's – Fire Adapted Communities' Cohesive Strategy and Action Plan.
- The primary investing partners will not:
 - Provide wholesale grant funding to an organization that does not have clearly defined plans for the funds that meet the objectives for those funds.
 - Provide funding to an organization that cannot demonstrate the required fiscal controls in place.
 - Provide a large amount of overhead to an agency that can be more reasonably handled by existing programs.
- The new organization will not:
 - Expect to take control of a mass of grants funds and manage them without the oversight and guidance of the funding source representatives.
 - Seek to become a stand-alone organization that provides parallel services for those that exist already, unless they are not available to provide specific services on a scale or timeframe needed to meet FAC objectives and actions.
 - Provide the same level of support to those communities that are not showing commitment and progress in good faith.
 - Control community actions or decisions.
- The new organization will:
 - Perform tasks as advised by the Advisory Board that are within the legal constraints (e.g. CFRs and agency policies) of the funds being utilized as well as Nevada Revised Statutes.
 - Seek to create a unified and standard approach to messaging, support, and technical applications that is supported by the investors, Advisory Board, member communities, and other partners and cooperators.
 - Provide the lowest cost, most efficient buy-down of WUI wildfire risks and threats across Nevada communities.
 - Serve as the statewide backbone organization that facilitates major funding initiatives, supports the Living With Fire Program's educational and promotional activities, programmatic standards, and other far-reaching activities.

- Provide the seamless overhead support to form a statewide FAC supporting organization with all of the necessary regulatory and legal sideboards and mechanisms in place.
- Advance the principles, goals, objectives, and actions of the FAC subcommittee according to the reviewed and updated NVFSC Chapter Handbook.
- Collaborate with partners that can contribute to coordination, marketing, organizing and project implementation.
- Seek funding from non-traditional sources to provide matching funds and other project implementation funds that provide for a more stable funding portfolio.
- Adhere to the NVFSC community supporting portions of the Chapter Handbook to ensure that local level stakeholders are still making locally led decisions.
- Have an established and legal method of assembling a contractor list and selecting from that list for project contracting and implementation.
- Create a mutually supported mechanism for prioritizing and selecting projects for funding where investor priorities are not requiring specific outcomes.
- Reward and recognize community action, accomplishments, and membership to help instill pride in association, progress and outcomes that benefit community safety and welfare.
- Demonstrate the existing methods and mechanisms in place that provide the organization with the capacity, stability, and expertise needed to manage the funds from multiple sources, including federal funding.

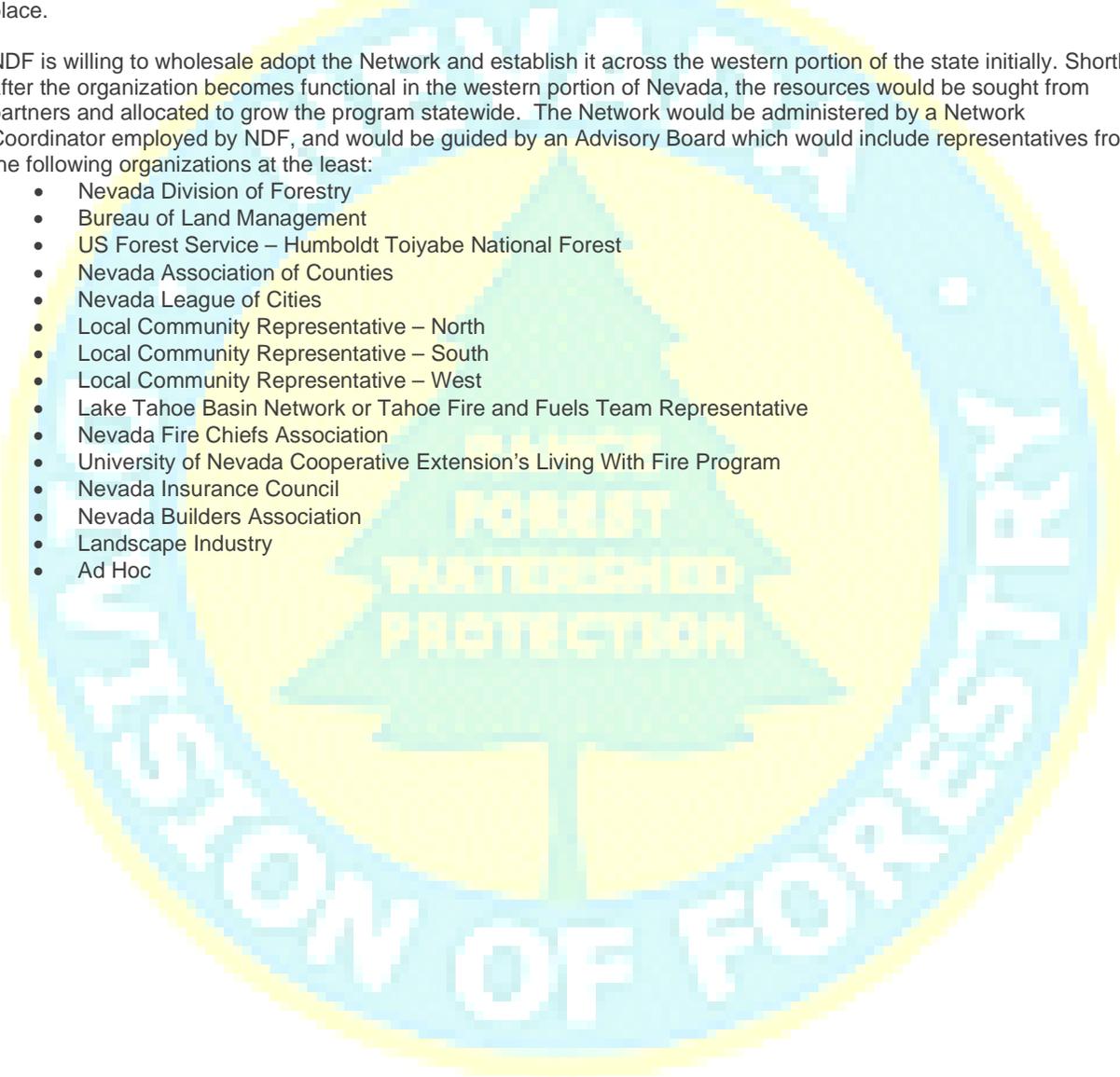


NEVADA DIVISION OF FORESTRY PROPOSAL

In consideration of the points above, the Nevada Network of Fire Adapted Communities (The Network) has redeveloped some of the purposes and cooperative ventures that the NVFSC council maintained. The Network has been deployed on a limited scope and scale, primarily because of the lack of funding streams and primary investor buy-in. Additionally, the University of Nevada Reno is not able to apply for and manage grants on behalf of communities or to manage fuel reduction projects. Recently, Nevada Land Trust determined after much consideration that their organization was also not able to stand up a new organization for this role in Nevada. Given these developments, the continued needs of communities across the state and the existing facilities, human resources, and mission of NDF, the agency is compelled to emulate the successes that the NVFSC council achieved under a similar model with all of the necessary fiscal controls, environmental protection statutes and codes, and human resources in place.

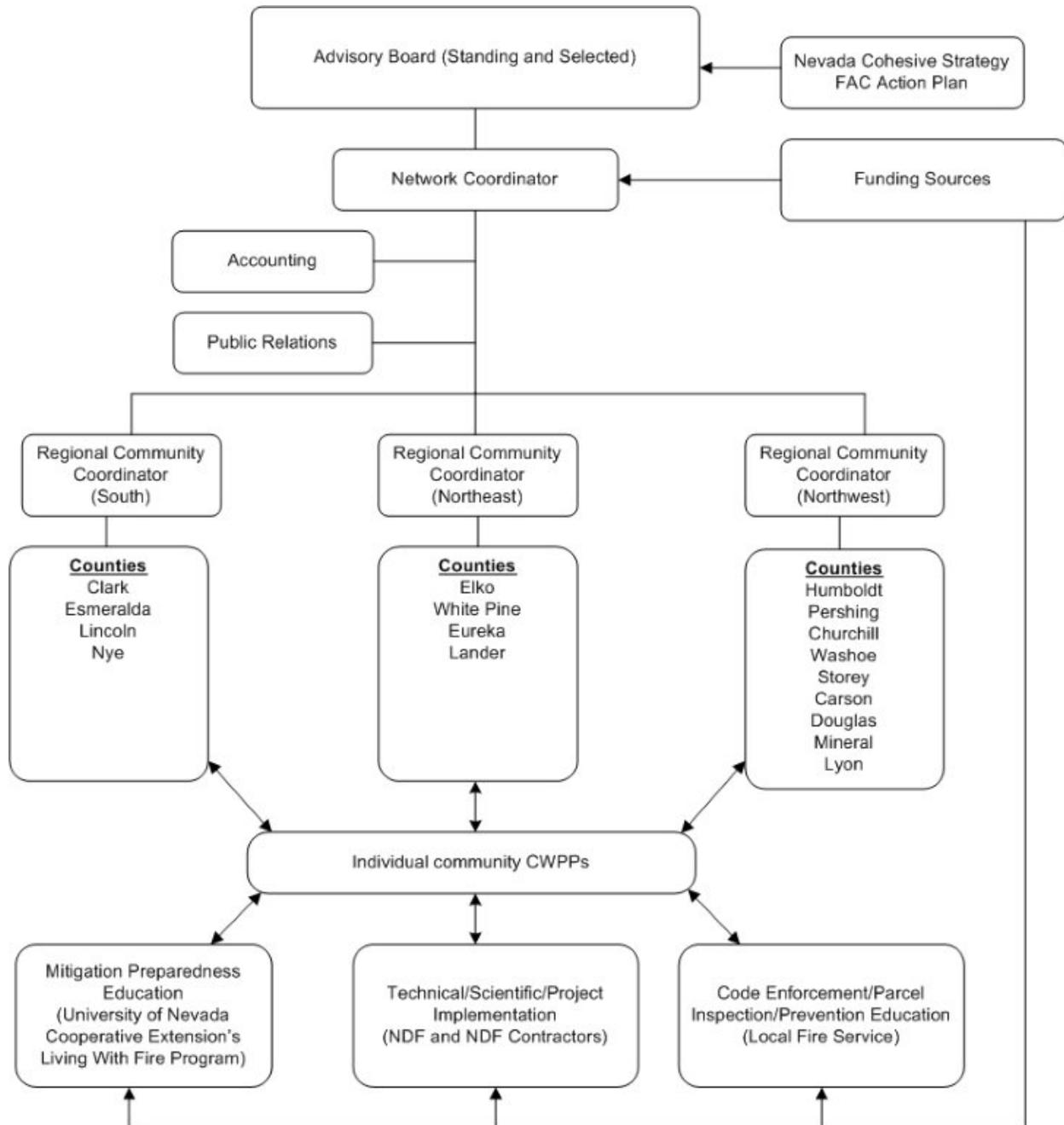
NDF is willing to wholesale adopt the Network and establish it across the western portion of the state initially. Shortly after the organization becomes functional in the western portion of Nevada, the resources would be sought from partners and allocated to grow the program statewide. The Network would be administered by a Network Coordinator employed by NDF, and would be guided by an Advisory Board which would include representatives from the following organizations at the least:

- Nevada Division of Forestry
- Bureau of Land Management
- US Forest Service – Humboldt Toiyabe National Forest
- Nevada Association of Counties
- Nevada League of Cities
- Local Community Representative – North
- Local Community Representative – South
- Local Community Representative – West
- Lake Tahoe Basin Network or Tahoe Fire and Fuels Team Representative
- Nevada Fire Chiefs Association
- University of Nevada Cooperative Extension's Living With Fire Program
- Nevada Insurance Council
- Nevada Builders Association
- Landscape Industry
- Ad Hoc



NNFAC Organizational Staffing

The following is a diagram of the organizational structure of the new organization and the interaction with core partners. The Network Coordinator and Regional Community Coordinators would be NDF employees that would be funded through a partnership of investors including NDF.



Roles and Responsibilities

Nevada Division of Forestry – NDF would house the new Network employees and seek legislation for permanent funding of the Network positions' salaries and operations. Eventually, NDF will support legislation for state funded project implementation and will continue to partner with FAC coalition members (e.g. Living With Fire, local fire services, etc.) to promote and deploy wildfire awareness and prevention programs.

US Forest Service and Bureau of Land Management – The federal investing agencies have a sincere desire to assist Nevada fire prone communities to become more fire adapted. They will provide assistance financially through NDF to the Network to support the initial startup costs of salaries and operating for the Network and Community Coordinators employed by NDF to run the network. Federal agencies will continue to partner with FAC coalition members to promote and deploy wildfire awareness and prevention programs.

Living With Fire – This program will continue to operate within the scope of public education. It will continue to operate as a unified and mutually supported component of The Network that develops and distributes technical information that helps communities and FAC professionals appropriately and effectively implement FAC concepts. Living with Fire will continue to partner with Network members to promote and deploy wildfire awareness programs.

Local Fire Services - Will partner with community chapters to assist in planning and implementing FAC projects. Local fire services may partner with chapters to develop demonstration projects, defensible space inspection programs, and ordinances that guide defensible space, community protection, and construction to be fire adapted.

Nevada Fire Board – Will oversee the Nevada Cohesive Strategy Fire Adapted Communities Subcommittee and other subcommittees to ensure that the strategy is being adequately updated and implemented across the coalition partners over time. Will provide guidance to subcommittees as necessary. Will arbitrate any issues or decisions that are irreconcilable between the Advisory Board and the Coordinator.

Nevada Cohesive Strategy Fire Adapted Communities Subcommittee – Functions as a strategic planning and implementation team for the FAC tenant of the Nevada Cohesive Strategy. Provides the strategy and actions that the Network and other coalition members will be charged with implementing. Is composed of all coalition members.

Network Advisory Board – Advises the Network Coordinator of the needs of all or any coalition members. Seeks support within and outside of the Network to implement FAC actions. Assists in the design and procedures associated with the Network program and chapters. Sets strategic direction and decision making at the programmatic design level for the Network Chapters and Network program that is managed and deployed by the Network Coordinator. The Advisory Board reports to the Nevada Fire Board.

Network Coordinator – Will operate under the guidance of the Network Advisory Board to design and implement the new Network program and will be the primary tactical decision maker implementing the Network operations according to the strategy set forth by the Advisory Board. The Coordinator will ensure that the community coordinators are deploying the program according to their guidance and will supervise and assist those employees. The Network Coordinator will coordinate at the state level with coalition partners to ensure a unified effort is maintained in program deployment. The Coordinator will maintain the website, create and distribute newsletters, as well as organize learning opportunities. The Cooperative Forestry and Fire Supervisor at NDF will be the direct supervisor of this position.

Regional Community Coordinators – Will assist communities with becoming active, stable, local chapters that focus on building community level partnerships to plan, fund and implement fuel reduction and other FAC-related projects. These individuals will also ensure that a communication and operational connection remains between all levels of the entire coalition, especially when and where services or products need to be transferred or delivered from one coalition member to another. They are supervised by the Network Coordinator.

Community Leaders – Community leaders will be responsible for building relationships and interest within their community to address wildfire risks and threats. They will operate under guidance provided by a handbook as well as the Community Coordinators. They will be responsible for documenting the accomplishments of the community chapter, especially as part of the effort for the community to contribute matching funds or efforts required to maintain chapter status.

Community Chapters – Will build partnerships, comradery, awareness, and support for addressing wildfire threats and risks and will build awareness at the community level. Chapter members will encourage involvement from the community to support and participate in FAC action planning and implementation within their community (e.g. CWPP updates). Chapters will hold regular meetings to remain organized and informed and will have specific actions to implement as a group to assist the community in being fire adapted. Chapters will operate at the guidance of the Chapter leadership as selected by the chapter membership, and will assist in maintaining annual active status through implementation of renewal requirements.

Budget

The proposed budget for the western Nevada implementation of the Network would double the current investment that NDF makes into the Network functions, which includes community coordination, communications, grants management, and Network educational opportunities. The Network budget is shown below without the annual project implementation funding which currently averages \$850,000 in grants and \$562,981 in State funds. These figures would need to grow another two-thirds at a minimum to provide the minimum level of support required for statewide implementation. Along these lines grants would need to increase to \$1,411,000 and state funds would need to increase to \$934,548.

USFS State and Private Forestry branch has committed approximately \$180,000 over the next few years to support salaries and logistical needs of the proposed Network organization. BLM will contribute \$50,000 per year for two years to assist with salaries and startup costs for the new Network. The existing Network, Nevada Cohesive Strategy FAC subcommittee and other partners will seek a 2017 SNPLMA grant for Network startup and project implementation. Additionally, BLM, NDF and USFS will contribute funds to projects as allocated by Congress or awarded competitively. NDF will also seek enabling legislation with state funded allocations to support Network positions and eventually Network projects.

Short-term Demonstration (Northwest Nevada)

Position	Total Cost	Funding Source	Percent Network	Office Location	Purpose and Function
Network Coordinator (CSS1)	\$ 87,372.00	USFS/BLM Grants*	100%	Carson City	NNFAC program manager
Regional Community Coordinator-Northwest (For1)	\$ 76,171.00	USFS/BLM Grants*	100%	Eastlake	To provide community coordination
Fire Protection Officer-Northwest (For2)	\$ 89,913.00	NDF – State**	33%	Eastlake	Primary project implementation manager
Resource Management Officer-Northwest (For3)	\$ 76,639.00	NDF - State**	33%	Eastlake	Primary project planner
Community Protection Coordinator/Cooperative Forestry-Fire Supervisor (CSS2)	\$104,935.00	NDF - Grants**	33%	Carson City	Sets program strategy and direction, monitors progress
Public Relations	\$103,152.00	NDF - State**	33%	Carson City	To provide program marketing and advertising
Grants Management Analyst	\$109,011.00	NDF - Grants Indirect**	33%	Carson City	To provide grant application, awards, modifications etc.

Accounting Assistant	\$ 66,322.00	NDF - Grants Indirect**	33%	Carson City	Processing expenditures and reimbursements
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***Proposed Total Annual Demonstration NNFAC Obligation = \$163,543.00**

****Existing Total Annual NDF NNFAC Expenditures = \$181,490.00**

Long-term Statewide Growth

Position	Total Cost	Funding Source	Percent Network	Office Location	Purpose and Function
Network Coordinator (CSS1)	\$ 87,372.00	NNFAC Grants*	100%	Eastlake	NNFAC program manager
Regional Community Coordinator-Northwest (For1)	\$ 76,171.00	NNFAC Grants*	100%	Eastlake	To provide community coordination
Regional Community Coordinator-Northeast (For1)	\$ 76,171.00	NNFAC Grants*	100%	Winnemucca	To provide community coordination
Regional Community Coordinator-South (For1)	\$ 76,171.00	NNFAC Grants*	100%	Las Vegas	To provide community coordination
Fire Protection Officer-Northwest (For2)	\$ 89,913.00	NDF - State**	33%	Eastlake	Primary project implementation manager
Fire Protection Officer-Northeast (For2)	\$ 89,913.00	NDF - State**	33%	Ely	Primary project implementation manager
Fire Protection Officer-South (For2)	\$ 89,913.00	NDF - State**	33%	Pioche	Primary project implementation manager
Resource Management Officer-Northwest (For3)	\$ 76,639.00	NDF - State**	33%	Eastlake	Primary project planner
Resource Management Officer-Northeast (For3)	\$ 91,404.00	NDF - State**	33%	Elko	Primary project planner
Resource Management Officer-South (For3)	\$ 81,019.00	NDF - State**	33%	Las Vegas	Primary project planner
Public Relations	\$103,152.00	NDF - State**	33%	Carson City	To provide program marketing and advertising
Grants Management Analyst	\$109,011.00	NDF - Grants Indirect**	33%	Carson City	To provide grant application, awards, modifications etc.
Accounting Assistant	\$ 66,322.00	NDF - Grants Indirect**	100%	Carson City	Processing expenditures and reimbursements
Accounting Assistant	\$ 66,322.00	NDF - Grants Indirect**	33%	Carson City	Processing expenditures and reimbursements

***Proposed Total Annual Statewide NNFAC Obligation = \$315,885.00**

****Existing Total Annual NDF NNFAC Expenditures = \$328,763.16**

EXPECTED RESULTS AND OUTCOMES

- The Network will build trust by being responsive to principal investors, community members as well as other stakeholders that have their needs identified through official channels.
- The Network will become more diversified in terms of funding sources, stakeholder participation and support.
- The Network will build and sustain the trust and respect of all stakeholders by being a sustainable organization through time given its adherence to the principles in this scope of work.
- The Network will have all required and effective checks and balances in place to follow federal and state regulations as well as remain fiscally solvent.

- Funding decisions will be made according to an established and transparent process that encourages stakeholder and community involvement, buy-in, and good-faith/matching contributions that improve their Fire Adapted Community conditions.
- Wildfire mitigation of northwest Nevada would be met initially at the lowest possible cost to the taxpayer, consistent with desired treatment outcomes and would be scaled up within 2 years to a statewide approach.
- In recognition of the current situation:
 - NDF does not currently have a dedicated community coordination function or staffing.
 - NDF currently splits community coordination with the field implementation and planning functions, which inhibits NDF from meeting the total demand for either.
 - NDF currently consults with at least 20 communities and implements at least 5 large community protection projects per year, but realizes that much more is needed across the state for the same kind of work.
 - NDF anticipates that grant revenues would increase substantially and non-federal funds from the State of Nevada and other sources could increase when demonstration of program effectiveness is marketed.

With increased revenue, dedicated staffing, and a commitment from our federal and state counterparts, we are confident that NDF adoption of the NNFAC program could be effectively maintained and scaled up to meet statewide demand and need.

PROPOSED TRANSITION TIMELINE

10/24/16 – Roll out proposal to current Network Advisory Board, Communities and Members, as well as Nevada Fire Board, and NV Cohesive Strategy FAC subcommittee.

If accepted:

11/15/16 – Complete MOU that outlines the mutual agreement of NDF adoption of the existing Network. Meet with the Deputy Attorney General to determine the legal parameters, authorities, and legislation needed by NDF to implement the new Network program.

3/27/17 – Hire and have Network Coordinator and present transition at Annual Network Meeting in Reno. Have complete SNPLMA grant application ready to submit. New Network Advisory Board appointments and elections.

6/30/17 – Full transition complete from existing Network to new NDF-house network including all assets and services (e.g. digital newsletter, database, annual conference, website content, processes, procedures, etc.)

1/1/18 – Proposed chapter structure and requirements completed and rolled out. Enabling state legislation drafted.

ANTICIPATED CONCERNS TO BE ADDRESSED

As the broad coalition or partnership that is represented in portions of this proposal develops, there will be an inherent need to provide clarity of details that are not yet described herein. This section is a temporary archive for partners and stakeholders to place questions or needs for detail development that can be worked through and included in the proposal in subsequent drafts.

1. What will be the name of the new organization? (Nevada Network of Fire Adapted Communities or other)
2. Do the chapters need to be a legal entity of the State of Nevada or not? Need meeting with core planners and NDF Deputy Attorney General.
3. Is a 501(c)(3) NGO organization needed to support any of the functions or processes that will be encountered by the Network that cannot be handled by NDF? If so, how would it fit into the organizational chart?

4. What will be the dues or fees structure and membership requirements for members and communities and what benefits are realized by each?

