

The Tahoe Agenda

From Vulnerability to Survival



Angora Fire, 2007

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7/6/2015

Using the lessons of the past to chart a course for the future.

Acknowledgement

The author wishes to acknowledge the extraordinary commitment and level of cooperation exhibited by the 27 former Nevada Fire Safe Council Chapter Leaders interviewed for this project. Their names and affiliated Chapters can be found in Appendix I. There is an extreme level of depth and accomplishment in their stories and those of us who work in and cherish the natural wonder we call Tahoe are indeed fortunate to have people of this caliber in our midst. I would be remiss if I did not also express my gratitude to Forester, Forest Shafer and Chief Michael Brown of the North Lake Tahoe Fire Protection District for their unwavering support and dedication to recovering an active and effective Fire Adapted Community coalition within the Tahoe Basin. I am also grateful for the effort Mike Vollmer, TRPA Forester invested in identifying the critical questions to be included in the interviews. In addition I want to thank Chief's Gareth Harris, Michael Schwartz, Ben Sharit, and Jeff Meston for their assistance in securing the cooperation of the former leaders in their fire protection districts. Finally, I wish to thank the Fire Adapted Communities Learning Network for the funding that supported this project and for their continuous show of support, commitment, and interest. The combined investment of time and energy from all those above contributed in many substantial ways to the completion of this project.

This project was made possible through support provided by the United States Forest Service and The Nature Conservancy to the Watershed Research and Training Center (WRTC), under the terms of Cooperative Agreement #11-CA-11132543-158. The content and opinions expressed herein are those of the author(s) and do not necessarily reflect the position or the policy of the USFS, DOI, The Nature Conservancy, or the WRTC and no official endorsement should be inferred.

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Introduction

Western landscapes are naturally prone to wildland fire. Smoke from wildfires is a familiar sight in the summer skies, often with snow-like accumulations of ash falling on western communities. A century of widespread fire exclusion and the more recent severe reduction of active forest management have resulted in a build-up of surface fuels (downed wood, litter and duff) and the overstocking of forests with trees and ladder fuels. Coupled with this is a steady increase in residential developments in high fire threat areas and a similarly steady increase in the number of acres burned. This has resulted in an unprecedented demand on fire suppression resources, rapidly escalated costs associated with fire control, and fire management complexity heretofore unknown. Given the documented fire frequency in the developed landscape around Lake Tahoe, the threat of wildfire occurrence is real and a matter of when, not if. A national hazard and risk assessment rated the hazard/risk for wildfire in the Tahoe Basin as very high or extreme.

In November 2009, President Obama signed into law the Federal Land Assistance, Management and Enhancement Act of 2009, which called for the development of a national cohesive wildland fire management strategy. Recognizing that the challenges in the Wildland Urban Interface (WUI) and wildland fire management require interconnected solutions, the Cohesive Strategy brought together federal, state, tribal and local governments, nongovernmental partners, and public stakeholders to identify, define and address wildland fire problems and opportunities for successful wildland fire management across the United States. This effort resulted in the National Cohesive Wildland Fire Management Strategy which defined the following three goals:

- Restore and maintain resilient landscapes.
- Create Fire-Adapted Communities (FACs).
- Improve wildfire suppression response.

Following its adoption, regional action plans were developed to initiate implementation of the strategy. The inclusion of creating Fire-Adapted Communities as one of three national strategic goals recognizes the key role that human communities facing the threat of wildfire can play as partners with the fire services in addressing this serious and escalating issue. More specifically, the Western Regional Action Plan states that Fire Adapted Communities will be composed of human populations and infrastructure that can withstand a wildfire without the loss of life and property.

Following the adoption of the Cohesive Strategy and the Regional Action Plans, a new, federally funded organization was formed called the Fire Adapted Community Learning Network. The mission of this organization is to advance the creation of Fire Adapted Communities as rapidly as possible by supporting exploratory efforts and establishing a network for communicating and sharing results including successes, problems and educational experiences. In the fall of 2014 the Learning Network provided funds to the North Lake Tahoe Fire Protection District to interview former Chapter Leaders of the Nevada Fire Safe Council and use the knowledge gained to propose an organizational form to promote and establish Fire Adapted Communities in the Tahoe Basin. The report that follows presents the results of the interviews and proposes an organizational form that takes advantage of the extraordinary multiagency, and multi-jurisdictional cooperation and coordination that is a hallmark of wildfire threat mitigation accomplishments over the past 15 years in the Lake Tahoe Basin.

Historical Context and Background

Along with the Tahoe Regional Fire Chief's Association, two organizations have played vital roles in elevating the potential for wildfire to be a top priority for management and policy attention within the Lake Tahoe Basin. Described below, these two have made substantial progress in creating a community fire culture that has resulted in hazardous fuel treatment and property owner attention to defensible space that in turn has lowered the fire threat. However, at the end of the day, much remains to be done.

Nevada Fire Safe Council

During the mid-1990s there emerged the widespread and growing recognition that the threat of wildfire to human life and property was escalating rapidly. Fire services began to speak openly that the number and intensity of wildfires that threatened existing human life and homes in the wildland urban interface were pressing their capability to levels previously unexperienced. To address this reality, the University of Nevada Cooperative Extension's Living With Fire program held a statewide conference entitled "Living With Fire ... the First Fire Forum" in Carson City, Nevada in June of 1999. In attendance were individuals representing a broad and diverse range of interests. Following intense discussions, a resolution was adopted by those in attendance calling for "the establishment of a statewide fire safe council to provide support throughout Nevada to help make homes, neighborhoods, and communities' fire safe." In August of 2000, the successful work of an organizing committee resulted in the

establishment of The Nevada Fire Safe Council as a 501 (c) (3), non-profit membership corporation (NVFSC).

During the ensuing ten years, the NVFSC utilized the formation of affiliated community chapters to establish working partnerships with highly threatened communities based on a foundation of mutually shared responsibilities and commitments. By 2010 the Council had established 135 community chapters, had a membership roster that counted over 5,000 members and had processed over \$20 million in grant awarded funds to support wildfire threat mitigation projects to the benefit of affiliated chapters.

In 2010, a routine review of fiscal policies revealed a pattern of irregularities in the Council's accounting procedures and financial management processes. A follow-up audit by a Federal Inspector General's Office confirmed that serious breaches in established protocol and federal financial management procedures had been committed. As a consequence of the Inspector General's findings, all open and active grants were withdrawn from the Council. Facing the dearth of available funds that resulted, the NVFSC Board of Directors had no option but to file for bankruptcy protection. In November, 2012 the NVFSC officially closed its doors leaving 135 community chapters and their leaders in a state of limbo. At the time of the collapse, the NVFSC was supporting 50 Community Chapters in the Lake Tahoe Basin. Over the intervening years the reaction to the loss of the NVFSC has varied from an effort to maintain and expand the wildfire threat mitigation work that was accomplished, to a virtual disappearance of all activity.

While the effective engagement of vulnerable communities has faltered, the threat of wildfire to life, property, and natural resources has not. The need to revitalize and reenergize a viable community partnership with the fire service has been acknowledged by both the former community chapter leaders and fire service personnel. The importance of establishing this partnership has also been documented in numerous plans and reports. The cohesive strategy adopted by and supported by fire professionals internationally, clearly identifies the development of Fire Adapted Communities as one of the fundamental pillars of a workable protection strategy.

With the demise of the Nevada Fire Safe Council local fire services have stepped into the breach to the extent that funding and personnel allowed. To date, however there has been no effort to resurrect a Basin-wide organization that establishes a community identity or provides organizational support.

Tahoe Fire and Fuels Team

On June 25, 2007 the Angora fire ignited near the city of South Lake Tahoe California. Pushed by strong winds, the fire spread rapidly into extraordinarily dry fuels. By the time control of this blaze was achieved the fire had consumed 3,100 acres of forest and destroyed or seriously damaged 344 homes and other structures. In response to the Angora Fire, the governors of Nevada and California created the California-Nevada Tahoe Basin Fire Commission (Fire Commission) to examine the regulatory and social environments that influenced forestry and fuels reduction in the Lake Tahoe Basin. Federal and state land managers worked with local fire districts and regulatory agencies to formalize the structure and operational guidelines for the creation of a multi-agency coordinating group (MAC) that could provide oversight for and implementation of a team that became known as the Tahoe Fire and Fuels Team (TFFT). In their final report, the Fire Commission recognized that the MAC and TFFT represented an:

...unprecedented level of dialogue among agencies to identify new pathways for collaboration on issues such as air quality, biomass utilization, permit streamlining, defensible space, fuels project implementation, and science and technology.

The Commission's report went on to state about the collaborative efforts:

One example is the Tahoe Fire and Fuels Team (TFFT), which consists of representatives from the Basin's local, state, and federal fire agencies, the TRPA, the Army Corps of Engineers, the Cooperative Extensions from both states, and others. The TFFT serves as the forum where project implementers and project regulators can come together and develop mutually beneficial processes for reducing wildfire vulnerability while protecting the environment. It has begun to develop an integrated educational outreach program designed to deliver a single, consistent message throughout the Basin on implementing defensible space in compliance with water quality "best management practices"— something that was sorely missing in the past.

The organizational structure of the TFFT utilizes the Incident Command System (ICS) familiar to fire professionals and emergency management personnel. Staffing is provided by TFFT member organizations on an as-needed basis. As such, the TFFT is not a legal entity, but rather represents a collective decision to improve planning, finance and implementation of wildfire threat mitigation projects by sharing data, resources, and personnel. Basic staff functions contributed by member agencies include an incident commander (IC), a planning section chief, a finance section chief, an operations section chief, an Information Officer, and a lead for each of four geographic ICS Divisions. Each Division within the Tahoe Fire and Fuels Team structure is geographically defined by the boundaries established for Community Wildfire

Protection Planning units (CWPP). The member organizations coordinate the work that is being completed within the Divisions, and currently provide services to homeowners, such as defensible space inspections, tree removal permitting, and residential chipping.

The multijurisdictional cooperation and collaboration exemplified by the TFFT also supports efforts at the national level to foster stronger working partnerships between fire services and vulnerable communities. The following three goals of the National Cohesive Wildland Fire Management Strategy have been embraced by the TFFT partner agencies and are integrated into all work plans and fire threat reduction activities:

1. Restoring and maintaining fire-resilient landscapes with recognition that many ecosystems currently lack health and vitality.
2. Creating fire adapted communities in areas of high wildfire threat.
3. Responding to wildfires with the full capacity of interagency cooperation.

To assist the TFFT in achieving these goals, several working groups that provide specialized services to the team have been organized including public information, data collection and accomplishment tracking technology, and the development of Fire Adapted Communities (FAC).

As a central goal, the national strategy endorses the critical importance of a fully engaged and prepared human community working in partnership with all fire services to achieve effective life, structure, and natural resource protection. Accepting responsibility to do their part in preparing themselves, their property, and the structure they call home for the inevitable presence of fire is fundamental to community survival and firefighter safety. To this end the TFFT has adopted the following role statement:

Provide encouragement and support to revive community-based action groups and expand community involvement to create a Basin-wide organization of Fire Adapted Communities.

To fulfill this role each TFFT Division is responsible for promoting, recruiting and assisting in the organization of Fire Adapted Community partners. To support this effort the TFFT has approved a primary staff position of Fire Adapted Community Coordinator. This staff position will support Division efforts and provide leadership for the development of a Basin-wide organization of like-minded citizens and Fire Adapted Communities.

Starting the Process

Conducting Interviews of Former Fire Safe Council Community Chapter Leaders

To fulfill the role and initiate the process to create a Basin-wide FAC organization, it was realized that former NVFSC Chapter leaders held a collective treasure of valuable knowledge and experience that could be utilized to set the foundation for the rebuilding process. To capture and categorize this knowledge it was determined that personal one-on-one interviews with as many former leaders as possible could be utilized. Financing for this effort was provided by the National Fire Adapted Community Learning Network. Oversight and guidance for the effort was provided by TFFT IC, Forest Shafer and Plans Section Lead Mike Vollmer.

To guide the interviews a series of questions was developed requiring both open-ended as well as numerical scale responses. Imbedded within the interview guide were questions that sought to determine those critical factors that led to the leader's estimated degree of success or failure to achieve defensible space and community protection goals.

Phase I of the process consisted of identifying and interviewing a trial group of previous leaders that represented a variety of Tahoe Basin Chapters of the Nevada Fire Safe Council. Not only were the actual responses to the pre-determined questions important, but their reaction and recommendations to improve the methodology was also of considerable interest. Utilizing the responses and experience with these leaders, the actual interview process as well as the reliability of the questions and the veracity of the responses was evaluated. In total, face-to-face interviews with ten former chapter leaders and one phone interview were conducted. While non-verbal communication and body language can help guide the direction and overall atmosphere of an interview, it was concluded that interviews via phone conversations would be acceptable.

Early in Phase I it became obvious that the process was over-structured. The leaders did not want to simply sit and respond to a highly structured set of questions. They wanted to tell their story. In response to this discovery, the process underwent substantial revision to include engaging each leader in a guided and recorded conversation, taking only a few notes as the interview progressed. Care was taken to ask questions in a less than formal way and allow considerable latitude in their responses. At the same time it was equally important to address all of the areas previously discussed and incorporated in the original set of questions. This approach was much more favorably received by the interviewees and the information needed was still obtained. Following the interview, the recorded conversation was revisited as many times as necessary to accurately extract the information of interest. The data collected was then entered into an on-line, survey formation and analysis site (Survey Monkey) to facilitate summarization and required computations. While there is little doubt that the altered

methodology greatly improved the results, it also resulted in a considerable increase in the time required to complete the process.

To expand the pool of participants, the Fire Chiefs in each of the TFFT Divisions were asked to write a personal letter urging the cooperation of all former Chapter Leaders currently residing within their jurisdiction. Enclosed with the letter was a pre-paid and return addressed post card that allowed each respondent to indicate their willingness to participate or opt-out of the process.

Results

Profile of the Interviewees

Out of the original fifty NVFSC Chapters, twenty seven former leaders participated in the interviews. Of this number eleven were females and sixteen were males. A compilation of the participants by TFFT Division is shown in Table 1.

Table 1. Participation of Leaders by TFFT Division

TFFT Division	# of Participating Former NVFSC Chapter Leaders
North Tahoe – Meeks Bay	7
North Lake Tahoe	4
Tahoe-Douglas	9
Lake Valley	7
TOTAL	27

The leaders interviewed were experienced in their role with over half serving for more than 5 years (Table 2). The majority of the leaders were either personally motivated to accept this responsibility because they saw the problem and wanted to make a positive influence on community safety, or they were recruited by fire service or Fire Safe Council staff (Table 3). Nineteen of the 27 leaders reported that they are still seen by the community they serve as the leader for the effort to reduce the wildfire threat (Table 4). All 19 responded that they are willing to continue in a leadership role or would at least give it consideration (Table 6). This forms a reservoir of human capacity that can be a valuable asset in the work to create a Fire Adapted Community organization. Most of the leaders did not create an organizational framework that involved more than themselves and a co-leader. A few, where the housing units were clusters of townhouses or condominiums, employed the governance structure of an

association board that managed all the common property. In a few others, residents were organized into committees or subdivided into neighborhoods with a volunteer co-leader (Table 5). Twenty three leaders felt the residents in their Chapter supported them and were grateful for their willingness to spearhead a community protection effort. In only one case was there a total lack of support (Tables 7 and 8). For the most part, these leaders were unaware and uninformed about significant Basin-wide terms and plans (Table 9). This identifies a communications gap that must be addressed by any Basin-wide organizational form that advances the establishment of Fire Adapted Communities.

Table 2. Over what time period were you the leader?

Answer Options	# of Leaders Responding
1-2 years	0
2-3 years	1
4-5 years	10
More than 5 years	15

Table 3. What motivated you to take a leadership role?

Answer Options	# of Leaders Responding
Saw problem and wanted to do something	12
Encouraged by friends and neighbors	0
Assignment from or connection to governing body	5
Recruited by Fire Department or Council staff	10

Table 4. Are you still recognized as the leader in your community for the wildfire threat issue?

Answer Options	# of Leaders Responding
Yes	19
No	8

Table 5. How was your Chapter organized?

Answer Options	# of Leaders Responding
Little or no organization beyond the leader or co-leader	17
GID or HOA Board took responsibility	5
Created an oversight committee or board with specific duties	4
Created Central Committee/Board and subdivided community with division level chairs/leaders	1

Table 6. Are you still willing to serve in a continuing leadership role if the need arises?

Answer Options	# of Leaders Responding
Yes	11
No	6
Might Consider it	8

Table 7. Did you feel supported by the community for the work you were doing to reduce the fire threat?

Answer Options	# of Leaders Responding
Yes	23
Some	3
No	1

Table 8. How would you score the level of community support you received?

Answer Options	1. Little of no support. for the most part felt alone in my efforts	2.	3. Some support given when it was asked for but in general not a lot.	4.	5. Felt the community was totally behind me and very supportive.	Rating Average	Response Count
# Leaders Responding	1	0	3	14	9	4.11	27

Table 9. Leader familiarity with terms and plans.

How familiar are you with the term "Fire Adapted community?"

Answer Options	1. Never heard of it.	2.	3. Have heard of it but have no idea what it means.	4.	5. Very familiar with the term and understand what it means.	Rating Average
# of Leaders Responding						
	21	3	1	0	2	1.30

How familiar are you with your Community Wildfire Protection Plan?

Answer Options	1. Had no idea we had one.	2.	3. I was aware one existed but don't know what it says.	4.	5. Very familiar with the plan and what it says about the hazard rating and what we need to do.	Rating Average
	10	4	7	4	2	2.41

Are you familiar with the Tahoe Basin's ten-year strategy for the removal of hazardous fuels?

Answer Options	1. Never heard of it.	2.	3. Know it exists but have no idea what it says.	4.	5. Am very familiar with the strategy and what it says.	Rating Average
	14	7	5	1	0	1.74

Accomplishments of Wildfire Threat Reduction Work by the Community Chapters.

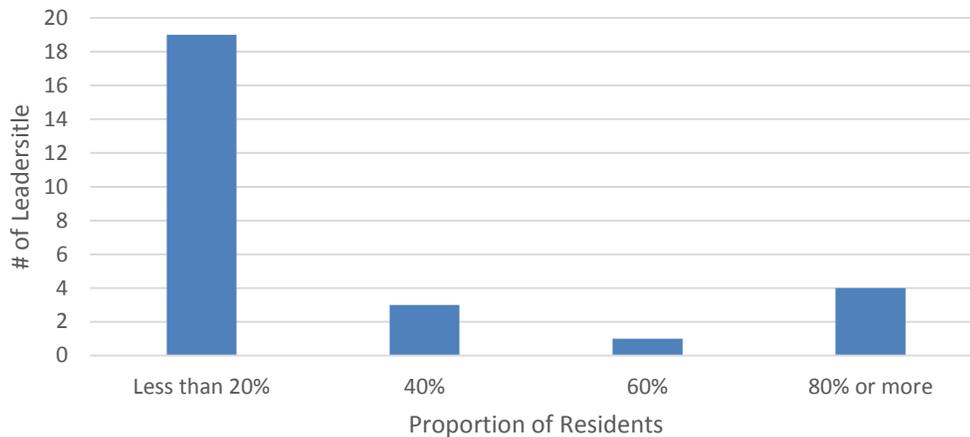
Increasing the Awareness of Vulnerability

The first step in achieving a total community effort to reduce the threat of wildfire, is to create an awareness on the part of the human community that they have made a decision to reside on a full or part-time basis in a high fire threat location. The over-all perspective of inhabitants must include the inevitability that fire has been and will be part of their environment and the community culture must include the high probability that wildfire will occur. When they first began their work, nineteen Chapter Leaders reported that widespread awareness of the wildfire threat was very low with only about one in five members of the community expressing this realization. Only four leaders indicated that in their community awareness was evident in about four out of five people (Table 10, Figure 1)

Table 10. When the Chapter started, what proportion of the residents were aware of the threat of wildfire?

Answer Options	# of Leaders Responding
Less than 20%	11
20%	8
40%	3
60%	1
80%	2
Nearly 100%	2

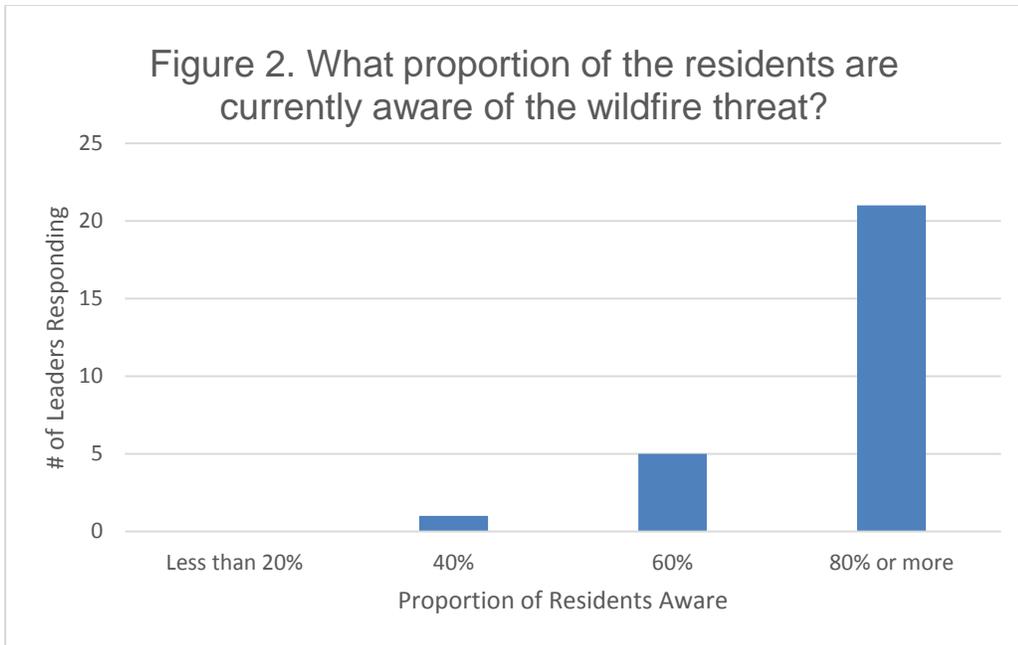
Figure 1. When the Chapter started what proportion of the residents were aware of the threat of wildfire?



At the time of the interviews this characterization of the human community had totally reversed with twenty one Leaders reporting that 80% or more of the population was now aware that the wildfire threat was real and they bore a personal responsibility for the decision they had made regarding their vulnerability. They also reported that the threat of wildfire was now a general topic of conversation within the community and a subject of discussion when both informal and formal gatherings were held (Table 11, Figure 2)

Table 11. What proportion of the residents are currently aware of the wildfire threat?

Answer Options	# of Leaders Responding
less than 20%	0
about 20%	0
40%	1
60%	5
80%	9
Nearly 100%	12

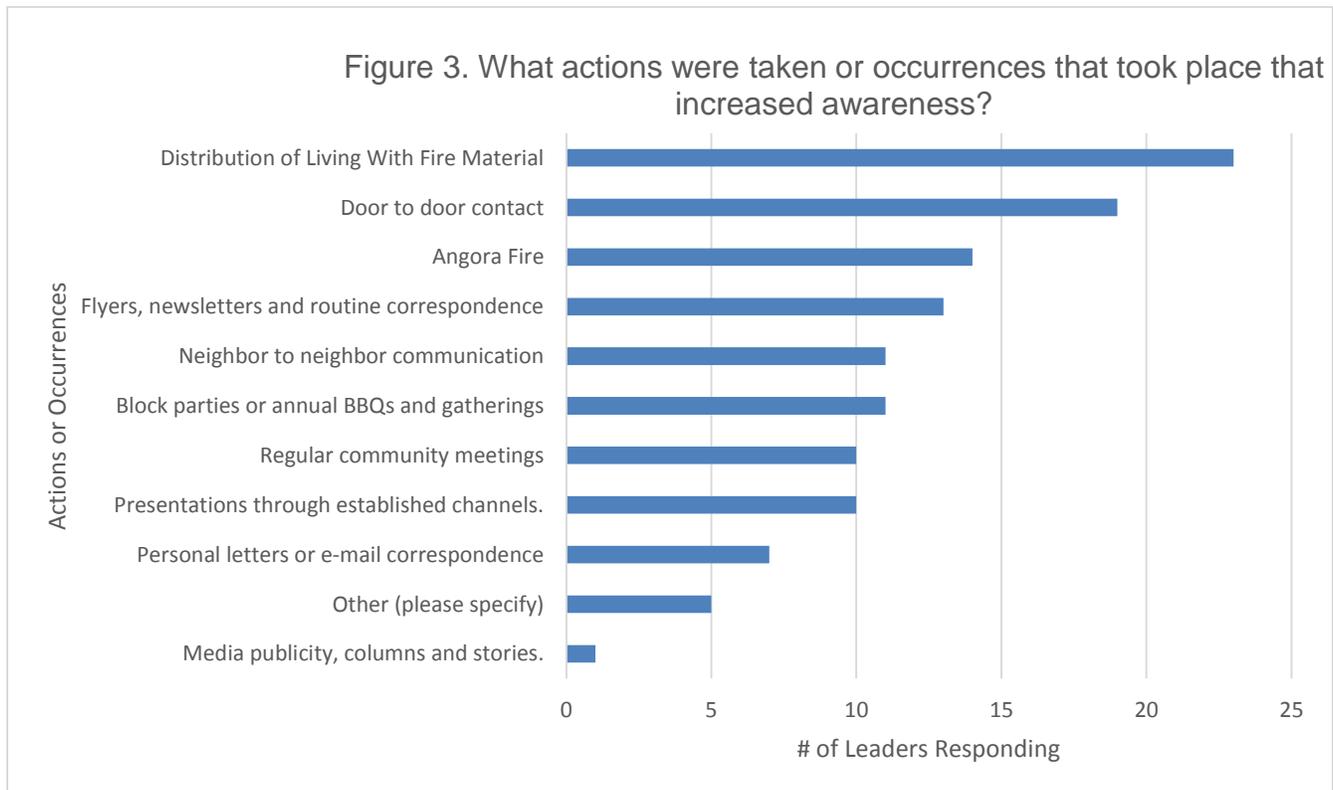


When queried about the actions they took or occurrences that took place that could account for this rather remarkable turn-around, twenty three stated it was the continuous, unabated distribution of educational and informational material put in front of people at every opportunity. Virtually every leader extolled the influential quality of the materials produced and presentations made by personnel of the Living With Fire Program, an offering of the University of Nevada Cooperative Extension. Nineteen stated that face-to-face, door-to-door contact by the leader with people in the community was also effective. About half of the leaders reported supplementing the distribution of prepared educational material with newsletters, flyers and personal correspondence. The occurrence of the Angora Fire in 2007 was also lifted up as an occurrence that opened people’s eyes to the reality of the wildfire threat (Table 12, Figure 3).

Table 12. What actions were taken or occurrences that took place that increased awareness?

Action or Occurrence	# of Leaders Responding
Routine distribution of educational and informational material produced by others (Living With Fire).	23
Door to door contact	19
Angora Fire	14
Publication and distribution of flyers, newsletters, routine correspondence.	13
Block parties or annual BBQs and gatherings	11
Neighbor to neighbor communication	11
Regular community meetings	10
Presentations or discussions through established organizations or channels.	10
Personal letters or e-mail correspondence	7
Other (please specify)	5
Media publicity, columns and stories.	1

Other includes presentation by fire officials, community website, convinced governing board, presentations at annual meetings of HOA or GID.



When asked for a self-assessment of their effectiveness in raising the community’s awareness of their vulnerability and the threat they faced, the leaders gave themselves a score of 4.33 on a 1 to 5 numeric scale where 5 is equivalent to very effective (Table 13).

Table 13. What score would you give your chapter for their effectiveness in raising awareness?

Answer Options	1. Not very effective at all.	2.	3. Moderately effective	4.	5. Very effective	Rating Average
#Leaders Responding	0	0	3	12	12	4.33

Achieving a Reduction in the Wildfire Threat

Once a human community has accepted the reality that wildfire is a part of where they live and have incorporated this reality into their conversations and their community culture, they need to learn mitigating measures and act on that knowledge. The leaders were asked to estimate what proportion of their community now had the knowledge and what measures were taken to make that knowledge and learning available. Twenty two of the leaders reported that at the present time more than 80% of the people in their community are knowledgeable about the principles of defensible space and hazardous fuel treatment (Table 14, Figure 4). They stated that the three most effective activities by which people acquired the required knowledge were (Table 15, Figure 5):

1. Home and property inspections by fire service personnel followed by treatment prescriptions.
2. Persistent distribution of Living With Fire materials.
3. Presentation by fire service or other professionals at community gatherings.

Table 14. What proportion of the people in your community know what they need to do to reduce wildfire?

Answer Options	# of Leaders Responding
Less than 20%	0
About 20%	0
40%	1
60%	3
80%	11
Almost 100%	11

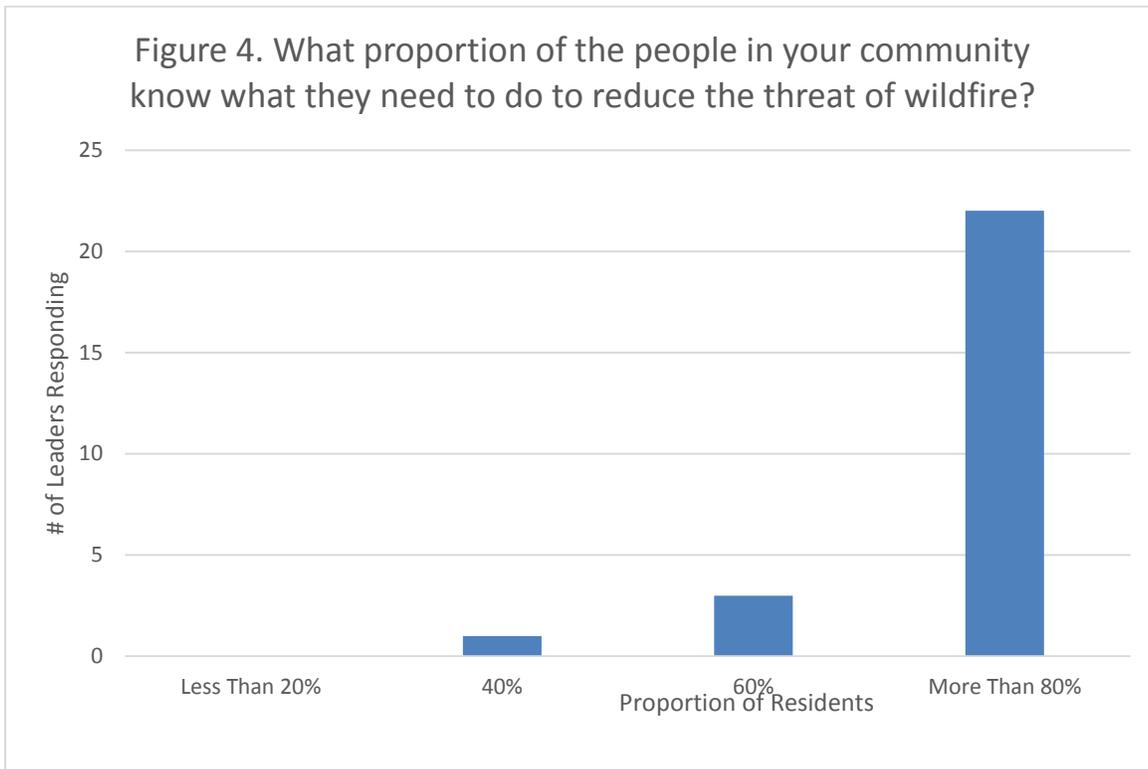
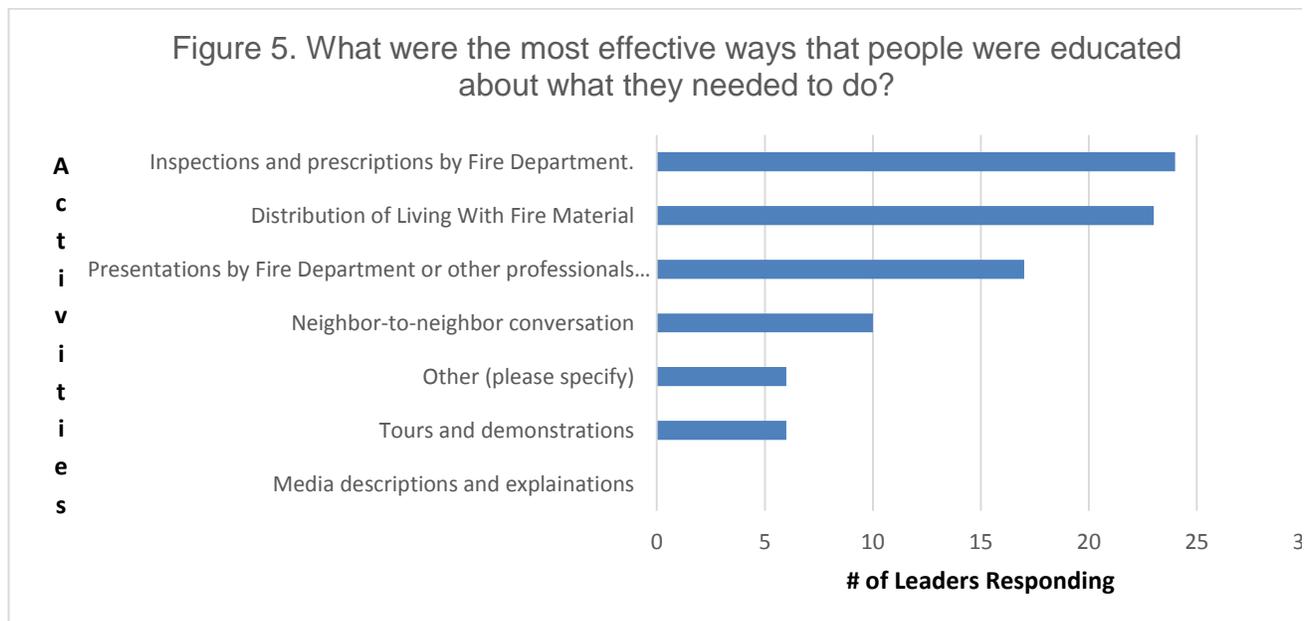


Table 15. What were the most effective ways that people were educated about what they needed to do?

Answer Options	# of Leaders Responding
Inspections and prescriptions by Fire Department.	24
Distribution of Living With Fire Material	23
Presentations by Fire Department or other professionals such as Cooperative Extension	17
Neighbor-to-neighbor conversation	10
Tours and demonstrations	6
Other (please specify)	6
Media descriptions and explanations	0

Other included, personal contact and communication, BBQ's and neighborhood gatherings, enforcement of codes and rules, creation of community web site, hiring a consulting forester, and distribution of fire department newsletter.

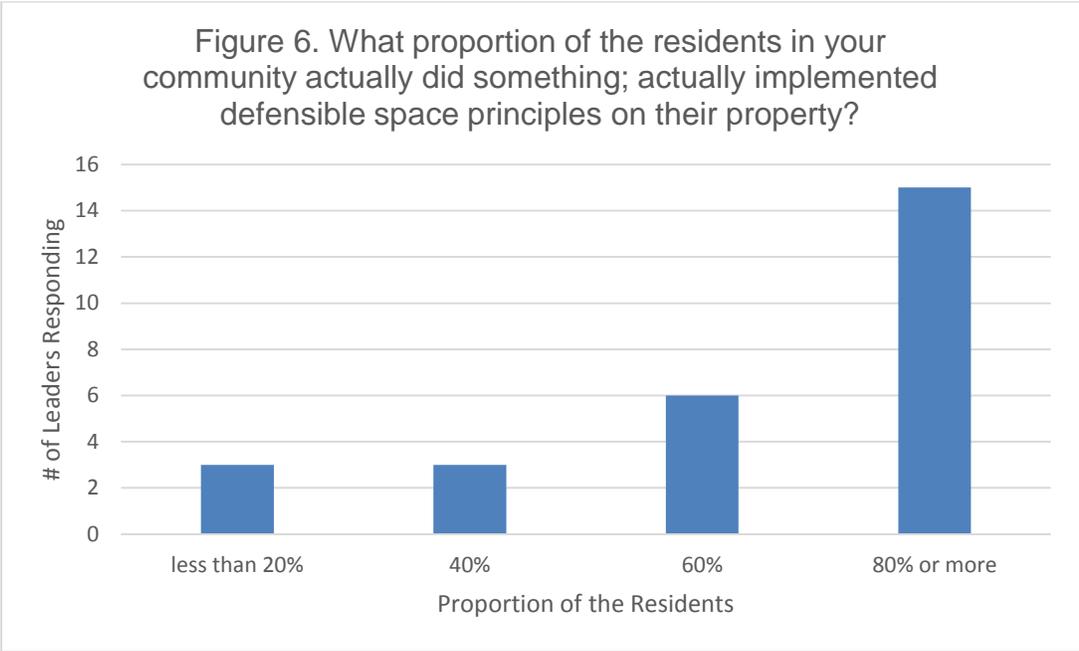


Once people gain the knowledge necessary and understand the wildfire threat mitigation measures that must be implemented, the next challenge is to motivate them to action. The leaders were asked if they were successful in accomplishing this. Fifteen leaders reported that

80% of the property owners in their communities had taken some action to complete the prescriptive measures identified. Another nine reported mitigation project completion on over 40% of the properties (Table 16, Figure 6). While in some cases rather detailed records were kept of property treatment, in most cases these estimates were derived from intimate personal knowledge of their community and frequent walks, observation, and face-to-face contact with community members.

Table 16. What proportion of the residents in your community actually did something; actually implemented defensible space principles on their property?

Answer Options	# of Leaders Responding
Less than 20%	1
About 20%	2
40%	3
60%	6
80%	5
Almost 100%	10



Motivating property owners to actually follow-through and complete the work they know needs to be done can be a substantial hurdle to overcome. Given the rather extraordinary success reported by the pool of leaders involved, they were asked to identify the more effective

approaches they used to encourage actual implantation of wildfire threat mitigation measures. While presentations by fire service professionals, seeing the work of others actually underway, and home and property inspections accompanied by prescriptions for treatment ranked high, the most prominent incentive was the availability of cost-share, financial assistance and making it easy to obtain (Table 17, Figure 7). When asked how important it was to have money available to help property owners offset the cost of threat mitigating projects they gave it an average score of 4.41 on a numeric scale of 1 to 5 with 5 being the highest level of importance. Seventeen leaders rated the importance as absolutely critical with the prospect that work accomplishments would simply not have occurred without the financial incentive in place (Table 18).

The leaders were also asked to evaluate the importance of having home/property inspections completed with accompanying treatment prescriptions available for the owner’s consideration. The average importance score reported was 4.41, the same as financial assistance with 16 leaders giving it the highest importance score (Table 19). Again the critically important involvement of fire service personnel is reinforced.

Table 17. What are some of the more effective things you did to encourage people to take responsibility and actually do defensible space work.

Answer Options	# of Leaders Responding
Offering financial help and making it easy	24
Presentations by Fire Department and other professional personnel.	22
Seeing actual work going on in the community.	21
Home and property inspections and prescribed treatment.	21
Neighbor-to-neighbor conversations	15
Door-to-door campaign	12
Personal letters	3
Other (please specify)	3

Other included message “that only treated houses get protection”, periodic neighborhood gatherings, and using consulting forester.

Figure 7. What are some of the more effective things you did to encourage people to take responsibility and actually do defensible space work?

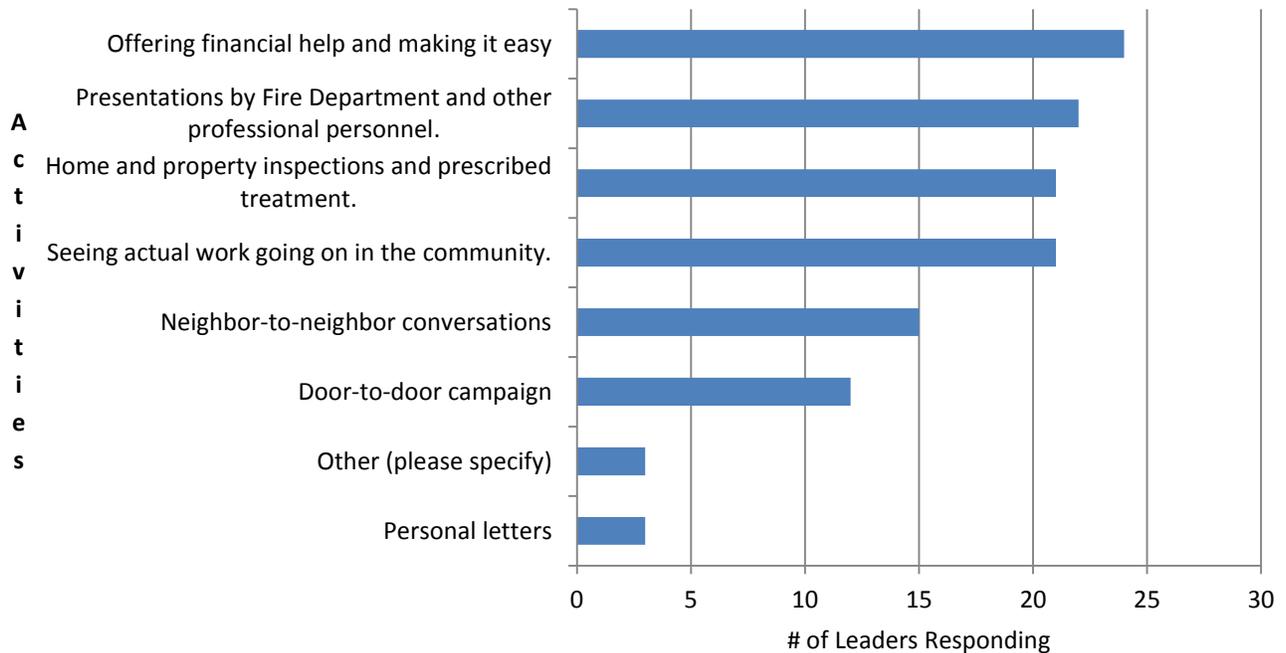


Table 18. How important was having money available (grants) to offset the cost of initial treatment entry?

Answer Options	1. Little or no effect.	2.	3. Encouraged some but not all.	4.	5. Absolutely critical. Nothing would have happened without it.	Rating Average
	# of Leaders Responding					
	0	1	4	5	17	4.41

Table 19. Were the inspections and prescriptions helpful in getting people to take the actions prescribed?

Answer Options	1. Not really. No enforcement, no compliance.	2.	3. Some help. Uniform and badge encouraged some.	4.	5. Very helpful. Resulted in almost everyone doing what was needed.	Rating Average
# of Leaders Responding						
	0	0	5	6	16	4.41

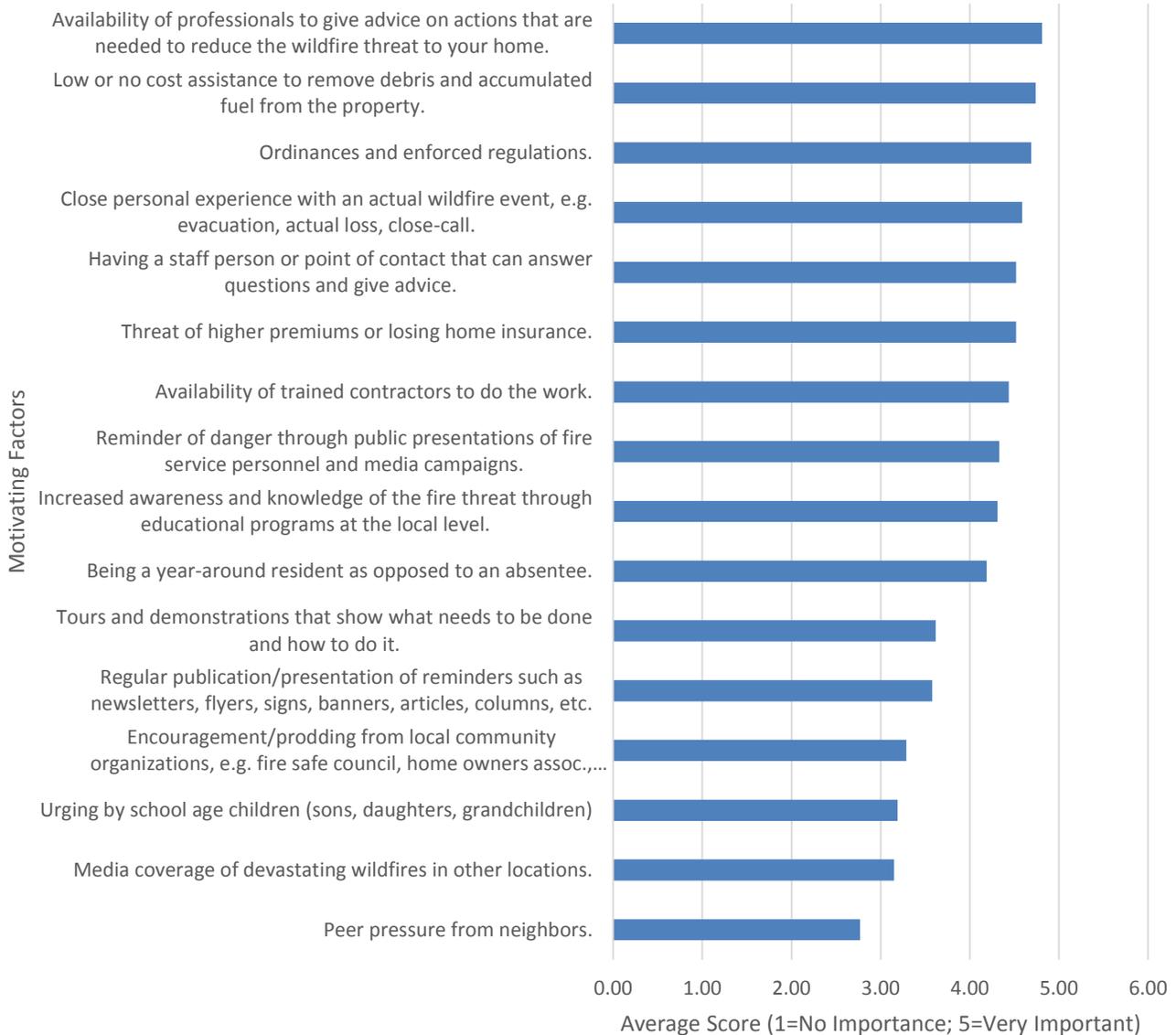
On a broader basis, the leaders were asked to evaluate the importance of a larger number of factors that have been reported to be important in motivating the owners of threatened property to take action. Table 20 and Figure 8 lists these factors and the leader’s evaluations. Those factors identified with a score of 4 or higher on a numeric scale of 1 to 5 with 5 being categorized as “Very important and effective”, are listed as follows in rank order with the factor scoring highest listed first:

- Availability of professionals to give advice on actions that are needed to reduce the wildfire threat to your home.
- Low or no cost assistance to remove debris and accumulated fuel from the property.
- Ordinances and enforced regulations.
- Close personal experience with an actual wildfire event, e.g. evacuation, actual loss, close-call.
- Threat of higher premiums or losing home insurance.
- Having a staff person or point of contact that can answer questions and give advice.
- Availability of trained contractors to do the work.
- Reminder of danger through public presentations of fire service personnel and media campaigns.
- Increased awareness and knowledge of the fire threat through educational programs at the local level.
- Being a year-around resident as opposed to an absentee.

Table 20. What level of importance would you assign to the factors below in motivating residents of your community to take mitigating action and accept a greater degree of personal responsibility?

Motivating Factors	1. Not very effective or important at all.	2.	3. Somewhat important; results are mixed	4.	5. Very important and effective.	Rating Average
	Number of Leaders Responding					
Availability of professionals to give advice on actions that are needed to reduce the wildfire threat to your home.	0	0	1	3	23	4.81
Low or no cost assistance to remove debris and accumulated fuel from the property.	0	1	0	4	22	4.74
Ordinances and enforced regulations.	0	0	3	2	21	4.69
Close personal experience with an actual wildfire event, e.g. evacuation, actual loss, close-call.	0	1	2	4	20	4.59
Threat of higher premiums or losing home insurance.	0	1	2	3	15	4.52
Having a staff person or point of contact that can answer questions and give advice.	0	2	2	3	20	4.52
Availability of trained contractors to do the work.	0	2	2	5	18	4.44
Reminder of danger through public presentations of fire service personnel and media campaigns	0	1	4	7	15	4.33
Increased awareness and knowledge of the fire threat through educational programs at the local level.	0	0	6	6	14	4.31
Being a year-around resident as opposed to an absentee.	0	2	2	11	11	4.19
Tours and demonstrations that show what needs to be done and how to do it.	2	1	8	9	6	3.62
Regular publication/presentation of reminders such as newsletters, flyers, signs, banners, articles, columns, etc.	1	2	10	7	6	3.58
Encouragement/prodding from local community organizations, e.g. fire safe council, home owners assoc., newspaper, etc.	4	2	5	9	4	3.29
Urging by school age children (sons, daughters, grandchildren)	4	3	8	6	5	3.19
Media coverage of devastating wildfires in other locations.	1	5	11	7	2	3.15
Peer pressure from neighbors.	5	5	10	3	3	2.77

Figure 8. What level of importance would you assign to the factors below in motivating residents of your community to take mitigating action and accept a greater degree of personal responsibility.



Importance to Have the Engagement of the Fire Service and Other Organizations

In several lines of inquiry the leaders identified the involvement of fire service personnel as critically important in achieving success in both awareness and the completion of threat mitigation work. The leaders were asked to evaluate just how important and effective the partnership with the fire service was in realizing the accomplishments reported. Nineteen leaders stated that the accomplishments of their community would not have occurred without

the involvement of the fire service (Table 21). The average score for this analysis was a 4.48 on a scale of 1 to 5 where 5 was defined as being very important. The leaders were then asked in what specific ways were fire service personnel helpful? Table 22 and Figure 9 list the activities most often identified. As revealed in several other instances, the inspection of property and homes followed by a prescription for treatment emerged as the most important. Giving formal presentations, attending meetings and answering questions, and making material available for distribution were also reported as important contributions.

Table 21. How important was the involvement of the Fire Department to your success?

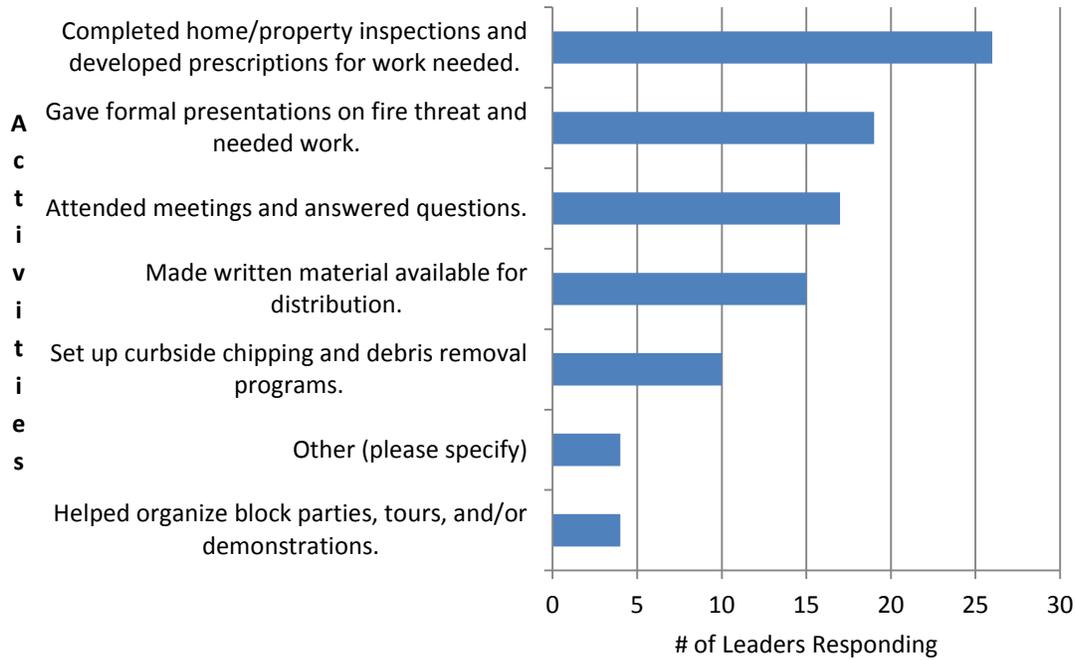
Answer Options	1. Not very important at all	2.	3. Somewhat important	4.	5. Very important; would not have worked without them.	Rating Average
# Leaders Responding	0	1	4	3	19	4.48

Table 22. In what ways were fire department personnel helpful in accomplishing the needed work?

Answer Options	# of Leaders Responding
Completed home/property inspections and developed prescriptions for work needed.	26
Gave formal presentations on fire threat and needed work.	19
Attended meetings and answered questions.	17
Made written material available for distribution.	15
Set up curbside chipping and debris removal programs.	10
Other (please specify)	4
Helped organize block parties, tours, and/or demonstrations.	4

Other includes alerting to grant availability, monitoring prescribed burning, and routinely publishing a newsletter.

Figure 9. In what ways were Fire Department Personnel helpful in accomplishing the needed work?



The loss of the Nevada Fire Safe Council was rated as “Somewhat” to “Very” important by 23 of the leaders. For 13 of them it was viewed as serious and had far reaching consequences (Table 23). For another ten the loss was mainly felt in the non-availability of grant funding incentives that accompanied the Council’s demise. However, the fact that the Council handled all aspects of grant money acquisition, accounting, and reporting was seen as a very important contribution by 21 of the leaders (Table 24). The importance of losing the Nevada Fire Safe Council as a partner in the quest to reduce vulnerability was given an average score of 3.93 on the 1 to 5 scale but the importance of having an organization available to handle the minutia of grant program management was scored at 4.56.

Table 23. How important was the loss of the Nevada Fire Safe Council as a working partner in regard to your ability to reach fire threat reduction goals?

Answer Options	1. Not important; didn't miss them.	2.	3. Somewhat important particularly the loss of grant money.	4.	5. Very important; a serious loss in all aspects of community fire threat reduction activity.	Rating Average
# of Leaders Responding						
	1	3	6	4	13	3.93

Table 24. How important was it to have an organization like the Nevada Fire Safe Council to provide advice and handle all aspects of grant money and project management.

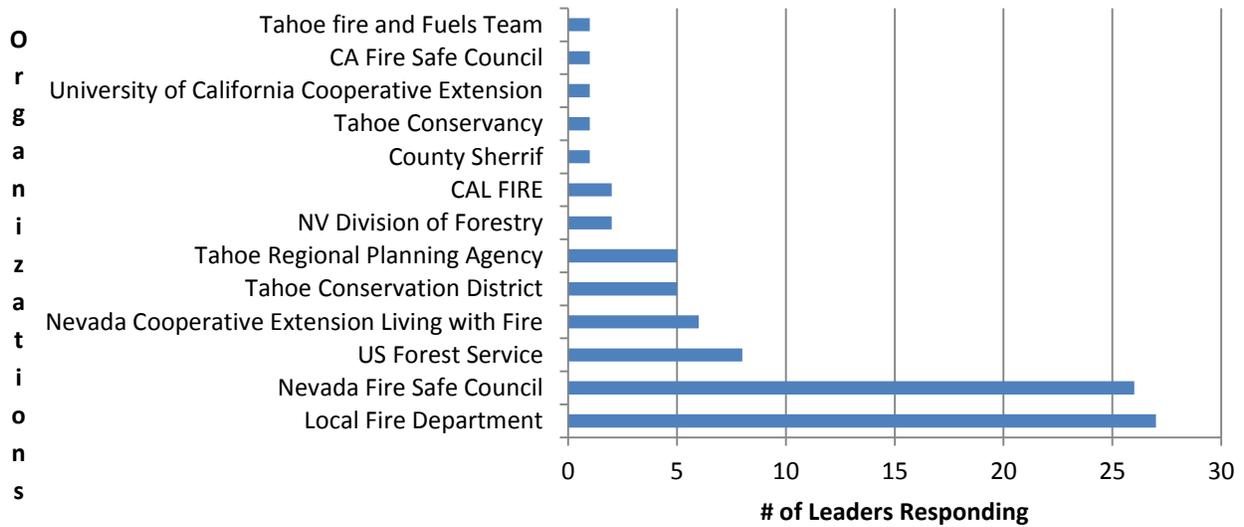
Answer Options	1. Not important at all. Could have accomplished same amount without them.	2.	3. Somewhat important but only to handle grant money.	4.	5. Very important; relieved community volunteers of major burden.	Rating Average
# of Leaders Responding						
	1	0	3	2	21	4.56

The leaders were asked to identify all the organizations that provided assistance or were involved in reducing the wildfire threat to the level achieved. Their response is shown in Table 24 and Figure 10. Clearly the dominant supporting partners were the local fire service and the Nevada Fire Safe Council. While the US Forest Service was not viewed as a direct partner in the work accomplished by the community, their efforts to clear hazardous fuels in the immediate vicinity of threatened communities was acknowledged by over half of the leaders. Likewise, Nevada Cooperative Extension’s Living With Fire program was not viewed by leaders as a partner in on-the-ground hazard reduction work but the educational presentations and materials made available were viewed as essential and made a substantial contribution.

Table 24. What organizations assisted you in your efforts to reduce the threat from wildfire?

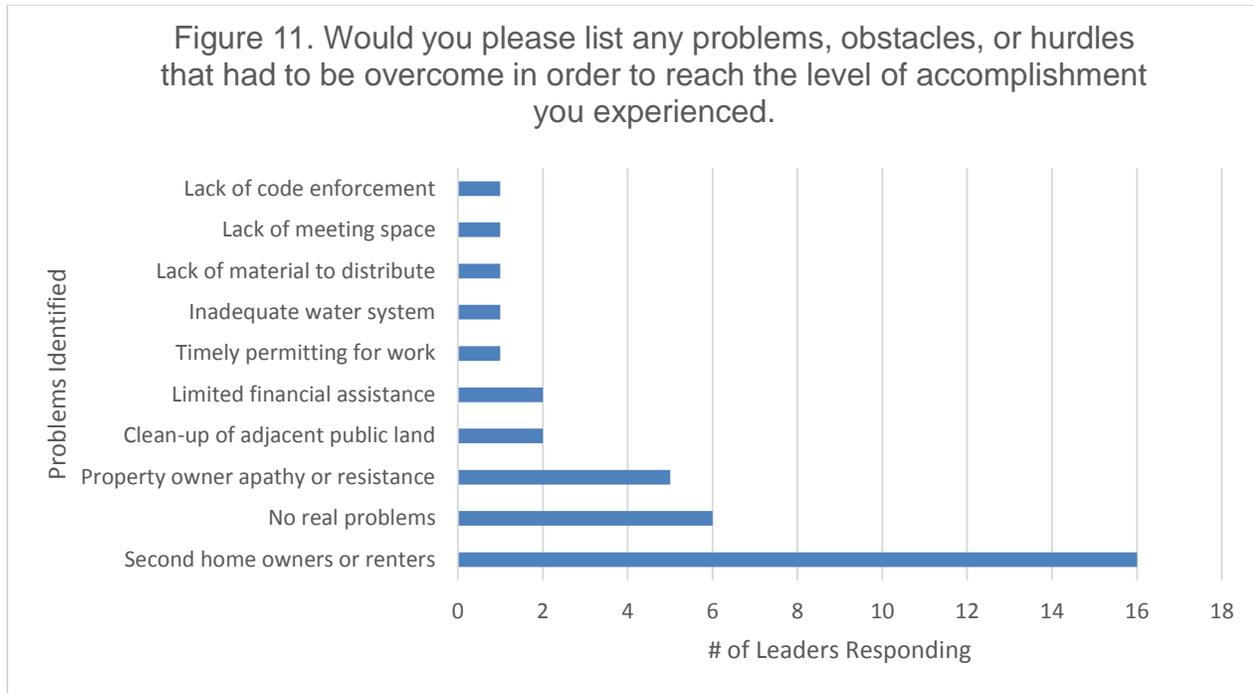
Organizations	# of Leaders Responding
Local Fire Department	27
Nevada Fire Safe Council	26
US Forest Service	8
Nevada Cooperative Extension Living with Fire	6
Tahoe Regional Planning Agency	5
Tahoe Conservation District	5
NV Division of Forestry	2
CAL FIRE	2
University of California Cooperative Extension	1
Tahoe Fire and Fuels Team	1
Tahoe Conservancy	1
County Sherriff	1
CA Fire Safe Council	1

Figure 10. What organizations assisted you in your efforts to reduce the threat from wildfire?



Impediments That Had to Be Overcome

In regard to the work accomplished, leaders were asked to identify any problems of a significant nature that needed to be solved or hurdles they needed to overcome. The most serious problem reported was communicating with and motivating intermittent occupants of residential dwellings (Figure 11). Dwellings and property used for rental income were reported most often as posing the greatest challenge.



Was the Threat of Wildfire Reduced?

In the final analysis the leaders were asked to self-assess the Community Chapter’s effectiveness in lowering the threat from wildfire. Twenty of the leaders rated their Chapter’s effectiveness as a 4 or higher on a numeric scale of 1 to 5 with 5 being the highest level of effectiveness. Ten leaders gave a score of 5 defined as being “very effective with considerable work accomplished.” Only three leaders reported that despite a substantial effort not much had been done at all

Table 25. How effective was the work of the Chapter in lowering the threat from wildfire?

Answer Options	1. Not really effective at all.	2.	3. Somewhat effective but much work remains	4.	5. Very effective with considerable work accomplished.	Rating Average
	# Leaders Responding					
	1	2	4	10	10	3.96

Maintenance and Follow-up

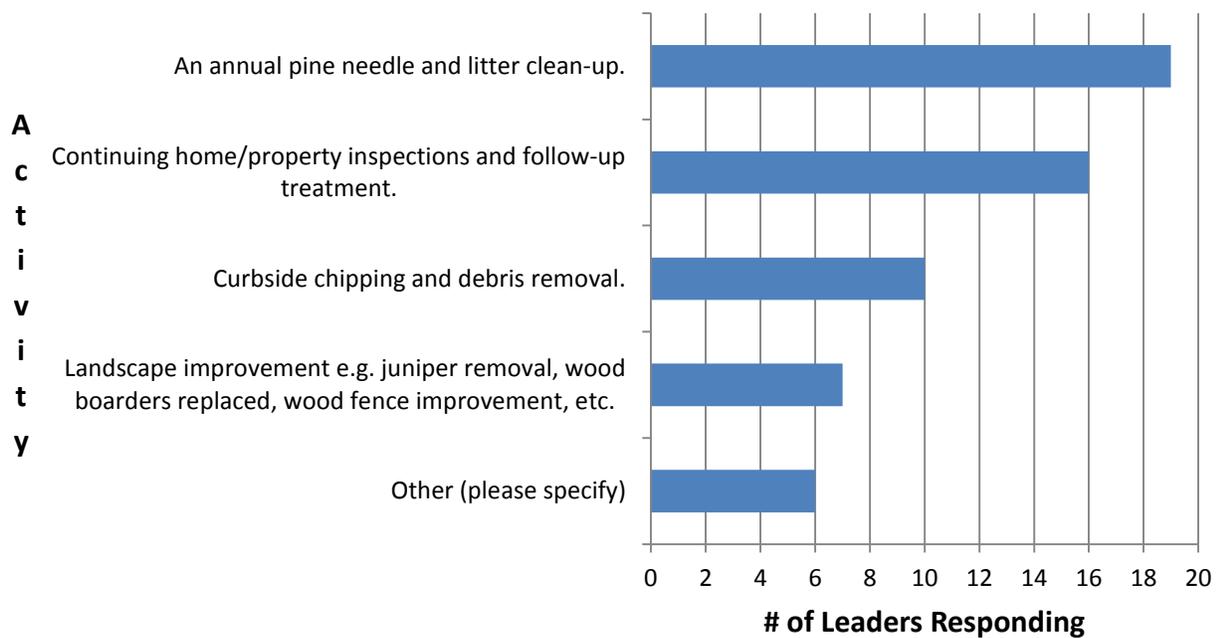
The work of wildfire threat mitigation is not a “one-and-done” proposition. Continuous maintenance is necessary after the initial project work is completed as forest vegetation is not part of a static display but rather a dynamic, ever changing natural system. The leaders were asked if in fact, follow-up maintenance work was on-going at the present time. Nineteen leaders reported that annual pine needle and litter clean-up was now a part of the community culture while sixteen indicated that home/property inspections with follow-up treatment were continuing. An additional 10 reported that curbside chipping and debris removal programs were still active (Table 26, Figure 11).

Table 26. Since the initial work was completed has there been continuous follow-up maintenance activity?

Answer Options	# of Leaders Responding
An annual pine needle and litter clean-up.	19
Continuing home/property inspections and follow-up treatment.	16
Curbside chipping and debris removal.	10
Landscape improvement e.g. juniper removal, wood boarders replaced, wood fence improvement, etc.	7
Other (please specify)	6

Other maintenance includes: \$15,000 committed annually in HOA budget; annual brush and hazardous fuel removal; annual budget for follow-up treatment and maintenance; and clean-up twice a year paid for by GID.

Figure 11. Since the initial work was completed has there been continuous follow-up maintenance activity?



Looking Forward

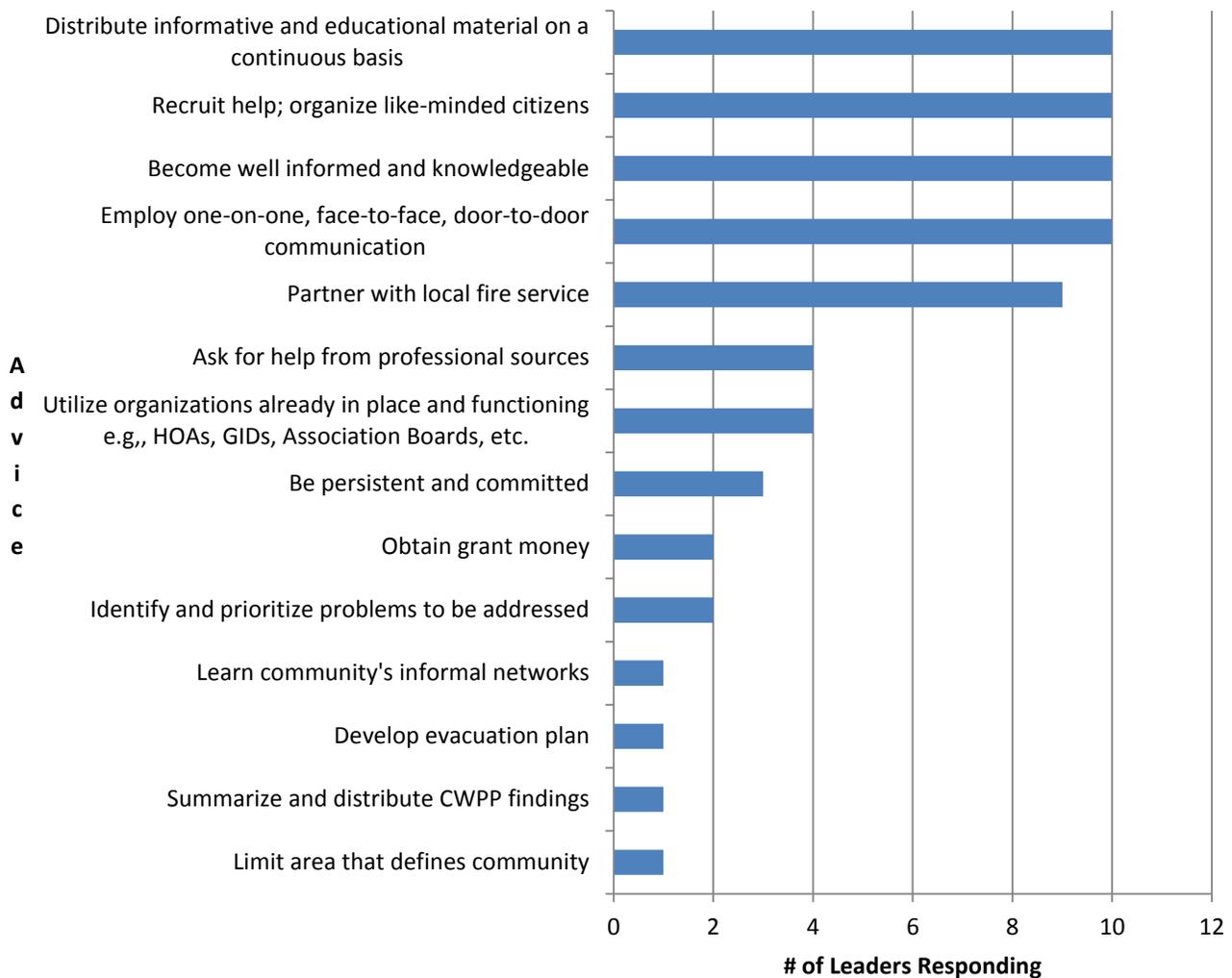
Given their experience, these leaders were asked to give three pieces of advice to any concerned, new leader about to embark on a community level wildfire threat reduction endeavor (Table 26, Figure 12). The five most frequently mentioned suggestions are as follows:

- Distribute information and educational material on a continuous basis.
- Recruit Help. Develop a community-based organizational structure consisting of like-minded citizens.
- Become well informed and knowledgeable.
- Employ one-on-one, face-to-face, door-to- door communication.
- Partner with the local fire service.

Table 26. What advice would you give me as a new fire threat reduction leader for my community in order to get started correctly and be effective?

Advice	# of Leaders Responding
Employ one-on-one, face-to-face, door-to-door communication	10
Become well informed and knowledgeable	10
Recruit help; organize like-minded citizens	10
Distribute informative and educational material on a continuous basis	10
Partner with local fire service	9
Utilize organizations already in place and functioning e.g., HOAs, GIDs, Association Boards, etc.	4
Ask for help from professional sources	4
Be persistent and committed	3
Identify and prioritize problems to be addressed	2
Obtain grant money	2
Limit area that defines community	1
Summarize and distribute CWPP findings	1
Develop evacuation plan	1
Learn community's informal networks	1

Figure 12. What advice would you give me as a new fire threat reduction leader for my community in order to get started correctly and be effective?



During the interviews the final topic of conversation turned to the desirability of creating a Tahoe Basin-wide organization that would support the accelerated development of Fire Adapted Communities. While there was general support there was some reservation about another layer of bureaucracy being established in an already highly regulated environment. The reservation abated to some degree when it was explained that this would not be anything like a regulatory body but simply one to establish working, mutually beneficial partnerships and provide an opportunity for open dialogue between responsible people sharing the same vulnerability and desire to survive. When the question regarding support was asked, twenty one of the leaders indicated they would support such an organization (Table 27). The leaders

were also asked their opinion regarding the importance of establishing such an organization. Twenty of the leaders gave it an importance score of 4 or higher on the numeric scale of 1 to 5 with 5 defined as being very important (Table 28.). The overall score average was 3.85 with 7 leaders scoring the importance of establishing such an organization as a 5. Only three leaders held the opinion that the establishment of such an organization would not be very important.

Table 27. Would you support the creation of a Basin-wide organization that would provide membership and networking opportunities for like-minded communities interesting in reducing the threat of wildfire?

Answer Options	# of Leaders Responding
Yes	21
No	1
Perhaps	5

Table 28. How would you rate the importance of having a Basin-wide organization to assist and network communities interested in reducing the threat of wildfire?

Answer Options	1. Not really very important at all.	2.	3. Would be helpful but not essential.	4.	5. Very important and should be pursued.	Rating Average
	1	2	4	13	7	3.85

To assist in the creation of Fire Adapted Communities, the leaders were asked to share their opinion and score the effectiveness regarding a list of factors reported to motivate the creation of action groups at the community level (Table 29, Figure 13). With the obvious identification of a respected leader as the number one factor, initiating actual work that people can see and the routine and continuous distribution of information and educational material again surfaced as being critically important. As one leader put it, “you have to shower them with information.”

Table 29. What level of importance would you assign to the factors listed below in regard to their effectiveness in motivating the formation of a community action group in a fire threatened community?

Answer Options	1. Not very important or effective.	2.	3. Somewhat important but results are mixed.	4.	5. Very important and effective	Rating Average
	#Leaders Responding					
The respect of community members for and energy brought to the task by the community group leader.	0	0	0	4	23	4.85
Community action efforts that result in actual work getting accomplished.	0	0	5	11	10	4.19
The availability and routine distribution of information regarding the wildfire threat and actions needed to increase community protection.	2	1	3	6	14	4.12
Assistance provided in organizing community level functions and events.	0	6	4	3	13	3.88
Recognition of a common threat and neighbor to neighbor commitment to take action and reduce the threat.	1	2	6	6	9	3.83
The presence of a Tahoe Basin-wide organization to which the local effort can attach and be a part.	2	3	3	9	10	3.81
Evacuation drills and practice sessions.	1	4	6	5	5	3.43
The availability of sample letters, forms, notices, etc. that could be used in conducting the groups business.	6	6	3	5	6	2.96
Regular community meetings to increase awareness and update community members on the fire threat and progress toward mitigation.	2	7	7	10	0	2.96

Figure 13.; What level of importance would you assign to the factors listed below in regard to their effectiveness in motivating the formation of a community action group in a fire threatened community?



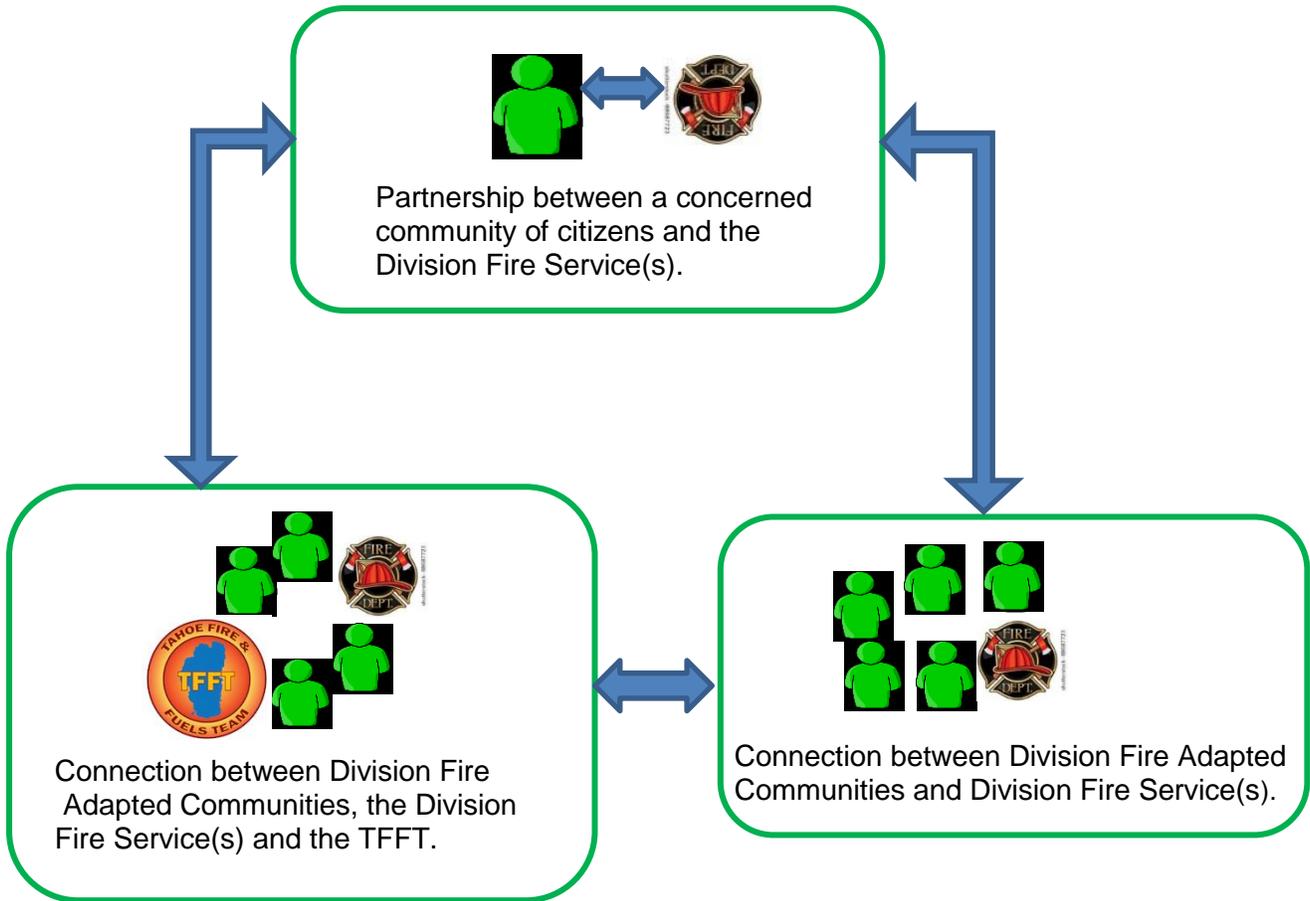
Creating a Tahoe Basin-wide Fire Adapted Community Organization

Building a Fire Adapted Community organization within the Lake Tahoe Basin begins with a framework that incorporates three distinct but essential areas of connectivity and coordination. First, the most fundamental and critical relationship necessary is between concerned citizens and the fire service charged with their protection. It is a partnership that begins with citizens who are sufficiently informed and concerned about the wildfire threat that lowering their vulnerability as well as the threat to the landscape and dwellings they call home is a high priority. It is a partnership that becomes real with the recognition by the local fire service that the creation of Fire Adapted Communities is essential to fulfilling their fire protection mission.

Second, within the TFFT Divisions, leadership from the various concerned and active communities must engage in open communication among themselves and with appropriate fire service personnel to address problems, set priorities, establish needs, plan projects and activities, and coordinate the anticipated growth in community participation. This level of connectivity is fundamentally between concerned and motivated citizens and the TFFT Division fire service(s) dedicated to their protection.

Third, communication, coordination, planning and broader project implementation is also necessary at the Tahoe Basin level of interest and concern. Therefore, an effective system of communication and coordination between the Division-level Fire Adapted Communities along with their fire service partners and the Tahoe Fire and Fuels team is essential. The TFFT consists of a very broad base of players supporting the mission of lowering the threat of wildfire. It is therefore at this interface where Fire Adapted Communities can interact with federal, state, and other Basin-focused organizations to advance a broader program agenda and address Basin-wide concerns and issues.

These three areas of connection do not form a hierarchy but rather a continuum that reinforces, informs, and multiplies the effectiveness of work that not only increases the probability of resident, structure, and natural resource survival but also increases the safety margin for firefighters. The figure below illustrates the partnerships and interconnectedness that will result in a total Tahoe Basin Fire Adapted Community effort.



In its totality, these three levels of connectivity form an alliance, or union between people, groups, or organizations in which there is agreement to work together to realize mutual benefit in seeking a common outcome. This alliance will be unique to the Lake Tahoe Basin recognizing the reality that property owners generally identify their location of residence as the Tahoe Basin and not one of the two states that share political jurisdiction. The common desired outcome is the abatement or mitigation of the inherent threat of wildfire and the concomitant increase in the probability of survival. In this context survival is broad and all-encompassing to include survival of:

- Firefighters that rely on safe locations from which to aggressively deploy fire suppression strategies
- Viable functioning watersheds
- Lake Tahoe water clarity
- Human communities that have chosen to live in a high fire threat location
- A resilient landscape and a healthy forest
- Structures that form the built environment within which the human community resides
- The economic vitality that provides the opportunity for people to earn a living

- The infrastructure that supports both residents and visitors as well as the economic activity within the Basin.
- High value natural and manmade resources
- Fire as a management tool to achieve much of the above.

Therefore it is proposed that this organization be entitled the Lake Tahoe Basin Alliance for Wildfire Survival. The mission of this Alliance is to increase the survivability of the Lake Tahoe Basin's citizens, homes, economic enterprises, and landscapes when exposed to wildland fire.

The fundamental building block that forms the foundation of the Alliance is the partnership between threatened communities and the Division level fire service. Interviews with former Chapter Leaders reported earlier, revealed eight essential elements required to form a viable community response and a high level of accomplishment in lowering the wildfire threat at the grass-roots, community level. Figure 14 and Table 30 summarize the eight identified elements and the level of importance assigned. The reality of creating Fire Adapted Communities and any partnerships that result must seriously consider how the constellation of these eight factors can be incorporated to achieve a broad base of community action and the implementation of threat mitigation measures. The agreement upon which this fundamental connection rests must be formed on the basis of a quid-pro-quo relationship where both parties accept obligations and receive benefit. An example of the mutual benefit agreement upon which an effective partnership could be built is as follows:

Example obligations and benefits provided by a TFFT Division fire service to affiliated communities:

- Assistance in organizing events to heighten awareness and gain a broader base of commitment.
- Making educational and informational material available for distribution.
- Assistance in preparing and securing approval for the Community Wildfire Protection Plan.
- Preparation of proposals to secure grant funding to complete high priority wildfire threat mitigation projects.
- Complete management of grant funds including accounting, preparation of necessary reports, and completion of required audits.
- Project management including the selection of qualified contractors when project prescriptions require the involvement of labor beyond the community's capability.
- Establishing necessary lines of communication with all parties impacted by project implementation and completion.
- Conduct on-site inspections and develop treatment prescriptions to inform and encourage individual property owners to employ defensible space practices.
- Establishing files and records to build a history of threat mitigation work.

Example obligations and benefits provided by affiliated communities:

- Advocating for the implementation of prioritized threat mitigation projects through an established governance structure or creating an organizational form with clearly identified contacts fulfilling leadership roles.
- Completing and submitting an application for recognition as an Affiliated Community of the Alliance.
- Through clearly written statements and observable actions demonstrating a commitment to implement those activities supporting the principles identified with creating a Fire Adapted Community.
- Establishing a defensible process to track match, both in-kind and cash, when it is required to secure grant funding assistance.
- Engaging in the planning and conduct of activities to build a broad and expanding base of support for threat mitigation projects and public education and information campaigns.
- Conducting at least one annual membership recruitment activity with goals to increase citizen participation in and support for the Alliance.
- Incorporating the threat of wildland fire into the community's culture by implementing an information dissemination program to keep the issue of vulnerability and the wildfire threat before residents on a continuous basis.
- Organizing and conducting at least two events annually to highlight the wildland fire threat and mitigation measures that can be implemented.

Former Chapter Leaders identified having a single, "go-to" point person as one of the most important elements in developing an effective community organization and a positive community response to the need for threat mitigation measures. This is an essential Division level role that must receive recognition and support from the Division fire service(s) if the creation of a successful and effective FAC Alliance is to become a reality. The position of FAC/Division Liaison administered by the Division fire services would be responsible for recruiting respected community leaders, helping formalize affiliation agreements, and provide oversight to ensure that Alliance FACs both adhere to obligations and receive the benefits and support required. The FAC/Division Liaison person will provide the vital "go-to" link that ensures sustainability in the partnership and continued expansion of the Alliance and wildfire threat mitigation activities.

Once viable partnerships have been formalized and Fire Adapted Communities have been established, an intra-Division level of connectedness, communication and coordination will be necessary. This will be accomplished by the establishment of a Division level FAC Leadership Council consisting of FAC Leaders, the FAC/Division Liaison, and other fire service personnel as needed. A convener for the Council will be identified from the ranks of FAC Leaders. The

Council will convene as needed to review and/or establish Division level plans, priorities, activities and in general maintain a high level of informed participation. Additional participants will be involved in Division Council deliberations as necessary. The council will provide the support system necessary to maintain a sustainable collection of FACs and provide the interface with the Division fire service(s) necessary to develop a strong and effective working relationship.

To address the need for a Basin-wide connection and involvement of FACs, a Lake Tahoe Basin FAC Leadership Council will be established. This Council will consist of selected FAC Leaders from the Divisions, the FAC/Division Liaisons, the TFFT FAC Coordinator, and representatives from the organizations and agencies that comprise the Tahoe Fire and Fuels Team as the issue or topic under discussion requires. The TFFT FAC Coordinator will serve as convener for the Council. The Basin-wide Council will provide the communications link and connection between the Division level FACs and the TFFT. In turn, the TFFT can provide *the encouragement and support to revive community-based action groups and expand community involvement to create a Basin-wide organization of Fire Adapted Communities (see role statement, page 7)*. In addition to issues, ideas, shared problems and solutions, and planned Basin-wide events; the Council may provide recommendations to the TFFT on CWPP updates, coordinated grant applications, the annual IAP and other TFFT member activities and projects that impact the functioning of the affiliated FACs. The availability and continuous exposure of the human community to high quality informational and educational material exposing their vulnerability to the wildfire threat and mitigating measures that can preemptively reduce that threat was constantly lifted up as a critically important element in successfully creating FACs. The continuing engagement of and long-term support for Nevada Cooperative Extension's Living With Fire Program is therefore a critically important relationship as efforts to establish a broadly based FAC organization are initiated and expansion success is realized. Additionally, it must be understood that Tahoe Basin FACs are free to align with any other wildfire threat mitigation organizations that may exist in their respective states and their desire to do so must be honored.

The Local FAC partnerships connected at both the Division and Basin-wide levels will create a sustainable Alliance to advance the National agenda spelled out by the Cohesive Strategy (Figure 15). The creation of the Alliance for Wildfire Survival as a part of the collaborative and multi-agency Tahoe Fire and Fuels Team will establish a sustainable model for success in achieving the wildfire threat reduction that is the unifying mission of citizens and professional firefighters alike.

Figure 14. CRITICAL ELEMENTS AND FACTORS INFLUENCING SUCCESS OF A FAC

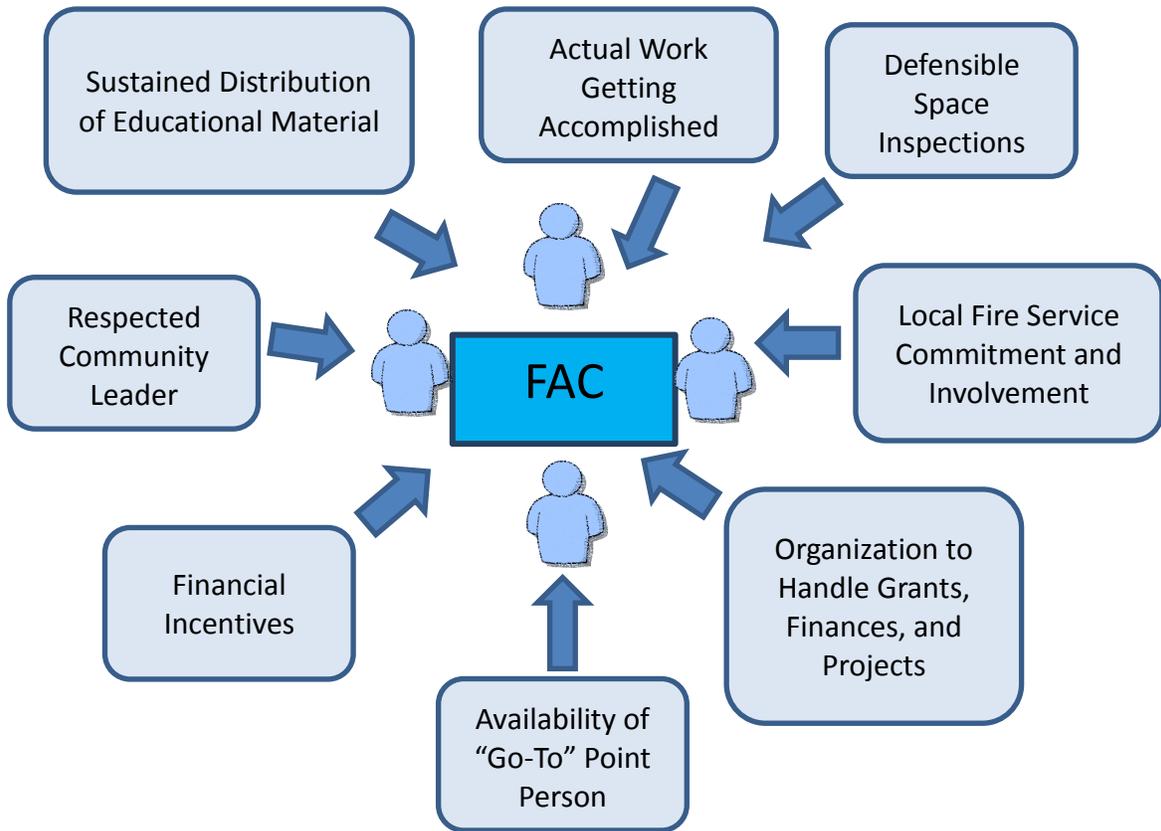
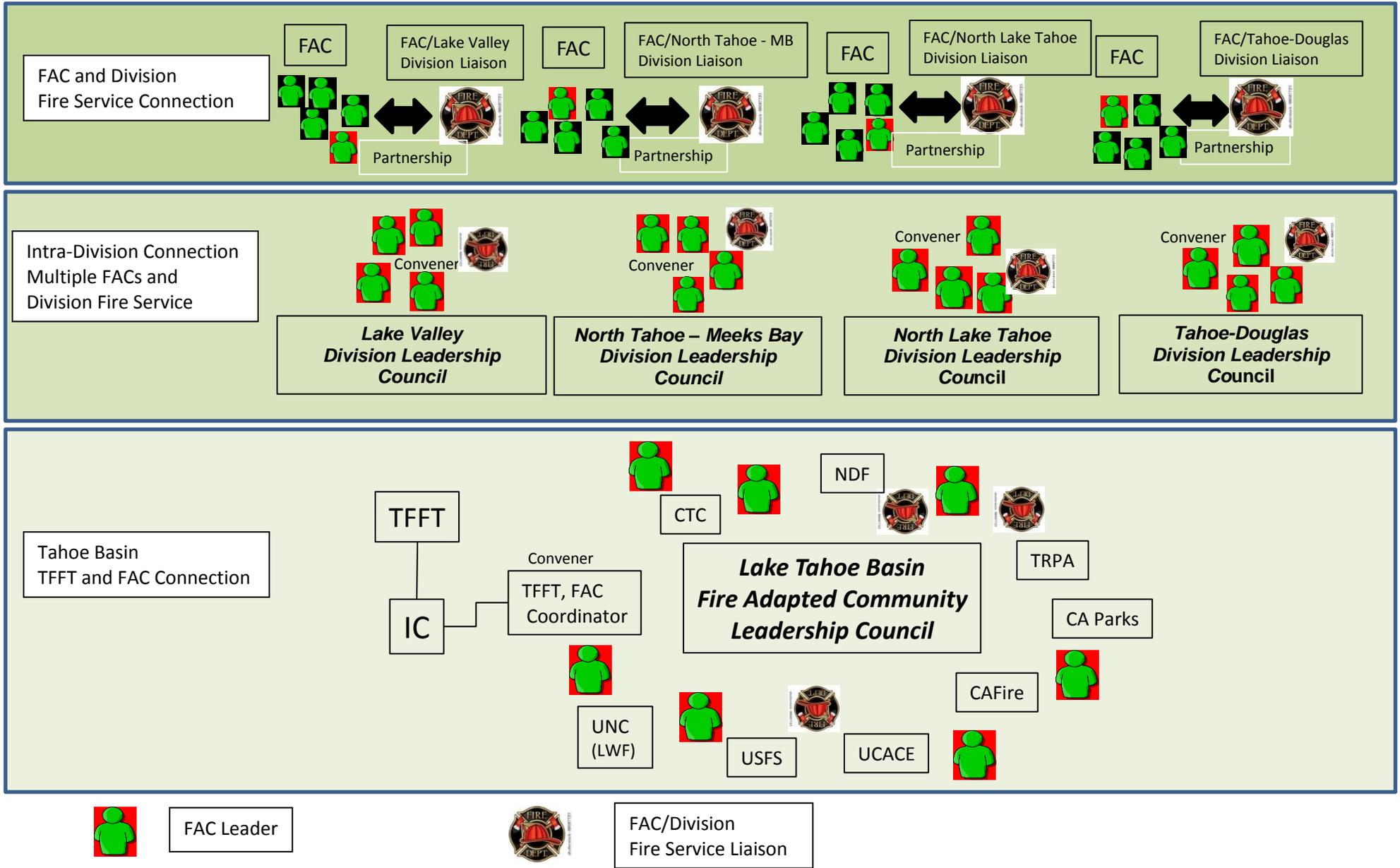


Table 30. Critical Factors Required for the Successful Establishment of a Fire Adapted Community

Factor Identified as being Critical or of High Importance	Average Score (Range 1 to 5 with 5 being critical or very important)	1. Not very important or effective.	2.	3. Somewhat important but results are mixed.	4.	5. Very important and effective in motivating the formation of a community action group.
		# of Leaders Responding				
Having a "go-to" point person responsible for helping achieve the goal of fire threat reduction?	4.8	0	0	1	2	24
The respect of community members for and energy brought to the task by the community group leader.	4.8	0	0	0	4	23
Having an organization like the Nevada Fire Safe Council to provide advice and handle all aspects of grant money and project management.	4.6	1	0	3	2	21
Involvement of local fire service personnel	4.5	0	1	4	3	19
Having financial incentives available	4.4	0	1	4	5	17
Defensible space inspections	4.4	0	0	5	6	16
The availability and routine distribution of information regarding the wildfire threat and actions needed to increase community protection.	4.1	2	1	3	6	14
Community action efforts that result in actual work getting accomplished.	4.1	0	0	5	11	10

Figure 15. Proposed Organizational Form for the Tahoe Alliance for Wildfire Survival



Appendix I

Former Nevada Fire Safe Council Chapter Leaders Interviewed

	Name of Leader	Former Community Chapter Name	TFFT Division
1	Bruner, Jim	Cascade Mutual Water Co.	Lake Valley
2	Cook, Bob	Chimney Rock	Tahoe Douglas
3	Dworskey, Ruth	Carnelian Woods	North Tahoe
4	Egan, Ray	Emigrant Road	Lake Valley
5	Endicot, Lynn	Hidden Woods	Tahoe Douglas
6	Garner Jesse	Montgomery Estates	Lake Valley
7	Grant, Ann	Skyland	Tahoe Douglas
8	Grassi, Ron	Tahoe City	North Tahoe
9	Halloran, Tim	Tahoe Tyrol	Lake Valley
10	Hawksford, Donna	Marla Bay	Tahoe Douglas
11	Krautstrund, Janet	Village highlands	North Lake Tahoe
12	Lancellotti, Kelley	North Mandan	Lake Valley
13	Leigh, Ann C.	Talmont	North Tahoe
14	McDonough, Jo	Tahoe Tyrol	Lake Valley
15	McDowell, Bob	Chimney Rock	Tahoe Douglas
16	McQuitty, John	Agate Bay	North Tahoe
17	Nelson, Craig	South Rubicon	North Tahoe
18	Parsons, Ron	Granlibakken	North Tahoe
19	Phillips, Steven	North Tahoe Youth	North Tahoe
20	Rakerby, Ann	Logan Creek	Tahoe Douglas
21	Smith Glenn	Round Hill	Tahoe Douglas
22	Straub, Jill	Incline Creek	North Lake Tahoe
23	Swanson, North	Cave Rock	Tahoe Douglas
24	Thomas, D. Gay	Rubicon Properties	North Tahoe
25	Trossen, Dick	Tyrolian village	North Lake Tahoe
26	Viviano, Jacquelyn	Incline Creek	North Lake Tahoe
27	Warell, Art	Lake Village	Tahoe Douglas