

# The National Cohesive Wildland Fire Management Strategy: Phase III

## Southeast Regional Action Plan

Report of the  
Southeast Regional Strategy Committee  
April 2013



**Resilient Landscapes**



**Fire Adapted Communities**



**Wildfire Response**

The Wildland Fire Executive Council (WFEC) accepts the regional action plans and agrees that the plans can be released publicly. WFEC tasks the Cohesive Strategy Subcommittee (CSSC) to use the regional action plans to inform the development of the national action plan. The National Risk Analysis Report and National Action Plan will become WFEC recommendations to the Wildland Fire Leadership Council (WFLC) and ultimately Secretaries of the Interior and Agriculture. The regional action plans reflect the regional perspective that is important in the development of that national-level recommendation. Implementation of actions identified in Regional Action Plans is the responsibility of the sponsoring organizations at the discretion of those organizations.

The Wildland Fire Executive Council (WFEC) has accepted this plan for use in the development of the national action plan. The National Risk Analysis Report and National Action Plan will become WFEC recommendations to the Wildland Fire Leadership Council (WFLC) and ultimately Secretaries of the Interior and Agriculture. This plan reflects the regional perspective that is important in the development of that national-level recommendation. Implementation of actions identified in this plan is the responsibility of the sponsoring organizations at the discretion of those organizations.

## Executive Summary

The National Cohesive Wildland Fire Management Strategy (Cohesive Strategy) is an innovative approach to addressing the significant and growing challenges of wildland fire management. Over the last three years, the Southeast region has been engaged in the development of a holistic fire management strategy incorporating all stakeholders, including local governments, Firewise communities, state forestry agencies and federal government agencies. The Cohesive Strategy is a three-phase, multilateral effort to collaboratively address wildfire challenges across all lands and jurisdictions. Developed in response to the 2009 Federal Land Assistance, Management and Enhancement (FLAME) Act, the Cohesive Strategy represents the first time all stakeholders involved in wildfire and land management have had the opportunity to come together and create a shared national fire strategy. It also marks the first time individual regions of the country have been able to identify regional goals, objectives and challenges for incorporation into a national strategy.

In addition to establishing governance, Phase I of the Cohesive Strategy identified national challenges, guiding principles and core values. During Phase II, the Southeast developed a Regional Strategy and Assessment that identified the region's unique values, opportunities and challenges. Working with partners and cooperators, and including input from wildland fire organizations, land managers and policy-making officials representing all levels of governmental and non-governmental organizations, the Southeast Regional Strategy Committee (RSC) selected the same three national goals to be the region's goals. These goals, listed below, recognize the most significant fire-related challenges and opportunities for positive change:

- Restore and Maintain Landscapes – Landscapes across all jurisdictions are resilient to fire-related disturbances in accordance with management objectives
- Fire Adapted Human Communities – Human populations and infrastructure can withstand wildfire without loss of life or property
- Response to Fire – All jurisdictions participate in developing and implementing safe, effective and efficient risk-based wildfire management decisions

The development of the Cohesive Strategy effort in the Southeast has been guided by the RSC and is heavily informed by stakeholder input. The RSC includes representation from key stakeholder groups within the fire management community. In the last two years alone, more than 1000 individuals have provided comments, have participated in forums, have shared ideas and feedback at meetings or have responded to online survey requests. This participation and input has helped guide the Cohesive Strategy process in the Southeast. At the beginning of Phase III of the Cohesive Strategy, a Regional Risk Analysis was developed which built on the regional strategy and identified regionally-specific values. The Regional Risk Analysis also informed 25 management strategies. The Phase III Regional Action Plan serves as a roadmap for the implementation of the Cohesive Strategy. Plan implementation is expected to begin in spring 2013 and continue for five years, until being renewed. The Phase III report identifies performance measures along with a monitoring and accountability strategy. Success of the Cohesive Strategy in the Southeast depends on the continued engagement and support of stakeholders in the wildland fire management community as well as the activation of stakeholders. This will likely include individuals and groups that have not previously considered themselves stakeholders in wildland fire management. However, because of the widespread impacts of wildland fire in the Southeast, including health impacts related to smoke, property loss, community reliance on clean water, and loss of viewsheds among others, potential stakeholders in wildland fire management are as diverse as the Southeast region itself.

One of the most critical elements of Cohesive Strategy implementation in the Southeast is communicating the benefits of strategy adoption and collaboration using traditional and evolving media. This communication effort will reach and engage new communities of stakeholders. Proactive wildland fire management is vital to protecting lives and other values at risk in the Southeast, to ensuring effective wildfire response, and to restoring and maintaining some of the most integral and extensive fire adapted landscapes in the United States. This Cohesive Strategy Regional Action Plan represents a multilateral effort to implement a truly shared Cohesive Strategy, wherein all partners work together to meet wildland fire management goals.

**Table of Contents**

Executive Summary.....2

Introduction .....6

Regional Context.....9

Regional Governance .....11

Overarching Regional Strategies .....13

Cross Value Actions.....18

Values .....35

Regional Barriers.....57

Goal – Value Crosswalk .....63

National Performance Measures .....65

Monitoring and Accountability .....67

Regional Communications Strategy .....69

Contacts .....72

Appendix 1 – Glossary.....73

Appendix 2 – Acronyms .....75

Appendix 3 – Stakeholder Involvement .....78

Appendix 4 – Communications Activities .....80

Appendix 5 – Useful links .....83

Appendix 6 – Committee and Work Group Members.....85

Appendix 7 – Acknowledgements.....87

## Introduction

Building on the Regional Risk Analysis that was concurred with in November 2012 by the Wildland Fire Executive Committee, this Regional Action Plan lists the recommendations of the RSC and Southeast stakeholders. These actions constitute the Phase III efforts to guide the work in the Southeast Region in achieving the three national and regional goals of the Cohesive Strategy. With the goal of transforming wildland fire management in the Southeast through collective action, the Regional Action Plan builds on the work completed in the first two phases of the Cohesive Strategy. The Southeast Regional Action Plan details the goals, strategies, actions, desired outcomes and prioritized implementation tasks for the Southeast Cohesive Strategy. These recommendations were developed based on three years of sustained effort by agencies and organizations, input from hundreds of stakeholders and data from the National Science and Analysis Team (NSAT). These actions will enable the Southeast Region to make progress in achieving the overarching national goals: Restore and Maintain Landscapes, Fire-adapted Communities and Response to Fire.

Addressing the challenge posed by wildland fire is not simply a fire management, fire operations or wildland-urban interface problem – it is much larger and more complex. Each agency and organization represented by the Southeast RSC has the authority, responsibility and autonomy to develop and implement their own policies. Long-term success, however, may only be achieved through the unified, collaborative effort of all involved.

Though voluntary in nature, the implementation actions expressed in this plan represent a collective effort in the Southeast to identify and prioritize critical actions required to make progress toward achieving a more efficient, effective and collaborative wildland fire management strategy for the region.

For each action and task, agencies and organizations have been identified as leads and collaborators. Not every agency and organization in the Cohesive Strategy partnership will work on every action and task, and the budgetary circumstances of those agencies and organizations will have an impact on their roles and level of participation. However, with each partner committing to ongoing collaboration as our efforts unfold, we can make significant

progress in advancing wildland fire management in the Southeast as outlined in this Regional Action Plan.

Sustained commitment on the part of agencies and organizations to achieving our common goals through the Cohesive Strategy is essential to the success of the initiative. Rather than inhibiting progress, diversity of organizational and agency missions can enhance collaborative progress towards achieving mutual goals. The agencies, organizations and stakeholders represented on the Southeast RSC are strongly encouraged to maintain focus and take timely, decisive steps to follow the Cohesive Strategy's Goals and Guiding Principles as they implement the actions and tasks in this plan.

The tasks are consistent with the guiding principles of the National Cohesive Wildland Fire Management Strategy:

- Reducing risk to firefighters and the public is the first priority in every fire management activity
- Sound risk management is the foundation for all management activities
- Actively managing the land to make it more resilient to disturbance, in accordance with management objectives, is imperative
- Improving and sustaining both community and individual responsibilities to prepare for, respond to and recover from wildfire through capacity-building activities
- Rigorous wildfire prevention programs are supported across all jurisdictions
- Wildland fire, as an essential ecological process and natural change agent, may be incorporated into the planning process and wildfire response
- Fire management decisions are based on the best available science, knowledge and experience, and used to evaluate risk versus gain
- Local, state, tribal and federal agencies support one another with wildfire response, including engagement in collaborative planning and the decision-making processes that take into account all lands and recognize the interdependence and statutory responsibilities among jurisdictions

- Where land and resource management objectives differ, prudent and safe actions must be taken through collaborative fire planning and suppression response to keep unwanted wildfires from spreading to adjacent jurisdictions
- Safe, aggressive initial attack is often the best suppression strategy to keep unwanted wildfires small and costs down
- Fire management programs and activities are economically viable and commensurate with values to be protected, land and resource management objectives, and social and environmental quality considerations

The Regional Action Plan defines and records the actions that the Southeast region intends to undertake over the course of the next five years to make progress toward the three National Goals. The performance measures and action monitoring will enable all parties to assess and track progress in achieving the desired outcomes envisioned within each goal while the prioritized implementation tasks identify specific activities needed to realize measurable progress within the next five years.

## Regional Context

The Southeast Regional Risk Analysis, completed in November 2012, identified a suite of options for addressing the Cohesive Strategy goals in the Southeast United States. The area, which encompasses 13 states as well as Puerto Rico and the U.S. Virgin Islands, is complex and wildland fire management is implemented by a broad range of stakeholders including, but not limited to, Firewise communities, Department of Defense, State Forestry agencies, the Nature Conservancy and urban planners.

Understanding that a single solution would not work for all of the Southeast stakeholders, these regional alternatives focused on identifying specific actions and activities that would best help achieve regional objectives while retaining maximum flexibility for land managers to determine the range of appropriate activities for their property. Each of the alternatives was based on Southeast priorities and objectives in wildland fire management. Early in the Cohesive Strategy planning process, values important to stakeholders across the region were identified which encompassed critical Southeast objectives. These values include:

- Firefighter and Public Safety
- Marketable Products
- Ecological Services
- Cultural Values
- Property Protection

These values were used to help craft alternatives which had the greatest potential for positive impact in one or more value areas. In total, 25 actions were developed through the Regional Risk Analysis, which represent strategies stakeholders in wildland fire management may adopt singly or in any combination to meet their needs and help to address local, state and regional fire management priorities. No one alternative is the “right” choice for the fire management community; rather, each is an option which must be balanced by managers to achieve local, state and regional goals and implement appropriate and effective wildland fire management consistent with local land management objectives.

The Southeast Regional Action Plan furthers the work begun in the Southeast Regional Risk Analysis, and focuses on capturing actions the RSC has agreed to pursue during the next five years. This action plan lays out a framework for the implementation of the Cohesive Strategy in the Southeast, and identifies which stakeholders will be primarily responsible for specific tasks. The identification of lead and “other collaborator” by task should not preclude other stakeholders from participating in the execution of specific tasks, but rather is intended to serve as a starting place for the implementation of the regional Cohesive Strategy.

## Regional Governance

The Southeast has a tradition of collaboration, much of this due to the fact that nearly 90% of the land base in the region is in private ownership. Without a willingness to work together, little could be accomplished. Throughout the Cohesive Strategy process, traditional wildfire response agencies have engaged a variety of stakeholders for input regarding feasible solutions to regional challenges.

It continues to be imperative that partnerships grow, sharing responsibility across the landscape, while respecting individual landowners' autonomy. Working directly with communities and encouraging input and feedback from all stakeholders will help the Southeast accomplish the Cohesive Strategy's goals. The Southeast RSC has guided the development of the first two phases of the regional strategy which culminates in the Phase III Regional Action Plan. The RSC will continue to reach out to additional stakeholders and partners throughout the region to encourage plan implementation throughout the Southeast at the regional, state and local level.

The Southeast RSC will continue to guide and coordinate implementation by the following Cohesive Strategy partners:

- Choctaw Nation
- Coalition of Prescribed Fire Councils
- Department of Agriculture
  - U.S. Forest Service, Southern Region
  - U.S. Forest Service, Southern Research Station
- Department of Defense
- Department of the Interior
  - US Fish and Wildlife Service
  - US Geological Service
  - National Park Service
  - Bureau of Indian Affairs
- International Association of Fire Chiefs

- Jones Ecological Research Center
- National Association of Counties
- National Association of State Foresters
- The Nature Conservancy
- Southern Governors' Association
- Southern Group of State Foresters

In the future, the Southeast hopes to expand the RSC to include additional partners. This will require close coordination with the Wildland Fire Executive Council (WFEC) as the charter for the RSC will need to be amended. The Southern Governors' Association (SGA) will continue, pursuant to grant funds, to host the regional lead position for implementation of the Southeast Cohesive Strategy. The regional lead from SGA will continue to serve as the co-chair of the RSC along with the Southern Regional Forester of the U.S. Forest Service. A contracted communications component will assist the SGA lead and the RSC with strategy implementation for at least one year.

The regional lead will coordinate activities and provide input to a variety of agencies and organizations as the region collectively implements the Southeast Regional Action Plan. The regional lead, along with the members of the RSC, expanded stakeholders and partners, will educate decision makers about the benefits and potential efficiencies of strategy implementation. Several tools will also be shared with partners and stakeholders including an expanded Southern Wildfire Risk Assessment when it is released in a web-based version (SouthWRAP). Also, trained users will have access to NSAT tools (e.g. Bayesian Belief Networks or BBNs), and additional datasets will be available to help inform decisions, such as the state forestry and wildlife action plans. Additionally, the regional lead and an expanded RSC will continuously evaluate and update the Regional Action Plan as additional information becomes available (e.g. National Trade-off Analysis).

## Overarching Regional Strategies

The Southeast Regional Action Plan represents the roadmap for the implementation of the Cohesive Strategy in the Southeast. Over the last three years, stakeholders have collectively identified regional values and prioritized key actions. These actions will help the region progress towards meeting the three regional and national goals of the Cohesive Strategy. The regional strategy and implementation tasks do not include all of the potential tasks that would serve to advance the Cohesive Strategy's three goals. Rather, the tasks and prioritization included in the strategy are based on stakeholder feedback and represent potential actions and tasks that transcend the individual's goals and enhance the actions of all stakeholders. In many cases, overarching actions are national in scope and must be implemented at both the national and regional level. These actions are those which the fire management community in the Southeast anticipates will provide the greatest near-term benefit in advancing the goals of the Cohesive Strategy in the region. Though specific agencies and entities are identified as leads and collaborators for each of the tasks, this should not preclude other stakeholders from involvement. Instead, this list is intended to be a starting point for collaboration and conversation centered on accomplishing each of the tasks in the years to come.

This process is ongoing and evaluative. It is expected that over the course of the next five years some of these actions will be successfully completed. Other actions will be initiated and ongoing while others may be amended, deferred or removed entirely. These high priority tasks that follow form the overarching Southeast regional strategy. The Southeast region will update stakeholders on successes and overall progress. These updates will detail actions that have been completed, explain changes to existing actions and list new actions that have been identified. The implementation phase of the Cohesive Strategy will be a collective and iterative process that relies on engagement and active participation from all partners similar to the planning process. The overarching strategies all share the following structure:

**Scope:** National, regional, state and local

**Lead:** RSC

**Other collaborators:** All stakeholders

**Implementation timeframe:** Short term (0-2 years) for initiation of all overarching strategies

## 0.A INFORMATION/TECHNOLOGY

1. Utilize Southern Wildfire Risk Assessment (including SouthWRAP), BBNs (e.g. input from science team), state forestry and wildlife action plans and other existing tools and plans to strategically place activity on the ground and at the community level for highest opportunity for return. (0.A.1)
2. Support the creation of tools to better inform decision making processes and localized trade-off analysis for all levels of fire and land managers as well as planners and policy makers (what specific data means to managers, not just regional analysis of these data). (0.A.2)
3. Identify data needs, current data gaps and additional information needs to better inform decision makers at all levels. (0.A.3)

## 0.B ADMINISTRATIVE

1. Evaluate the RSC structure and augment it with additional partners as appropriate. Consider additional subcommittees and working groups. (0.B.1)
2. Continue long-term support for regional coordination of key partners as well as regional representation at the national level (both the regional lead and the regional coordination body). (0.B.2)
3. Develop and sustain capability and capacity required to plan and carry out landscape treatments, including prescribed fire. (0.B.3)
4. Consider pilot projects where appropriate to showcase opportunities and highly successful activities. (0.B.4)
5. Monitoring effectiveness and accountability for implementing specific tasks by the RSC. National performance measures have tentatively been identified and are being further developed by the CSSC and NSAT. The Southern RSC will evaluate ROI for their use compared to additional input necessary once they are completed. (0.B.5)

## 0.C COMMUNICATIONS/OUTREACH

1. Enhance communications activities and build a stronger network of regional communications professionals to carry out activities. (0.C.1)
2. Identify opportunities for further expanding the reach of Cohesive Strategy (the impacts of the three goals) to non-traditional partners. It is very important to reach partners during the implementation phase who may not be part of the wildland fire management community but who have related responsibility, including the region's private land base, local government, planners, private entities and other groups. (0.C.2)
3. Increase public awareness to ensure public acceptance and active participation in achieving landscape objectives. (0.C.3)
4. Incorporate key communications components from implementation tasks throughout the action plan and develop a regional, cross agency/organization strategy as it relates to wildland fire management and associated opportunities. Build these elements into a regional RSC communications and education plan. (0.C.4)
5. Ensure communications campaigns highlight the significance of cultural values (historical, outdoor recreation, hunting, traditional land use, etc.) and the cultural significance of fire in the Southeast. (0.C.5)

## 0.D POLICY ENHANCEMENT/DEVELOPMENT

1. Continue a high level of support and commitment to addressing the identified national and regional barriers and critical success factors through WFEC and WFLC. (0.D.1)
2. Promote strategic interagency policy development, planning and sharing of resources across agencies, organizations and the public to more effectively integrate wildland fire planning into land-use planning and economic development. (0.D.2)
3. Streamline NEPA for projects mitigating high fire risk. (0.D.3)
  - Develop a more efficient NEPA process to allow for shorter planning times in implementing landscape scale projects, providing guidance and training to decision makers and field personnel.
  - Explore Categorical Exclusions (CE) opportunities for hazardous fuel reduction projects.
  - Use CE authority for rehabilitation projects after wildfire and expand limits for landscape restoration activities and treatments.
  - Enable locally developed CEs to be included in NEPA compliant land management plans, and made applicable across jurisdictional boundaries when collaborative consensus can be reached by stakeholders, sovereign tribes and collaborative partnerships.

- Fully use the determination of NEPA adequacy for multi-phased projects covered under NEPA, and maintenance of existing projects that had prior completed NEPA. Identify maintenance and enhancements as reasonably foreseeable connected actions.
- Mitigate environmental threats other than wildfire (i.e. storm damage, ice storms, hurricanes, insects and disease) that reduce ecosystem resilience and increase susceptibility to wildfire.

#### 0. E Implement the Southern Fire Prevention Strategy

1. Evaluate and recommend the best method for providing leadership to the fire prevention program in the Southern Area. Identify leadership roles and responsibilities. (0.E.1)
2. Establish forums and opportunities for wildfire prevention technology transfer. This may take the form of webinars, conference calls and/or formal or informal meetings. (0.E.2)
3. Review and where appropriate address policy issues dealing with social media. Educate partners in the utilization of agency approved social media platforms such as the Lessons Learned Center, to facilitate information exchange. (0.E.3)
4. Provide national, regional and state advocacy, program leadership and technical support to fire prevention education teams. (0.E.4)
5. Partner with InterfaceSouth to conduct a literature review and research project(s) that could lead to a better understanding of social dimensions and population demographics, and evaluate the effectiveness of current messages and campaigns. (0.E.5)
6. Focus fire prevention planning on addressing prevalent fire causes and identifying stakeholders. Develop appropriate messages and products and establish relevant delivery methods, including the use of social media, and monitor product success. (0.E.6)
7. Develop an interagency taskforce to support prevention education training for agency personnel. (0.E.7)
8. Develop an effective methodology to evaluate the success of fire prevention programs within the Southeast. (0.E.8)

## 0.F Implement WUI Strategy for the South

1. Provide leadership for the wildland-urban interface (WUI) fire program in the Southeast. Identify leadership roles and responsibilities. (0.F.1)
2. Develop and implement an internal communications strategy for the region. (0.F.2)
3. Partner with InterfaceSouth to conduct a literature review and research project(s) that could lead to a better understanding of social dimensions and population demographics, and evaluate the effectiveness of current messages and campaigns. (0.F.3)
4. Encourage, and where possible, support local, county, and regional planning agencies, architects, engineers, and landscape architects, homebuilders and developers, and homeowners to collaboratively develop and implement hazard mitigation programs. (0.F.4)
5. Develop a methodology to demonstrate the effectiveness of WUI programs following implementation. (0.F.5)

## Cross Value Actions

Five actions were identified from the Southeastern Cohesive Strategy Phase II report as having the potential for the greatest positive impact across regional values as well as regional goals identified during the Cohesive Strategy development. Understanding these broad themes can help stakeholders identify additional actions from Phase II that address each specific theme. These actions and activities are (1.1.5, 1.2.1, 1.2.3, 1.4.2, 1.5.2):

### 6.A

**A. Use education and incentive programs to encourage new and nontraditional private landowners to manage their lands to contribute to resiliency while providing forest products and expanding ecosystem markets. (1.1.5)** *(This action was also a priority in both marketable products and cultural values.)*

1. Make policy changes to Farm Service Agency (FSA), Natural Resources Conservation Service (NRCS) and U.S. Forest Service programs to further incorporate fuels reduction and fire risk management into core program components and work to expand DOI opportunities to assist private landowners with fuels reduction. (6.A.1)
  - **Value(s):** ALL
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes
  - **Scope:** National, regional
  - **Lead:** USDA and DOI – WFLC assistance
  - **Other Collaborators:** RSC
  - **Implementation Timeframe:** long-term (>4 years).
  - **Notes:** Evaluate current barriers then determine legislative or regulation/policy changes. Streamline NEPA for projects mitigating high fire risk.
  
2. Integrate programs between urban forestry and forest management to target small woodlot management and fuels reduction (6.A.2)
  - **Value(s):** ALL
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes, Goal 2 – Fire Adapted Communities
  - **Scope:** Regional
  - **Lead:** USFS and SGSF
  - **Other Collaborators:** SREF and SWUIC
  - **Implementation Timeframe:** mid-term (2-4 years)
  - **Notes:** Further leverage SWUIC modules

3. Encourage landowners, through cost-sharing or otherwise, to complete/maintain fuel treatments that provide adequate protection (6.A.3)
  - **Value(s):** ALL
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes, Goal 2 – Fire Adapted Communities
  - **Scope:** local
  - **Lead:** SGSF
  - **Other Collaborators:** state forestry associations, FLA
  - **Implementation Timeframe:** long-term (>4 years).
  - **Notes:**
  
4. Provide tangible benefits to urban or suburban landowners for prescribed burning (6.A.4)
  - **Value(s):** ALL
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes, Goal 2 – Fire Adapted Communities
  - **Scope:** local
  - **Lead:** SGSF
  - **Other Collaborators:** USFS, DOI, SREF, PFC, SWUIC
  - **Implementation Timeframe** long-term (>4 years).
  - **Notes:**
  
5. Promote and protect private property rights to reduce constraints on landowners to actively manage their land (6.A.5)
  - **Value(s):** ALL
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes
  - **Scope:** Regional, local
  - **Lead:** SGSF
  - **Other Collaborators:** SGA, FLA, NAFO, AFF, State Forestry Associations, SREF, PFC
  - **Implementation Timeframe:** mid-term (2-4 years)
  - **Notes:** Build into regional RSC communications and education plan.
  
6. Work to expand, codify and ease access to restoration funding for private and public lands after incidence of wildfire, hurricanes or other natural disasters. (6.A.6)
  - **Value(s):** ALL
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes, Goal 2 – Fire Adapted Communities
  - **Scope:** Regional, local
  - **Lead:** SGSF
  - **Other Collaborators:** SGA
  - **Implementation Timeframe:** mid-term (2-4 years)
  - **Notes:** EFRP, CFLRP, BAER and BAR as examples

7. Understand and communicate the impact of estate taxes, capital gains and ordinary income taxes as well as other areas of concern to landowners that can result in no management or loss of lands to other non-natural uses. (6.A.7)
  - **Value(s):** ALL
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes
  - **Scope:** Regional, local
  - **Lead:** SGSF
  - **Other Collaborators:** FLA, NAFO, AFF, State Forestry Associations, SREF
  - **Implementation Timeframe:** Short term (0-2 years)
  - **Notes:** Promoting policies. Utilize USFS information (SRS and WO) to incorporate into messaging and information delivery.
  
8. Identify cultural values in local CWPPs and related intergovernmental planning documents (6.A.8)
  - **Value(s):** ALL
  - **Goal(s):** Goal 1 - Restore and Maintain Landscapes
  - **Scope:** local
  - **Lead:** SGSF, USFS, DOI, NACO
  - **Other Collaborators:** IAFC
  - **Implementation Timeframe:** mid-term (2-4 years)
  - **Notes:**
  
9. Promote the Southern Research Station's efforts to create a 'Family Forest Center' and communicate the importance of fire and cultural values on family forest lands (6.A.9)
  - **Value(s):** ALL
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes
  - **Scope:** Regional
  - **Lead:** USFS
  - **Other Collaborators:** SGSF, DOI, FLA
  - **Implementation Timeframe:** Short term (0-2 years);
  - **Notes:**
  
10. Host "Community Days" at Department of Defense (DoD) installations where community members can tour the bases, view training operations and participate in other activities that create a positive attitude toward the base. Also, the DoD can provide assistance and advice to surrounding landowners on land management options. (6.A.10)

- **Value(s):** ALL
- **Goal(s):** Goal 1-Restore and Maintain Landscapes, Goal 2 – Fire Adapted Communities, Goal 3 – Respond to Fire
- **Scope:** Regional
- **Lead:** DoD
- **Other Collaborators:** USFS, DOI, SGSF
- **Implementation Timeframe:** mid-term (2-4 years)
- **Notes:** Work with each installation to host a community day. And develop a template to allow planning and executing a "Local Landowner Forum".

11. Develop tribal educational materials for tribal members. (6.A.11)

- **Value(s): Cultural Values**
- **Goal(s):** Goal 1-Restore and Maintain Landscapes, Goal 2 – Fire Adapted Communities
- **Scope:** Regional
- **Lead:** BIA
- **Other Collaborators:** ITTC
- **Implementation Timeframe:** Short term (0-2 years);
- **Notes:**

12. Encourage interactive educational programs at both the government and non-governmental levels that highlight the multicultural heritage of fire in the Southeast. (6.A.12)

- **Value(s):** ALL
- **Goal(s):** Goal 1-Restore and Maintain Landscapes
- **Scope:** Regional
- **Lead:** NPS
- **Other Collaborators:** FWS, USFS, SGSF, PFC, IAFC, NACO
- **Implementation Timeframe:** mid-term (2-4 years)
- **Notes:** Engage with local community groups (such as church groups, HOAs, landowner associations) and give presentations on traditional forest management practices.

**6.B**

**B. Encourage planning efforts across landscapes between practitioners and land managers to address wildland fire, landscape resiliency and community safety while balancing other concerns and emphasizing plan development in high risk areas. (1.2.1)**

1. Work with the insurance industry on products that motivate homeowners to improve properties in order to make their homes survivable from inevitable wildfires (6.B.1)
  - **Value:** firefighter and Public Safety, Property Protection
  - **Goal(s):** Goal 2 – Fire Adapted Communities
  - **Scope:** Regional
  - **Lead:** SGA, IAFC
  - **Other Collaborators:** NACO, IBHS
  - **Implementation Timeframe:** mid-term (2-4 years)
  - **Notes:** The IAFC has been working with IBHS over the last three-plus years on this activity. The IAFC will continue its partnership with IBHS on a national level, but will participate with the SRSC for any additional regionally specific considerations.
  
2. Through agency-sponsored education and outreach, encourage homeowners to create both managed natural and landscaped plantings with trees and shrubs. Also, encourage the building/retrofitting of the exterior of structures with fire resistant materials and protected ventilation openings. This would result in a greatly diminished risk from wildfire. (6.B.2)
  - **Value:** firefighter and Public Safety, Property Protection
  - **Goal(s):** Goal 2 – Fire Adapted Communities, Goal 3 – Respond to Fire
  - **Scope:** local
  - **Lead:** FEMA
  - **Other Collaborators:** SGA, SGSF, FS, DOI, APA, FAC, SWUIC, IAFC, NFPA
  - **Implementation Timeframe:** long-term (>4 years)
  - **Notes:** Leverage SWUIC work, “Firewise USA” program and incorporated in IAFC-RSG. Tie with WUI Strategy (0.F).
  
3. Create a model fire adapted community concept that may be replicated during land/community planning and target fire prone areas with reduced fees and higher ISO ratings (compared to local). (6.B.3)
  - **Value:** firefighter and Public Safety, Property Protection
  - **Goal(s):** Goal 2 – Fire Adapted Communities
  - **Scope:** Regional
  - **Lead:** TNC, FAC, FLN
  - **Other Collaborators:** SGA, SGSF, NACO, IAFC
  - **Implementation Timeframe:** mid-term (2-4 years)
  - **Notes:** Establish hubs that link fire adapted communities with diverse partners to foster peer to peer learning. This is an effective way to create and then expand fire adapted communities across the region and the nation (TNC has a contract to for this effort).

4. Evaluate the establishment of a National Fire Insurance Program similar to the Flood Program where individuals that live and build in a high wildland fire risk area are required to have Wildland Fire Insurance. (6.B.4)
  - **Value:** firefighter and Public Safety, Property Protection
  - **Goal(s):** Goal 2 – Fire Adapted Communities
  - **Scope:** National
  - **Lead:** FEMA
  - **Other Collaborators:** SGSF, USFA
  - **Implementation Timeframe:** long-term (>4 years).
  - **Notes:** Premiums will be used to supplement National Fire Suppression Costs that are skyrocketing from irresponsible building
  
5. Work with the fire adapted communities’ coalition to target and regionalize tools and messages created at the national level. (6.B.5)
  - **Value: firefighter** and Public Safety, Property Protection
  - **Goal(s):** Goal 2 – Fire Adapted Communities
  - **Scope:** Regional
  - **Lead:** RSC
  - **Other Collaborators:** FAC, SGA, SGSF, USFS, DOI, IAFC
  - **Implementation Timeframe:** Short term (0-2 years)
  - **Notes:** IAFC is already doing this through RSG. Build into regional RSC communications and education plan.
  
6. Work with planners/developers to establish best practices at all levels. (6.B.6)
  - **Value:** ALL
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes, Goal 2 – Fire Adapted Communities, Goal 3 – Respond to Fire
  - **Scope:** local
  - **Lead:** NACO, SGA
  - **Other Collaborators:** FAC, APA, SGSF, USFS, DOI, IAFC
  - **Implementation Timeframe:** mid-term (2-4 years)
  - **Notes:** Best practices will be most effective at the local level, however, information should be shared regionally and nationally.

7. Recommend codes and standards at the federal agency, state and local government level for developing and maintaining Fire Adapted Communities that reflect regional and local wildland fire risks to human communities, including landscape and structure components and issues. (6.B.7)
  - **Value:** Firefighter and Public Safety, Property Protection
  - **Goal(s):** Goal 2 – Fire Adapted Communities, Goal 3 – Respond to Fire
  - **Scope:** National, regional, local
  - **Lead:** SGSF
  - **Other Collaborators:** USFS, DOI, SGA, APA, FAC, FEMA, USFA, IBHS, ICC, IAFC
  - **Implementation Timeframe:** long-term (>4 years).
  - **Notes:** NIST researchers, with IAFC participation, are further developing some of this.
  
8. Establish an incentive program for the creation of fire adapted communities through CWPP's and other comprehensive community planning practices. (6.B.8)
  - **Value:** firefighter and Public Safety, Property Protection
  - **Goal(s):** Goal 2 – Fire Adapted Communities, Goal 3 – Respond to Fire
  - **Scope:** National, Regional
  - **Lead:** SGSF, FEMA
  - **Other Collaborators:** SGA, APA, FAC, IAFC
  - **Implementation Timeframe:** long-term (>4 years)
  - **Notes:**

## 6.C

**C. Work with regulatory agencies and entities (i.e., air quality) to ensure that prescribed fire remains a viable management tool and maximize flexibility for its use (including liability issues). (1.2.3)** *(This was also a priority in both cultural values and ecological services.)*

1. Solicit inclusion / participation in the decision making process of regulatory agencies to minimize additional regulatory constraints to prescribed burning and negotiate opportunities to broaden burning opportunities. (6.C.1)
  - **Value(s):** ALL
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes, Goal 2 – Fire Adapted Communities
  - **Scope:** Regional, National
  - **Lead:** USFS, DOI, SGSF,
  - **Other Collaborators:** PFC, state air agencies, EPA, FLN, SGA, SERPPAS, State/local Health Agencies
  - **Implementation Timeframe:** Short term (0-2 years)
  - **Notes:** Land management agencies should be represented in the decision making process

2. Educate legislative and regulatory officials on the needs and challenges of land managers for using fire as a management tool and the importance of prescribed fire in maintaining cultural sites. (6.C.2)
  - **Value(s):** ALL
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes, Goal 2 – Fire Adapted Communities
  - **Scope:** Regional, state
  - **Lead:** SGSF, PFC
  - **Other Collaborators:** FLA, ACF, AFF
  - **Implementation Timeframe:** mid-term (2-4 years)
  - **Notes:** Build into regional RSC communications and education plan.
  
3. Utilize and promote best burning practices (6.C.3)
  - **Value(s):** ALL
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes, Goal 2 – Fire Adapted Communities
  - **Scope:** Regional
  - **Lead:** DOD, SGSF, USFS, DOI, ACF, FLA, SEAFWA, PFC
  - **Other Collaborators:**
  - **Implementation Timeframe:** Short term (0-2 years);
  - **Notes:** Capture and share success stories. Build into regional RSC communications and education plan.
  
4. Continue to support the work of the SERPPAS air quality and prescribed fire working teams. (6.C.4)
  - **Value(s):** ALL
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes, Goal 2 – Fire Adapted Communities
  - **Scope:** Regional
  - **Lead:** RSC, DOD
  - **Other Collaborators:** SGSF, USFS, DOI, EPA, SGA, PFC
  - **Implementation Timeframe:** Short term (0-2 years);
  - **Notes:**
  
5. Improve communications between wildfire responders, air quality regulatory agencies, and law enforcement agencies to expedite public alerts and share options to mitigate smoke impacts on individuals. (6.C.5)

- **Value(s):** ALL
- **Goal(s):** Goal 2 – Fire Adapted Communities, Goal 3 – Respond to Fire
- **Scope:** Regional, state
- **Lead:** USFS, DOI, SGSF, wildland and structural fire departments, air quality regulators
- **Other Collaborators:** media
- **Implementation Timeframe:** mid-term (2-4 years)
- **Notes:**

## 6.D

### D. Encourage greater public smoke awareness through outreach and understanding. (1.4.2)

1. Expand/create public awareness and education campaigns (6.D.1)
  - **Value:** firefighter and Public Safety, Ecological, Cultural
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes, Goal 2 – Fire Adapted Communities
  - **Scope:** Regional
  - **Lead:** RSC
  - **Other Collaborators:** SGSF, USFS, DOI
  - **Implementation Timeframe:** mid-term (2-4 years)
  - **Notes:** Build into regional RSC communications and education plan including the cultural significance of fire (e.g. leverage OMMV)
2. Expand outreach in localized areas before prescribed fires. (6.D.2)
  - **Value:** firefighter and Public Safety, Ecological, Cultural
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes, Goal 2 – Fire Adapted Communities
  - **Scope:** Regional, local
  - **Lead:** SGSF, USFS, DOI
  - **Other Collaborators:** FLN/SFE, PFC, ACF, DOT, State law enforcement
  - **Implementation Timeframe:** mid-term (2-4 years)
  - **Notes:** Share success stories of communication prior to prescribed burn operations. Create free PR products easily branded by local prescribed fire users. Build into regional RSC communications and education plan.
3. Collect success stories that highlight the benefits of prescribed burning operations compared to wildfires (6.D.3)

- **Value:** ALL
- **Goal(s):** Goal 1-Restore and Maintain Landscapes, Goal 2 – Fire Adapted Communities
- **Scope:** Regional
- **Lead:** RSC, FLN-TNC, PFC
- **Other Collaborators:** SGSF, USFS, DOI, DOD
- **Implementation Timeframe:** mid-term (2-4 years)
- **Notes:** Build into regional RSC communications and education plan.

## 6.E

**E. Control invasive species that alter fire regimes and ecosystem function. (1.5.2) (This action was also a priority in both values of marketable products and ecological services.)**

1. Utilize forest action plans and wildlife action plans to prioritize areas of highest risk and target funds and activities in those areas of high fire occurrence (6.E.1)
  - **Value(s):** ALL
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes, Goal 2 – Fire Adapted Communities, Goal 3 – Respond to Fire
  - **Scope:** State
  - **Lead:** SGSF and SEAFWA
  - **Other Collaborators:** SGA, USFS, DOI, EPPC, USGS, Universities
  - **Implementation Timeframe:** mid-term (2-4 years)
  - **Notes:** Utilize 5 year action plan update process
  
2. Create/promote programs that engage landowners in the identification and control/eradication of highly flammable invasive species. (6.E.2)
  - **Value(s):** ALL
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes, Goal 2 – Fire Adapted Communities
  - **Scope:** Regional
  - **Lead:** SGSF, SREF
  - **Other Collaborators:** USFS, APHIS, FLA, SREF, SWUIC, EPPC, university extension
  - **Implementation Timeframe:** mid-term (2-4 years)
  - **Notes:**
    - Create and deliver education programs/materials for homeowners and landowners that target the most destructive invasives and how Southeast residents can play a role in reducing risk of introduction or spread
    - Provide training on control methods for invasives
    - Develop and distribute “invasive ID booklets” that educate landowners on how to identify various invasive species
    - SWUIC/UFI has done work on this

3. Focus a portion of the U.S. Forest Service Forest Health Program for targeting areas at high risk of wildfire occurrence or for areas where fuel load is/could be greatly increased due to invasive species. (6.E.3)
  - **Value(s):** ALL
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes, Goal 2 – Fire Adapted Communities, Goal 3 – Respond to Fire
  - **Scope:** Regional
  - **Lead:** USFS
  - **Other Collaborators:** SGSF
  - **Implementation Timeframe:** mid-term (2-4 years)
  - **Notes:** e.g. Wyden amendment
  
4. Create innovative ways to publicize successes to new audiences. Provide education programs/materials for homeowners and landowners that target the most destructive invasives and how Southeast residents can play a role in reducing risk of introduction or spread in addition to control and eradication. (6.E.4)
  - **Value(s):** ALL
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes, Goal 2 – Fire Adapted Communities
  - **Scope:** Regional
  - **Lead:** SWUIC, SGSF
  - **Other Collaborators:**, USFS, IAFC, SREF, EPPC Coop Weed Management Areas, NACO, SREF, university extension
  - **Implementation Timeframe:** mid-term (2-4 years)
  - **Notes:** Leverage good work SWUIC has started. Distribute copies of “Invasive Plants in Southern Forests”. Publicize successes from control programs that have been effective in the past. Build into regional RSC communications and education plan.

*The three following actions are priorities in 2 or more values and as such are included in the cross value section and referenced in the individual value section.*

## **6.F**

**F. Support efforts to increase prescribed burning for ecosystem restoration (1.1.7)** *(This action was also a priority in both ecological services and cultural values)*

1. Address prescribed fire practitioner and landowner liability concerns that currently limit their desire or ability to burn, including smoke management issues. (6.F.1)
  - **Value(s):** Ecological Services, Cultural Values

- **Goal(s):** Goal 1-Restore and Maintain Landscapes
  - **Scope:** Regional, local
  - **Lead:** SGA, SGSF
  - **Other Collaborators:** PFC, SAF, EPA, State Air Quality Departments, USFS, DOI, SERPPAS
  - **Implementation Timeframe:** mid-term (2-4 years)
  - **Notes:** e.g., SERPPAS efforts for Longleaf pine restoration.
2. Provide more assistance and/or incentives for prescribed burning. (6.F.2)
- **Value(s):** Ecological Services, Cultural Values
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes
  - **Scope:** local
  - **Lead:** SGSF
  - **Other Collaborators:** SERPPAS, PFC, USFS, DOI, NRCS, TNC, FLN, NFWF, SEAFWA
  - **Implementation Timeframe:** long-term (>4 years).
  - **Notes:**
    - Distribute information about funding opportunities to landowners
    - Develop tools and strategies for overcoming financial barriers to managing for ecosystem restoration (e.g. longleaf/shortleaf restoration)
    - Provide incentives for NGOs to assist with burning (e.g. NFWF program,
3. Aggressively promote prescribed burning for wildlife through all conservation (fish and wildlife) programs for most forest types, not just longleaf. (6.F.3)
- **Value(s):** Ecological Services and Cultural Values
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes
  - **Scope:** Regional
  - **Lead:** FWS
  - **Other Collaborators:** SEAFWA
  - **Implementation Timeframe:** mid-term (2-4 years)
  - **Notes:**
4. Enhance Training Opportunities for consultants and practitioners. (6.F.4)
- **Value(s):** Ecological Services and Cultural Values
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes
  - **Scope:** State, local
  - **Lead:** SGSF, Fire Training Centers
  - **Other Collaborators:** ACF, PFC, SAF, SREF, FLN/SFE
  - **Implementation Timeframe:** mid-term (2-4 years)
  - **Notes:** Educate landowners and burning contractors on simple tools that are available for managing/ reducing smoke impacts.
5. Work with Landscape Conservation Cooperatives to obtain cooperative funding and create burn plans for larger areas. (6.F.5)

- **Value(s):** Ecological Services, Cultural Values
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes
  - **Scope:** Regional
  - **Lead:** FWS
  - **Other Collaborators:** SEAFWA, SGSF
  - **Implementation Timeframe:** mid-term (2-4 years)
  - **Notes:**
6. Collect accurate statistics on prescribed fire use to aid in planning and insurance underwriting. (6.F.6)
- **Value(s):** Ecological Services, Cultural Values, Property Protection
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes, Goal 2 – Fire Adapted Communities
  - **Scope:** Regional,
  - **Lead:** SGSF, USFS
  - **Other Collaborators:** DOI
  - **Implementation Timeframe:** long-term (>4 years)
  - **Notes:** Contact Agren for previous study for actuarial data.
7. Work with tribal elders to improve knowledge of fuel reduction project impacts on cultural values and communicate the effectiveness of invasive/exotic treatments near cultural resource areas. (6.F.7)
- **Value(s):** Ecological Services, Cultural Values
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes
  - **Scope:** Regional
  - **Lead:** BIA
  - **Other Collaborators:** ITTC
  - **Implementation Timeframe:** mid-term (2-4 years)
  - **Notes:** Create lessons learned from tribal lands that can be utilized to reduce negative impacts to cultural values.

## 6.G

**G. Utilize prioritization in Southern Wildfire Risk Assessment (SWRA) and other efforts to identify and treat wildland fuels that would create tactical fuel breaks and facilitate defense of human communities or ecological values and services from wildfire.** *(This action was also a priority under firefighter and public safety and property protection.)*

1. Work cooperatively across agency lines to accomplish prioritized fuels treatments using mutual agreements, cooperative agreements, or other resource-sharing methods. (6.G.1)
- **Value(s):** Firefighter and Public Safety and Property Protection

- **Goal(s):** *Goal 1-Restore and Maintain Landscapes, Goal 2 – Fire Adapted Communities, Goal 3 – Respond to Fire*
  - **Scope:** Regional, local
  - **Lead:** SACG, NACO
  - **Other Collaborators:** Policymakers, NGOs, IAFC
  - **Implementation Timeframe:** Short term (0-2 years)
  - **Notes:** 1. Identify existing agreements, 2. Identify opportunities for new agreements, 3. Identify non-traditional partners and develop agreements. 4. Ensure that agreements facilitate resource sharing and transfer of funds. 5. Increase the number of multi-jurisdictional fuels treatments implemented throughout the SE.
2. Identify high priority areas for fuels treatments using the SWRA, local knowledge of fuels and fire risk, and other available tools. (6.G.2)
- **Value(s):** Firefighter and Public Safety, Cultural Values, Property Protection
  - **Goal(s):** *Goal 2 – Fire Adapted Communities, Goal 3 – Respond to Fire*
  - **Scope:** Regional, local
  - **Lead:** SGSF
  - **Other Collaborators:** IAFC, USFS, DOI, DoD, NGOs, private landowners
  - **Implementation Timeframe:** Short term (0-2 years);
  - **Notes:** Lead agencies document the number of high priority areas identified to enable tracking of implementation
3. Provide education and outreach to forest products industry as well as new and non-traditional landowners to encourage them to include treatment of wildland fuels as part of integrated management plans. (6.G.3)
- **Value(s):** Firefighter and Public Safety, Marketable Products, Property Protection
  - **Goal(s):** *Goal 1-Restore and Maintain Landscapes, Goal 2 – Fire Adapted Communities, Goal 3 – Respond to Fire*
  - **Scope:** Regional, local
  - **Lead:** SGSF, USFS, DOI
  - **Other Collaborators:** Local community education organizations such as Firewise Communities as well as IAFC, SGSF, PFC
  - **Implementation Timeframe:** Short term (0-2 years).
  - **Notes:** Website to capture and share success stories across the region. Build into regional RSC communications and education plan.
4. Encourage the use of alternative management techniques (mechanical, grazing etc.) to treat wildland fuels where prescribed fire is not feasible or appropriate. (6.G.4)

- **Value(s):** Firefighter and Public Safety, Cultural Values, Property Protection
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes, Goal 2 – Fire Adapted Communities
  - **Scope:** Regional and Local
  - **Lead:** NACO, , SGSF
  - **Other Collaborators:** SREF, USFS, DOI, IAFC
  - **Implementation Timeframe:** Long-term (>4 years).
  - **Notes:**
5. Identify areas where fuels treatments provide significant ecological benefits. (6.G.5)
- **Value:** Firefighter and Public Safety, Ecological Services, and Property Protection
  - **Goal(s):** *Goal 1-Restore and Maintain Landscapes, Goal 2 – Fire Adapted Communities, Goal 3 – Respond to Fire*
  - **Scope:** Regional, local
  - **Lead:** SGSF, USFS, DOI, DoD
  - **Other Collaborators:** IAFC, PFC
  - **Implementation Timeframe:** mid-term (2-4 years)
  - **Notes:**

## 6.H

**H. Increase community preparedness and mobilization abilities (e.g., evacuation) and increase coordination and planning between local, state, and federal responders prior to wildfire ignition. (2.2.3)** *(This action was also a priority under firefighter and public safety and property protection.)*

1. Communicate current and predicted fire potential with Southern Area Coordinating Group, SGSF and partners. (6.H.1)
  - **Value:** Firefighter and Public Safety
  - **Goal(s):** *Goal 2 – Fire Adapted Communities, Goal 3 – Respond to Fire*
  - **Scope:** Regional
  - **Lead:** SACG with SA Predictive Services and SA Fire Environmental Working Group
  - **Other Collaborators:** IAFC, NGOs, USFS, DOI, FEMA, SGSF, News agencies
  - **Implementation Timeframe:** Short term (0-2 years)
  - **Notes:** Provide fire danger awareness through various means to the public. Potential to use regional communications group to help coordinate. Build into regional RSC communications and education plan.
  
2. Develop and provide incentives to local communities for creating and implementing of preparedness plans. (6.H.2)
  - **Value:** Firefighter and Public Safety, Property Protection
  - **Goal(s):** *Goal 2 – Fire Adapted Communities, Goal 3 – Respond to Fire*
  - **Scope:** local
  - **Lead:** NACO, NLC
  - **Other Collaborators:** SGSF, USFS, DOI, FEMA

- **Implementation Timeframe:** mid-term (2-4 years)
  - **Notes:** Develop conceptual incentive opportunities.
3. Support Firewise communities and CARs with CWPPs in place (and equivalent programs) to increase the awareness of community members. (6.H.3)
- **Value(s):** firefighter and Public Safety, Property Protection
  - **Goal(s):** Goal 2 – Fire Adapted Communities, Goal 3 – Respond to Fire
  - **Scope:** Local
  - **Lead:** SGSF, USFS, DOI
  - **Other Collaborators:** NGOs, IAFC, NACO
  - **Implementation Timeframe:** Long-term (>4 years).
  - **Notes:** Adjacent local, state, or federal entities provide administrative support (such as supporting meeting scheduling, facilitation, etc.) and regularly attend meetings.
4. Incorporate CWPPs into the SWRA. (6.H.4)
- **Value:** Firefighter and Public Safety, Property Protection
  - **Goal(s):** Goal 2 – Fire Adapted Communities, Goal 3 – Respond to Fire
  - **Scope:** Regional
  - **Lead:** SGSF
  - **Other Collaborators:** USFS, DOI, NGOs, FEMA
  - **Implementation Timeframe:** Short term (0-2 years)
  - **Notes:**
5. Identify transportation routes capable of handling large equipment and two-way traffic (ingress/egress). (6.H.5)
- **Value:** Firefighter and Public Safety
  - **Goal(s):** Goal 2 – Fire Adapted Communities, Goal 3 – Respond to Fire
  - **Scope:** local
  - **Lead:** RSC
  - **Other Collaborators:** SGSF, NACO, Highway Departments, SGA, IAFC, EMA, FEMA
  - **Implementation Timeframe:** mid-term (2-4 years)
  - **Notes:** Approach the FEMA Regional Offices with a request of them to provide this information
6. Create geographically specific messages to enhance coordination and planning of cooperator/community meetings. (6.H.6)
- **Value:** Firefighter and Public Safety
  - **Goal(s):** Goal 2 – Fire Adapted Communities, Goal 3 – Respond to Fire
  - **Scope:** Regional
  - **Lead:** RSC
  - **Other Collaborators:** SACG ,IAFC, SGSF, USFS, DOI, DoD, EMA, NGOs
  - **Implementation Timeframe:** Short term (0-2 years)

- **Notes:** Use lessons learned from areas such as Bastrop, TX, and Florida for increased community messaging. Build into regional RSC communications and education plan.
7. Support readiness and response exercise planning and drills for communities at high risk of catastrophic wildfire. (6.H.7)
- **Value(s):** Property Protection
  - **Goal(s):** Goal 2 – Fire Adapted Communities, Goal 3 – Respond to Fire
  - **Scope:** Regional, local
  - **Lead:** SGSF, USFS, DOI, EMA, IAFC
  - **Other Collaborators:** FEMA,
  - **Implementation Timeframe:** Long-term (>4 years).
  - **Notes:** Federal and state agencies work closely with local (city and county) stakeholders to plan and execute exercises to increase situational awareness, improve interoperability, and heighten readiness for evacuation. Coordinate with FEMA, DHS and local, county and state government.

# Values

Five key values important to Southeast stakeholders were identified early in the Cohesive Strategy process. There is broad regional consensus that these are core values that are guiding wildland fire management decisions in the Southeast today. These values were used to help guide the development of regional alternatives, along with the regional goals and objectives developed during Phase II.

## **Firefighter and Public Safety**

Actions and activities that would have the most significant impact on marketable products, as well as achieving regional goals, have been identified from the Phase II Regional Assessment and are as follows:

### **1.A**

**A. Utilize prioritization in Southern Wildfire Risk Assessment (SWRA) and other efforts to identify and treat wildland fuels to create tactical fuel breaks in areas that facilitate tactical defense of human communities or ecological values and services from wildfire. (1.2.2) (This action was also a priority under property protection-consolidated into cross regional)**

*Individual tasks for this action can be found under Cross Value Actions as action 6.G*

### **1.B**

**B. Increase community preparedness and mobilization abilities (e.g., evacuation) and increase coordination and planning between local, state, and federal responders prior to wildfire ignition. (2.2.3) (This action was also a priority under property protection-consolidated into cross regional)**

*Individual tasks for this action can be found under Cross Value Actions as action 6.H*

### **1.C**

**C. Train, develop, and increase state, federal, Tribal, and local agencies and cooperating entities capacity for wildland fire management to ensure staffing levels meet operational needs. Utilize training academies and improved MOUs to increase response capacity, including awareness of risk management techniques. (3.1.1)**

1. Coordinate with structural firefighting organizations to offer NWCG wildland training at academies. (1.C.1)
  - **Value:** Firefighter and Public Safety
  - **Goal(s):** Goal 3 – Response to Fire
  - **Scope:** State
  - **Lead:** SGSF
  - **Other Collaborators:** IAFC, USFS, DOI, State Fire Marshalls
  - **Implementation Timeframe:** Short term (0-2 years)
  - **Notes:**
  
2. Determine what level of training is needed by Fire Departments and Cooperators to engage in wildfire management within each state.(1.C.2)
  - **Value:** Firefighter and Public Safety
  - **Goal(s):** Goal 3 – Response to Fire
  - **Scope:** State
  - **Lead:** SGSF
  - **Other Collaborators:** USFS, DOI, IAFC, SACG
  - **Implementation Timeframe:** Short term (0-2 years);
  - **Notes:** Some states have structural fire department wildland fire classes in addition to S-130 & S190.
  
3. Continue examining the feasibility of Recognition of Prior Learning (RPL) wildland qualifications and reemphasize the existing NWCG Crosswalk training. (1.C.3)
  - **Value:** Firefighter and Public Safety
  - **Goal(s):** *Goal 3 – Respond to Fire*
  - **Scope:** National
  - **Lead:** IAFC, SGSF, NWCG
  - **Other Collaborators:** FEMA, SGSF, USFS, DOI, NACO
  - **Implementation Timeframe:** Short term (0-2 years)
  - **Notes:**
  
4. Ensure trained Fire Department members and cooperators gain experience on wildland fires. (1.C.4)
  - **Value:** Firefighter and Public Safety
  - **Goal(s):** *Goal 3 – Respond to Fire*
  - **Scope:** State
  - **Lead:** SGSF
  - **Other Collaborators:** IAFC, USFS, DOI, State Fire Marshalls
  - **Implementation Timeframe:** mid-term (2-4 years)
  - **Notes:** Incorporate RPL on qualifications into discussion
  
5. Assist structural firefighting organizations with obtaining wildland Personal Protective Equipment (PPE) and equipment. (1.C.5)
  - **Value:** Firefighter and Public Safety

- **Goal(s):** *Goal 3 – Respond to Fire*
  - **Scope:** State
  - **Lead:** SGSF
  - **Other Collaborators:** IAFC, USFS, DOI, State Fire Marshalls
  - **Implementation Timeframe:** Short term (0-2 years);
  - **Notes:**
6. Reach out to All Hazard Incident Management Team (AHIMT) members to fill roles on wildland Incident Management Teams (IMTs). (1.C.6)
- **Value:** Firefighter and Public Safety
  - **Goal(s):** *Goal 3 – Respond to Fire*
  - **Scope:** State
  - **Lead:** SACG, FEMA
  - **Other Collaborators:** SGSF, State Emergency Management
  - **Implementation Timeframe:** mid-term (2-4 years)
  - **Notes:** Primarily Type III teams.
7. Create opportunities in other public and private land management organizations to respond to wildfires within the state. (1.C.7)
- **Value:** Firefighter and Public Safety, Property Protection
  - **Goal(s):** *Goal 3 – Respond to Fire*
  - **Scope:** State
  - **Lead:** SGSF
  - **Other Collaborators:** SEAFWA, State Parks, NACO, NLC, state forestry associations, NAFO, ACF
  - **Implementation Timeframe:** long-term (>4 years)
  - **Notes:**

## 1.D

**D. Investigate and invest in the development and deployment of specialized fire suppression equipment to increase the efficiency and effectiveness of wildland fire suppression activities. Ensure that specialized equipment is available to all entities that have a role in wildland fire suppression. (3.2.2)**

1. Determine needs related to radio inter-operability and develop a plan to address these needs. (1.D.1)
- **Value:** Firefighter and Public Safety
  - **Goal(s):** *Goal 3 – Respond to Fire*
  - **Scope:** Local, Regional, National
  - **Lead:** SGSF, USFS, DOI
  - **Other Collaborators:** IAFC, FCC, FEMA
  - **Implementation Timeframe:** Short term (0-2 years);
  - **Notes:**

2. Explore new wildland fire equipment set ups and share the information with interested parties. (1.D.2)
  - **Value:** Firefighter and Public Safety
  - **Goal(s):** *Goal 3 – Respond to Fire*
  - **Scope:** Regional, National
  - **Lead:** IAFC ,NWCG and USFS Research
  - **Other Collaborators:** Roscommon, DOD, MTDC, SDTDC, State Fire Marshal. IAFC, SNAUFRP
  - **Implementation Timeframe:** mid-term (2-4 years).
  - **Notes:**
  
3. Investigate equipment used by structural fire services and the military for use or modification in wildland fire. (1.D.3)
  - **Value:** Firefighter and Public Safety
  - **Goal(s):** *Goal 3 – Respond to Fire*
  - **Scope:** Regional
  - **Lead:** IAFC, DoD, SGSF
  - **Other Collaborators:** SGSF, USFS, DOI, MTDC, SDTDC, State Fire Marshall, Rossccommons
  - **Implementation Timeframe:** mid-term (2-4 years)
  - **Notes:** Look for grant funds for research institutions to facilitate.
  
4. Work with universities for research grants for wildland technology and equipment. (1.D.4)
  - **Value:** Firefighter and Public Safety
  - **Goal(s):** *Goal 3 – Respond to Fire*
  - **Scope:** Regional
  - **Lead:** SGSF, USFS, DOI
  - **Other Collaborators:** SNAUFRP, NGOs
  - **Implementation Timeframe:** mid-term (2-4 years)
  - **Notes:**
  
5. Increase participation in the DoD Fire Fighter Property program for fire departments. (1.D.5)
  - **Value:** Firefighter and Public Safety
  - **Goal(s):** *Goal 3 – Respond to Fire*
  - **Scope:** State
  - **Lead:** SGSF
  - **Other Collaborators:** DoD, USFS, IAFC, State Fire Marshall
  - **Implementation Timeframe:** mid-term (2-4 years)
  - **Notes:**

## 1.E

**E. Utilize partnerships/agreements to increase interagency cooperation during wildland fire suppression. (3.2.4)**

1. Resolve co-op fire billing issue between states and the Federal Agencies in order to be able to fully utilize state and local resources for national mobilizations. (1.E.1)
  - **Value:** Firefighter and Public Safety
  - **Goal(s):** *Goal 3 – Respond to Fire*
  - **Scope:** National and state
  - **Lead:** NASF
  - **Other Collaborators:** USFS, DOI, DOD,
  - **Implementation Timeframe:** Short term (0-2 years)
  - **Notes:** Work closely with the established task force to make sure Southern needs are met.
  
2. Investigate opportunities to develop or enhance statewide Mutual Aid Agreements and/or Memorandums of Agreements to allow for the movement of fire department resources for wildland fire response on a statewide basis. (1.E.2)
  - **Value:** Firefighter and Public Safety
  - **Goal(s):** *Goal 3 – Respond to Fire*
  - **Scope:** State
  - **Lead:** SGSF, IAFC
  - **Other Collaborators:** EMA, SACG, SGA, USFS, DOI
  - **Implementation Timeframe:** mid-term (2-4 years)
  - **Notes:** Consider using Texas Mutual Aid Agreement or the International Assoc. of Fire Chiefs' Mutual Aid program as examples.
  
3. Review, update and streamline, or develop as needed all cross-jurisdictional MOUs. (1.E.3)
  - **Value:** Firefighter and Public Safety
  - **Goal(s):** *Goal 3 – Respond to Fire*
  - **Scope:** Local, Regional
  - **Lead:** SGSF, USFS, DOI, DoD
  - **Other Collaborators:**
  - **Implementation Timeframe:** mid-term (2-4 years)
  - **Notes:** Keep approval to mobilize resources at the lowest possible management level.
  
4. Determine and develop the minimal number of Type 3 IMTs needed per state to augment Type 1 and 2 IMTs. (1.E.4)
  - **Value:** Firefighter and Public Safety
  - **Goal(s):** *Goal 3 – Respond to Fire*
  - **Scope:** Regional, State
  - **Lead:** SGSF, SACG
  - **Other Collaborators:** IAFC, USFS, DOI, EMA
  - **Implementation Timeframe:** mid-term (2-4 years)
  - **Notes:**

## Marketable Products

Actions and activities that would have the most significant impact on marketable products, as well as achieving regional goals, have been identified from the Phase II Regional Assessment and are as follows:

### 2.A

#### A. Encourage the use of alternative management techniques (mechanical, grazing, etc.) to reduce fire loads where fire is not feasible or desirable. (1.1.4)

1. Target areas, using SWRA and other tools, where fire is not feasible and promote alternative techniques to prescribed fire. (2.A.1)
  - **Value(s):** Marketable Products and Ecological
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes, Goal 2 – Fire Adapted Communities,
  - **Scope:** local
  - **Lead:** SGSF
  - **Other Collaborators:** USFS, DOI, NACO, NLC
  - **Implementation Timeframe:** mid-term (2-4 years)
  - **Notes:** Utilize BBN/NSAT, SWRA, state action plans and FIA data.
2. Work with regional and national conservation organizations and forest industry to find solutions to help increase harvest to improve forest health and reduce fuel loads. (2.A.2)
  - **Value(s):** Marketable Products
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes, Goal 2 – Fire Adapted Communities,
  - **Scope:** Regional
  - **Lead:** SGA and SGSF
  - **Other Collaborators:** FLA, SREF, PFSFLC, USFS, TNC, State Forestry Associations, FLN
  - **Implementation Timeframe:** Short term (0-2 years)
  - **Notes:** This could be worked into a publication jointly with forestry associations and forest industry that would come with buy-in on the front end.
3. Coordinate and increase fire mitigation/harvest activities between publicly and privately-owned lands. (2.A.3)
  - **Value(s):** Marketable Products and Property Protection
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes, Goal 2 – Fire Adapted Communities
  - **Scope:** Regional
  - **Lead:** SGSF
  - **Other Collaborators:** USFS, DOI, DoD, SEAFWA
  - **Implementation Timeframe:** Short term (0-2 years)
  - **Notes:**
  - **Optional Information:** Stevens Funds and CFLRP (e.g. a state forest performing fuels mitigation work such as mulching on adjacent private land at low cost to

landowner, thereby providing benefits both to the state forest and private land). Also, simply notifications to coordinate activity and share management decisions over property lines. Consider how to capture harvest info (spatially) to further strategically place fuels treatments across the landscape.

4. Target non-fire Federal programs to address fuels reduction and alternative fuels treatments. (2.A.4)
  - **Value(s):** Marketable Products
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes, Goal 2 – Fire Adapted Communities,
  - **Scope:** Regional
  - **Lead:** USFS, DOI, DOD
  - **Other Collaborators:** SGSF, SGA
  - **Implementation Timeframe:** mid-term (2-4 years)
  - **Notes:**
    - i. SPF Competitive Project Funds
    - ii. Forest Health Funds
    - iii. Cooperative Forestry / Forest Stewardship Funds
    - iv. NRCS
    - v. Forest Products Lab
    - vi. Forest Inventory and Analysis
    - vii. NPS biomass utilization
  
5. Develop and distribute information (e.g. a landowner publication) to discuss the benefits and estimated costs for using techniques in addition to prescribed burning as a way to reduce fuels and improve overall forest health. (2.A.5)
  - **Value(s):** Marketable Products and Property Protection
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes, Goal 2 – Fire Adapted Communities
  - **Scope:** Regional
  - **Lead:** SGSF and FLA
  - **Other Collaborators:** USFS and SGA
  - **Implementation Timeframe:** mid-term (2-4 years)
  - **Notes:** These could include Timber Stand Improvement (TSI), regular harvesting, agroforestry, grazing or other post-harvest techniques. Utilize reasons including economics, public health and safety, ecological benefits and others. Build into regional RSC communications and education plan.
  
6. Utilize Federal Emergency Management Agency (FEMA) mitigation funds as well as other sources of funding to target risk reduction projects in high priority areas. (2.A.6)

- **Value(s):** Marketable Products and Property Protection
- **Goal(s):** Goal 1-Restore and Maintain Landscapes, Goal 2 – Fire Adapted Communities
- **Scope:** National, regional, State, local
- **Lead:** EMA, FEMA, SGA, WFLC/WFEC
- **Other Collaborators:** SGSF, USFS, DOI
- **Implementation Timeframe:** long-term (>4 years)
- **Notes:** This would require policy changes, but worth doing if significant opportunities exist. Also opportunity to discuss repositioning of resources.

## 2.B

**B. Use education and incentive programs to encourage new and nontraditional private landowners to manage their lands to contribute to resiliency while providing forest products and expanding ecosystem markets. (1.1.5) This action is also a priority in Cultural.**

*Individual tasks for this action can be found under Cross Value Actions as action 6.A*

## 2.C

**C. Encourage traditional and developing economic markets, such as biomass, to enhance economic viability of harvesting forest products and mechanical fuel treatments. (1.2.4)**

1. Create programs that develop markets for landowners for fuels reduction and/or forest health management. (2.C.1)
  - **Value(s):** Marketable Products
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes
  - **Scope:** Regional
  - **Lead:** SGA, SGSF
  - **Other Collaborators:** USFS, FLA, NAFO, AFF, NGOs
  - **Implementation Timeframe:** mid-term (2-4 years)
  - **Notes:** Create a market access program for landowners (e.g. one that does not require third party certification or mandatory forest management plans, etc. which would work against landowner participation) if the forest management activity is tied directly to improving forest health or fuels reduction.
  
2. Develop or expand economic development programs to target areas of high fire risk as identified in Southern Wildfire Risk Assessment (SWRA), FAPs and FIA. (2.C.2)

- **Value(s):** Marketable Products
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes, Goal 2 – Fire Adapted Communities
  - **Scope:** Regional and state
  - **Lead:** SGSF and SGA
  - **Other Collaborators:** USFS, State Economic Development, RDC
  - **Implementation Timeframe:** mid-term (2-4 years)
  - **Notes:** Work with state economic develop to agencies to identify areas of low industry footprint and ensure awareness of forest products potential, especially low value in both new and existing industries. Target is land management/forest products community. SGSF SUM TF work as a springboard.
3. Promote forestproductlocator.org throughout the fire management community as a tool to identify markets for thinned wood and other forest products. (2.C.3)
- **Value(s):** Marketable Products
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes
  - **Scope:** Regional
  - **Lead:** SGSF
  - **Other Collaborators:** SACG, SWRA Steering Committee
  - **Implementation Timeframe:** long-term (>4 years)
  - **Notes:** Target is fire community. Incorporate into SWRA or SouthWRAP system
4. Develop programs targeting loggers in order to help maintain the logging infrastructure. (2.C.4)
- **Value(s):** Marketable Products
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes
  - **Scope:** National, regional, local
  - **Lead:** NASF
  - **Other Collaborators:** FRA, ALC
  - **Implementation Timeframe:** long-term (>4 years)
  - **Notes:** Successful examples can be found from the Southern Pine Beetle Prevention Program in several states, including AR, MS, TX and VA

## 2.D

### **D. Encourage landowners, particularly new and non-traditional landowners, to deliberately manage land for fuels management in addition to ownership objectives (1.2.5)**

1. Work with insurance industry to encourage fuels treatments, buffer development and active management in return for credits or reduced rates on liability insurance and standing timber insurance. (2.D.1)

- **Value(s):** Marketable Products
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes, Goal 2 – Fire Adapted Communities
  - **Scope:** National, regional, local
  - **Lead:** SGA, IBHS
  - **Other Collaborators:** SGSF, IAFC
  - **Implementation Timeframe:** mid-term (2-4 years)
  - **Notes:**
2. Work with certification organizations to place a higher emphasis on fuels reduction in high wildfire risk landscapes to protect adjacent properties and communities. (2.D.2)
- **Value(s):** Marketable Products
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes
  - **Scope:** National. regional
  - **Lead:** SGA
  - **Other Collaborators:** SGSF, SFI, AFF, FSC
  - **Implementation Timeframe:** long-term (>4 years)
  - **Notes:** Tie in with certification program reviews
3. Coordinate management activities, including fuels reduction projects and prescribed burning, between public land and adjacent private landowners to maximize placement of risk reduction strategies. (2.D.3)
- **Value(s):** Marketable Products
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes, Goal 2 – Fire Adapted Communities
  - **Scope:** Regional, local
  - **Lead:** USFS, DOI, SGSF
  - **Other Collaborators:** FLA, State Forestry Agencies, “friends of property groups”
  - **Implementation Timeframe:** mid-term (2-4 years)
  - **Notes:** Prescribed burning or harvesting on one property may allow another property to more strategically place a treatment – GOAL as example.
4. Promote and support the formation of Prescribed Burn Associations, in conjunction with the network of trained service providers, to help private landowners implement Rx fire in the most cost-effective way. (2.D.4)

- **Value(s):** Marketable Products and Cultural
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes, Goal 2 – Fire Adapted Communities, Goal 3 – Respond to Fire
  - **Scope:** Local, Regional
  - **Lead:** SGSF, PFC
  - **Other Collaborators:** NWCG, USFS, DOI, FLN
  - **Implementation Timeframe:** mid-term (2-4 years)
  - **Notes:** Build into regional RSC communications and education plan.
5. Create groups of willing landowners to collectively manage activities of joint interest (e.g. wildlife) where fuels reduction is a by-product. (2.D.5)
- **Value(s):** Marketable Products
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes
  - **Scope:** Local, Regional
  - **Lead:** RSC
  - **Other Collaborators:** SGA, SGSF, SEAFWA, IAFC, USFS, DOI, AFF, DOD
  - **Implementation Timeframe:** mid-term (2-4 years)
  - **Notes:** Identified as an early success story opportunity. QDMA and wildlife management, longleaf ecosystems, shortleaf/oak/savannah restoration as examples. (Noxube and other pilot projects from the U.S. Fish and Wildlife Service (USFWS)).
6. Target underserved landowners and develop strategies to address high risk landscapes. (2.D.6)
- **Value(s):** Marketable Products and Cultural
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes, Goal 2 – Fire Adapted Communities, Goal 3 – Respond to Fire
  - **Scope:** Regional, local
  - **Lead:** RSC
  - **Other Collaborators:** SGA, SGSF, USFS
  - **Implementation Timeframe:** long-term (>4 years)
  - **Notes:** Federation of Southern Coops, National Network of Forest Practitioners
7. Work with timber investment management organizations (TIMO) and real estate investment trusts (REIT) to address high wildfire risk on investment-owned lands. (2.D.7)
- **Value(s):** Marketable Products
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes
  - **Scope:** National, regional
  - **Lead:** SGA
  - **Other Collaborators:** SGSF, FLA, NAFO
  - **Implementation Timeframe:** Short term (0-2 years)
  - **Notes:** Convene a small working group to identify how companies view wildfire and address concerns and opportunities.

## 2.E

**E. Control invasive species that alter fire regimes and ecosystem function. (1.5.2)** *This action is also a priority in ecological services.)*

*Individual tasks for this action can be found under Cross Value Actions as action 6.E*

## **ECOLOGICAL SERVICES**

### **3.A**

**A. Promote and use fire to emulate natural disturbance patterns to maintain and improve ecological systems, balancing social, cultural, and economic needs, especially over large contiguous landscapes. (1.1.1)**

1. Identify and inform landowners about opportunities that can be used to incorporate prescribed fire in their land management. (3.A.1)
  - **Value(s):** Ecological Services
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes
  - **Scope:** Local, Regional
  - **Lead:** SGSF
  - **Other Collaborators:** FLNs, PFC, Longleaf Alliance, NRCS, SREF
  - **Implementation Timeframe:** long-term (>4 years)
  - **Notes:** Restoration funds. Build into regional RSC communications and education plan.
  
2. Promote existing and develop campaigns that educate the public on the ecological benefits and need for prescribed fire. (3.A.2)
  - **Value(s):** Ecological Services
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes
  - **Lead:** SGSF, PFC,
  - **Other Collaborators:** SERPPAS, FLNs, Science Consortia, SEAFWA Longleaf Alliance, Tall Timbers
  - **Implementation Timeframe:** Short term (0-2 years)
  - **Notes:** Build into regional RSC communications and education plan. Media releases on public benefit and need for fire (TV, internet, newspapers)
    - Engage Public Information officers in training and coordinated outreach
    - Press releases for high visibility and large burns by all agencies, and bill board campaign
    - Coordinated response to media on wildland fire incidents
    - Rx Fire Awareness weeks in all states

State forestry agencies in conjunction with NGOs, will continue to lead and develop campaigns that educate the public on the ecological benefits and need for prescribed fire. These campaigns should also promote the social, cultural and economic impacts prescribed burning has on the local areas. Southeast state forestry agencies have influence over the majority of the burnable acres in the

region, however all land managing agencies (i.e., federal or NGO), need to be encouraged to use prescribed fire when applicable.

3. Develop ‘prescribed fire marketing campaigns’ that discuss different options a landowner can take to have land prescribed burned. (3.A.3)
  - **Value(s):** Ecological Services
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes
  - **Scope:** Regional, Local
  - **Lead:** SGSF, NRCS and NGOs, USFS, DOI
  - **Other Collaborators:** FLMs, PFC, Longleaf Alliance, America’s Longleaf Initiative, NRCS, FLN
  - **Implementation Timeframe:** mid-term (2-4 years)
  - **Notes:** Utilize the “social networking mapping” process used in encouraging stakeholder input, to distribute promotional campaigns already in existence (i.e., “one message, many voices”). Campaigns should be distributed region-wide with a focus on areas where fire is appropriate. Build into regional RSC communications and education plan. (contract, landowner associations, Stevens Amendment / Wyden Act, PBAs)
  
4. Support and expand landscape level collaborative efforts. (3.A.4)
  - **Value(s):** Ecological Services
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes
  - **Scope:** Regional, local
  - **Lead:** USFS, DOI
  - **Other Collaborators:** USGS, NGOs, FLN, water quality/management agencies
  - **Implementation Timeframe:** mid-term (2-4 years)
  - **Notes:** e.g. LCCs, CFLRA projects, conservation forums that can address restoration/fuel reduction on a landscape level and across property boundaries.

### **3.B**

#### **B. Plan and implement post-fire stabilization and rehabilitation activities and education in order to reduce site degradation and potential impact from hydrological events, invasive plant infestations, and other events that follow severe fires. (1.1.6)**

1. Develop a listing/brochure of disaster assistance programs/funds available for private landowners that can be utilized by states and partners to quickly inform landowners of options after a disaster. (3.B.1)
  - **Value(s):** Ecological Services
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes
  - **Scope:** Regional
  - **Lead:** SGSF
  - **Other Collaborators:** FEMA, NWCG, EMA, DOI, SREF, FLA, State forestry associations
  - **Implementation Timeframe:** mid-term (2-4 years)
  - **Notes:** Develop list of contractors able to assist in rehabilitation to facilitate quick responses. Build into regional RSC communications and education plan.

2. Expand the use of resource advisors on wildland fire incidents. (3.B.2)

- **Value(s):** Ecological Services
- **Goal(s):** Goal 1-Restore and Maintain Landscapes
- **Scope:** Regional
- **Lead:** USFS, DOI,
- **Other Collaborators:** SGSF ,NGOs, SWUIC
- **Implementation Timeframe:** long-term (>4 years)
- **Notes:** 1 – increase training, (Changing Roles) 2- expand onto non-federal lands, as appropriate/cost efficient.

3.C

**C. Support efforts to increase prescribed burning for ecosystem restoration (1.1.7)**

*Individual tasks for this action can be found under Cross Value Actions as action 6.F*

3.D

**D. Work with regulatory agencies and entities (i.e., air quality) to ensure that prescribed fire remains a viable management tool and maximize flexibility for its use. (Including liability issues). (1.2.3)** Action also in cross value and cultural values.

*Individual tasks for this action can be found under Cross Value Actions as action 6.C*

3.E

**E. Control invasive species that alter fire regimes and ecosystem function. (1.5.2)** (This action is also a priority in Marketable Products.

*Individual tasks for this action can be found under Cross Value Actions as action 6.E*

## CULTURAL VALUES

4.A

**A. Use education and incentive programs to encourage new and nontraditional private landowners to manage their lands to contribute to resiliency while providing forest products and expanding ecosystem markets (“working forests”). (1.1.5)** (This action is also a priority in Marketable Products.)

*Individual tasks for this action can be found under Cross Value Actions as action 6.A*

#### 4.B

**B . Support the “One Message, Many Voices” campaign and development and utilization of other unified prescribed fire education programs. (1.1.5 subset) Also in marketable products as subset.**

*Individual tasks for this action can be found under Cross Value Actions as action 6.A*

#### 4.C

**C. Support efforts to increase prescribed burning for ecosystem restoration (e.g., SERPPAS efforts for Longleaf pine restoration). (1.1.7) Also in Ecological Services.**

*Individual tasks for this action can be found under Cross Value Actions as action 6.F*

#### 4.D

**D. Work with regulatory agencies and entities (i.e., air quality) to ensure that prescribed fire remains a viable management tool and maximize flexibility for its use (including liability issues). (1.2.3) Also in Ecological Services.**

*Individual tasks for this action can be found under Cross Value Actions as action 6.C*

#### 4.E

**E. Appropriately use cost-effective technology (social media, SWRA, etc.) and systems to ensure decision-makers (county commissioners, urban planners, town councils, etc.) have access to information in a timely manner. (2.3.2)**

1. Coordination of fire and management activities, between fire suppression agencies, using cost-effective technology. (4.E.1)
  - **Value(s):** Cultural Values
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes, Goal 2 – Fire Adapted Communities, Goal 3 – Respond to Fire
  - **Scope:** Regional, local, National
  - **Lead:** SGSF
  - **Other Collaborators:** IAFC, NACO, RSC, NLC, USFS, DOI, DOD
  - **Implementation Timeframe:** Short term (0-2 years)
  - **Notes:** Establish consistent framework in regional communications plan. Develop mobile applications for information sharing and technology transfer/decision-making (for smart phones and smart tablets).
  
2. Aggressively promote Southern Wildfire Risk Assessment online portal (SouthWRAP).(4.E.2)

- **Value(s):** Cultural Values, firefighter and Public Safety, Ecological, Property Protection
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes, Goal 2 – Fire Adapted Communities, Goal 3 – Respond to Fire
  - **Scope:** Regional, local
  - **Lead:** SGSF
  - **Other Collaborators:** RSC
  - **Implementation Timeframe:** Short term (0-2 years)
  - **Notes:** Use success stories from TX as part of the messaging. Build into regional RSC communications and education plan.
3. Publicize fire management activities on public land using cost effective technology, including social media. (4.E.3)
- **Value(s):** Cultural Values
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes
  - **Scope:** Regional
  - **Lead:** USFS, DOI, SGSF
  - **Other Collaborators:**, NACO
  - **Implementation Timeframe:** Short term (0-2 years)
  - **Notes:** Establish consistent framework in the regional communications plan
4. Expand and protect federal land management that promotes prescribed burning. (4.E.4)
- **Value(s):** Cultural Values
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes
  - **Scope:** National, Regional
  - **Lead:** USFS, DOI
  - **Other Collaborators:**
  - **Implementation Timeframe:** long-term (>4 years).
  - **Notes:** Conversion to longleaf pine where it is ecologically reasonable.
5. Track and manage number and size of burns on a regional level using a combination of satellite imagery and other methods to measure acreage on the ground. (4.E.5)
- **Value(s):** Cultural Values
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes
  - **Scope:** Regional
  - **Lead:** USFS
  - **Other Collaborators:** SGSF, DOI, NACO, IAFC
  - **Implementation Timeframe:** Short term (0-2 years)
  - **Notes:** Refine work collected from the NSAT and collection of data from the states.
6. Utilize science data (e.g. CRAFT process/Belief Networks) as a tool to address the needs and tradeoffs involved in addressing fire at the community level. (4.E.6)

- **Value(s):** Cultural Values
- **Goal(s):** Goal 1-Restore and Maintain Landscapes, Goal 2 – Fire Adapted Communities, Goal 3 – Respond to Fire
- **Scope:** local
- **Lead:** USFS, RSC
- **Other Collaborators:** SGA, SGSF
- **Implementation Timeframe:** mid-term (2-4 years).
- **Notes:** Noted under administrative in Overarching Strategies. Would also encompass information from SWRA folded in.

## Property Protection

### 5.A

- A. Utilize prioritization in Southern Wildfire Risk Assessment (SWRA) and other efforts to identify and treat wildland fuels to create tactical fuel breaks in areas that facilitate tactical defense of human communities or ecological values and services from wildfire. (1.2.2) (This action is also a priority in Firefighter and Public Safety)**

*Individual tasks for this action can be found under Cross Value Actions as action 6.G*

### 5.B

- B. Promote establishment of insurance incentives, building and landscape ordinances, and ignition resistant construction techniques through communication and collective action with planners and insurers, emphasizing Firewise and other similar concepts when planning communities and building homes to reduce wildfire impacts. (2.1.3)**

1. Provide unified outreach to planners at the local, county, and state level to increase awareness of the risk of catastrophic wildfire and provide tools to assist in the development and implementation of ignition resistant construction to create homes and neighborhoods resilient to wildland fire. (5.B.1)
  - **Value(s):** Property Protection
  - **Goal(s):** Goal 2 – Fire Adapted Communities
  - **Scope:** State, local
  - **Lead:** SGSF, NACO, NLC
  - **Other Collaborators:** USFS, DOI, APA, IBHS, FAC, ICC, NFPA, IAFC
  - **Implementation Timeframe:** Mid-term (2-4 years).
  - **Notes:** - Incorporate maps and graphs developed during Phase III into information provided to local and county governments and agencies, specifically to fire departments, local government executives, local government community planners and risk managers.

- Provide access to the Southern Wildfire Risk Assessment (SWRA), along with training for local government, fire departments, government executives, community planners and risk managers encouraging them to utilize this and

other appropriate tools to gain a first-hand knowledge and understanding of the wildland fire risk in their communities.

-Promote federal, state and local agencies and entities throughout the Southeast working together to develop common messaging and communicating this to policymakers.

- Build into regional RSC communications and education plan.

2. Utilize unified messaging, educate legislators and gain support of key policymakers' support at local, state and federal levels for the consideration of adoption of land use planning, building codes and ordinances developed that emphasize preparation for and mitigation of risk of catastrophic wildfire. (5.B.2)
  - **Value(s):** Property Protection
  - **Goal(s):** Goal 2 – Fire Adapted Communities
  - **Scope:** Regional, local
  - **Lead:** SGSF
  - **Other Collaborators:** FAC, USFS, DOI, APA, IAFC, NACO, SGA, NFPA, ICC, SWUIC, NADF
  - **Implementation Timeframe:** Mid-term (2-4 years).
  - **Notes:**
    - i. All stakeholders in fire management at local, regional, and national level work together to establish Outreach teams to work with local government community growth managers through workshops providing wildfire risk data and access to tools to assess local wildfire risk. Teams may provide guidance to assist in adopting responsible community growth planning codes as well as wildfire and/or wildland urban interface (WUI) codes, ordinances supporting prescribed fire as a valuable land and natural fuels management tool, etc.
    - ii. All stakeholders work together to encourage the adoption of building codes that encourage ignition resistant home/neighborhood construction and emphasize preparedness/mitigation of wildfire risk.
    - iii. Utilize Changing Roles as a framework and communications tool/template
    - iv. Build into regional RSC communications and education plan.
3. Create a listing of best practices and or template of actions that will reduce risk that can be utilized at the local level for planners and policymakers. (5.B.3)

- **Value(s):** Property Protection
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes, Goal 2 – Fire Adapted Communities, Goal 3 – Respond to Fire
  - **Scope:** Regional, local
  - **Lead:** SGSF, USFS, DOI
  - **Other Collaborators:** SWUIC, IAFC
  - **Implementation Timeframe:** Short term (0-2 years).
  - **Notes:**
4. Provide access to the Southern Wildfire Risk Assessment (via SouthWRAP), along with training for local government, fire departments, government executives, community planners and risk managers encouraging them to utilize this and other appropriate tools to gain a first-hand knowledge and understanding of the wildland fire risk in their communities. (5.B.4)
- **Value(s):** Property Protection
  - **Goal(s):** Goal 2 – Fire Adapted Communities
  - **Scope:** Regional, local
  - **Lead:** USFS, DOI, SGSF
  - **Other Collaborators:** IAFC, NACO, SGA, EMA
  - **Implementation Timeframe:** Short term (0-2 years)
  - **Notes:**
5. Building on the work of ICC, NFPA, IIBHS, and other, support existing, and promote the creation of additional insurance incentives to encourage the creation of fire resilient communities. (5.B.5)
- **Value(s):** Property Protection
  - **Goal(s):** Goal 2 – Fire Adapted Communities
  - **Scope:** Regional, local
  - **Lead:** USFS, DOI, SGSF
  - **Other Collaborators:** NIST, ICC, NFPA, IIBHS, and other model code developing organizations, as well as state departments of insurance, policymakers, and community groups
  - **Implementation Timeframe:** Long-term (>4 years).
  - **Notes:** Encourage development of strong relationships at a local level between insurance agents and the fire management community to present a cohesive message regarding wildfire preparedness and enhance opportunities for outreach/synergies. Promote incentives for fire, building and WUI code adoption.

## 5.C

- C. **Increase awareness of community and homeowner responsibility for fire preparedness and prevention. (2.1.4)**

1. Educate the public on WUI and wildland fire challenges and raise awareness of wildland fire challenges in communities at high risk of catastrophic wildfire. (5.C.1)
  - **Value:** firefighter and Public Safety, Property Protection
  - **Goal(s):** Goal 3 – Respond to Fire
  - **Scope:** Regional
  - **Lead:** SGSF, PFC,
  - **Other Collaborators:** RSC, SWUIC
  - **Implementation Timeframe:** mid-term (2-4 years)
  - **Notes:** RSG, Firewise, CWPP
    - i. Develop maps from the SWRA incorporating data developed during Phase III by the Science Team, that graphically demonstrate footprints in communities where the risk of wildfire is above average to high.
    - ii. Build into regional RSC communications and education plan.
  
2. Support and actively outreach the “One Message, Many Voices” campaign and development of other unified prescribed fire education programs throughout the Southeast. (5.C.2)
  - **Value(s):** Property Protection
  - **Goal(s):** Goal 2 – Fire Adapted Communities
  - **Scope:** Regional
  - **Lead:** SGSF, USFS, DOI, FLN
  - **Other Collaborators:** NACO, IAFC, PFC, SREF, NRC
  - **Implementation Timeframe:** Short term (0-2 years).
  - **Notes:** Work with state level county commissioner associations to develop targeted campaigns in the areas of highest risk to wildfire (utilize SWRA)
  
3. Use education and incentive programs to encourage property owners (both landowners and homeowners) to actively manage their land regardless of management objectives in order to reduce the risks of catastrophic fire. (5.C.3)
  - **Value(s):** firefighter and Public Safety, Property Protection
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes, Goal 3 – Respond to Fire
  - **Scope:** Local
  - **Lead:** SGSF
  - **Other Collaborators:** IAFC, NACO, FLA, NAFO, USFS, DOI, State Forestry Associations
  - **Implementation Timeframe:** Mid-term (2-4 years).
  - **Notes:** Develop and market programs such as responsible land management workshops highlighting potential positive impacts for landowners, widening the focus to include all aspects of Best Land Management Practices, including protection from wildfire. Focus outreach on new and non-traditional landowners in order to provide these individuals a composite picture of all aspects of managing the land and improvements in the area. Build into regional RSC communications and education plan.

4. Leverage and publicize SWRA to help communities understand their role in increasing awareness. (5.C.4)
  - **Value(s):** Property Protection
  - **Goal(s):** Goal 2 – Fire Adapted Communities, Goal 3 – Respond to Fire
  - **Scope:** Regional
  - **Lead:** SGSF, USFS, DOI
  - **Other Collaborators:** Nonprofits, community organizations, local stakeholders
  - **Implementation Timeframe:** Short term (0-2 years)
  - **Notes:** SouthWRAP public viewer

## 5.D

### D. Encourage development and implementation of Community Wildfire Protection Plans (CWPP) and Firewise or equivalent concepts, prioritizing Communities at Risk (CARs). (2.1.5)

1. Create partnerships between local, state, and federal agencies and organizations to support the further development of CWPPs throughout the Southeast, building on existing frameworks in close coordination with state forestry agencies. (5.D.1)
  - **Value(s):** Property Protection
  - **Goal(s):** Goal 2 – Fire Adapted Communities, Goal 3 – Respond to Fire
  - **Scope:** Regional, local
  - **Lead:** RSC
  - **Other Collaborators:** SGSF, USFS, DOI, NGOs, NACO, IBHS, IAFC, FAC
  - **Implementation Timeframe:** Short term (0-2 years).
  - **Notes:**
    - Work with trusted local partners to provide local leadership to help overcome obstacles in developing CWPPs and similar concepts.
    - Federal Partners adjacent to or nearby CARs without CWPPs assist in developing CWPPs through in-kind assistance.
    - State forestry agencies identify areas where CWPPs, Firewise, or equivalent concepts would be most impactful.
    - Develop state by state maps footprinting CARs, demonstrating to the fire professional and lay person the degree of risk from wildfire.
2. Support maintenance of existing Firewise communities and CARs with CWPPs in order to ensure healthy, active organization. (5.D.2)

- **Value(s):** Property Protection
  - **Goal(s):** Goal 2 – Fire Adapted Communities
  - **Scope:** Local
  - **Lead:** RSC
  - **Other Collaborators:** SGSF, USFS, DOI, NACO, IAFC, FAC
  - **Implementation Timeframe:** Short-term (0-2 years).
  - **Notes:** Adjacent local, state, or federal entities provide in-kind support (such as supporting meeting scheduling, facilitation, etc.) and regularly attend meetings, provide insight, and support the establishment of healthy, resilient, and active organizations.
3. Increase the number of grant opportunities for CARs with CWPPs or Firewise communities to help support and maintain community organizations. (5.D.3)
- **Value(s):** Property Protection
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes, Goal 2 – Fire Adapted Communities, Goal 3 – Respond to Fire
  - **Scope:** Regional
  - **Lead:** SGSF, USFS, DOI
  - **Other Collaborators:** NACO, NGOs
  - **Implementation Timeframe:** Long-term (>4 years).
  - **Notes:** Forest Service/state forestry agencies, possibly by subdividing existing grant opportunities to create micro-grants to individual CARs, e.g. Create micro-grants from federal and state agencies directly to individual CARs, securing local input from state forestry agencies and others to assist with feasibility and targeting. State Forestry agencies assist with feasibility and targeting of grants.
4. Create new CWPPs and/ or Firewise Community or equivalent programs. (5.D.4)
- **Value(s):** Property Protection
  - **Goal(s):** Goal 2 – Fire Adapted Communities
  - **Scope:** Local
  - **Lead:** USFS, DOI, FAC
  - **Other Collaborators:** SGSF, IAFC
  - **Implementation Timeframe:** Long-term (>4 years).
  - **Notes:** Create financial or non-financial incentives to increase the number of communities interested in creating a CWPP or attaining Firewise Community status or equivalent. Incentivize the maintenance of a healthy, active program based on the understanding that simply creating a CWPP is not enough; the end goal is supporting the development of an effective community organization.

#### 5.E

- E. Increase community preparedness and mobilization abilities (e.g., evacuation) and increase coordination and planning between local, state, Tribal, and federal responders prior to wildfire ignition. (2.2.3)** *(This action is also a priority in both Firefighter and Public Safety.)*  
*Individual tasks for this action can be found under Cross Value Actions as action 6.H*

# Regional Barriers

## BARRIERS and CRITICAL SUCCESS FACTORS

In addition to identifying actions at the regional level, there were multiple challenges and barriers identified as well. Throughout the development of the Southeast Cohesive Strategy, it became evident that addressing many of the barriers directly would be critical to the success of the strategy. The top four actions to overcome these barriers included:

### 7.A

#### A. Create incentives (and eliminate disincentives) to increase fuels management on private land

1. Address the smoke and fire liability issue that is a hindrance to both landowner performing prescribed burns and practitioners in offering burning as a service. (7.A.1)
  - **Value:** firefighter and Public Safety, Marketable Products, Ecological Services, Cultural Values
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes, Goal 2 – Fire Adapted Communities
  - **Scope:** National, regional
  - **Lead:** RSC/WFEC
  - **Other Collaborators:** SERPPAS, PFC, EPA, State Air Agencies, DOJ
  - **Implementation Timeframe:** Short term (0-2 years)
  - **Notes:** Work with EPA to reduce restrictions to use of prescribed fire due to Smoke tolerance and emissions. This is both for wildfires and prescribed fires. Part is education of the general public – the other part is education/science working with EPA on short-term effects v long-term impacts and extent of emissions. This may be part of the considerations of the WFEC private lands fuel management working group.
  
2. Work with NRCS, FSA and other USDA agencies to better incorporate and encourage/require prescribed burning on tribal and private lands. (7.A.2)

- **Value:** Firefighter and Public Safety, Marketable Products, Ecological Services, Cultural Values
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes, Goal 2 – Fire Adapted Communities
  - **Scope:** National, regional
  - **Lead:** USFS, DOI
  - **Other Collaborators:** SGSF, SGA
  - **Implementation Timeframe:** mid-term (2-4 years)
  - **Notes:** e.g. Rx ranking for landowners wanting to use could be weighted higher. Evaluate current barriers then determine legislative or regulation/policy change Streamline NEPA for projects mitigating high fire risk. Coordinate activity with cross value 6.A.1.
3. Develop landowner incentives to increase fuels management. (7.A.3)
- **Value:** Firefighter and Public Safety, Marketable Products, Ecological Services, Cultural Values
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes
  - **Scope:** Regional
  - **Lead:** USFS, SGSF
  - **Other Collaborators:** USDA, IAFC, PFC, NACO
  - **Implementation Timeframe:** mid-term (2-4 years)
  - **Notes:** e.g., tax breaks, free disposal of material, increased use of Wyden amendment and other finance or cost-share authorities
4. Work with DOI to develop additional programs for fuels management on private lands in proximity to federal holdings. (7.A.4)
- **Value:** firefighter and Public Safety, Marketable Products, Ecological Services, Cultural Values
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes, Goal 2 – Fire Adapted Communities
  - **Scope:** National, regional
  - **Lead:** DOI
  - **Other Collaborators:** SGSF, SEAFWA, SGA
  - **Implementation Timeframe:** long-term (>4 years)
  - **Notes:** Coordinate activity with cross value 6.a.1.

## 7.B

### B. Recommend best practices on enforceable state and/or local ordinances related to wildfire prevention

1. Evaluate practices such as permanent fuel breaks, property edge setbacks, and access for emergency response resources as potential future best practices to reduce the potential spread of wildfire. (7.B.1)

- **Value:** firefighter and Public Safety, Property Protection
  - **Goal(s):** Goal 2 – Fire Adapted Communities, Goal 3 – Respond to Fire
  - **Scope:** Regional
  - **Lead:** SACG, IAFC
  - **Other Collaborators:** APA, SGSF, USFS, DOI, NACO, FLN,
  - **Implementation Timeframe:** mid-term (2-4 years)
  - **Notes:**
2. Develop extensive listing of lessons learned and model ordinances that can be shared nationally. (7.B.2)
- **Value:** firefighter and Public Safety, Property Protection
  - **Goal(s):** Goal 2 – Fire Adapted Communities, Goal 3 – Respond to Fire
  - **Scope:** Regional
  - **Lead:** SACG, IAFC, NACO, FLN
  - **Other Collaborators:** SGSF, USFS, DOI, APA
  - **Implementation Timeframe:** mid-term (2-4 years)
  - **Notes:** How to plug in with FLN and expand reach/impact?
3. Identify and share new state and/or local ordinances (or nationally best practices) related to wildfire prevention. (7.B.3)
- **Value:** firefighter and Public Safety, Property Protection
  - **Goal(s):** Goal 2 – Fire Adapted Communities, Goal 3 – Respond to Fire
  - **Scope:** Regional
  - **Lead:** IAFC, NACO
  - **Other Collaborators:** SGSF, SGA
  - **Implementation Timeframe:** long-term (>4 years)
  - **Notes:**
4. Determine use and effectiveness of existing state and/or local ordinances related to prevention. (7.B.4)
- **Value:** firefighter and Public Safety, Property Protection
  - **Goal(s):** Goal 2 – Fire Adapted Communities, Goal 3 – Respond to Fire
  - **Scope:** Regional
  - **Lead:** IAFC, NACO
  - **Other Collaborators:** SGSF, SGA, USFS, DOI, FLN, SWUIC
  - **Implementation Timeframe:** mid-term (2-4 years)
  - **Notes:**
5. Increase awareness and enforcement of state and/or local prevention ordinances. (7.B.5)

- **Value:** firefighter and Public Safety, Property Protection
- **Goal(s):** Goal 2 – Fire Adapted Communities, Goal 3 – Respond to Fire
- **Scope:** Local, State, Regional
- **Lead:** IAFC, NACO, SGSF, NLC
- **Other Collaborators:** USFS, DOI, FEMA, APA
- **Implementation Timeframe:** long-term (>4 years)
- **Notes:**

## 7.C

**C. Growth management, land development, and zoning laws that require wildland fire risk reduction actions as communities develop, and the maintenance of wildland fire risk reduction practices (THIS IS THE SAME AS CROSS REGIONAL content 6.B)**

*Individual tasks for this action can be found under Cross Value Actions as action 6.B*

## 7.D

**D. Remove policy barriers and process complexities which affect the ability to effectively and efficiently share resources, not only for wildfire, but for fuels and prescribed fire work**

1. Identify policy barriers that prevent the effective sharing of resources – then change those policies at the appropriate level. (7.D.1)
  - **Value:** ALL
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes, Goal 2 – Fire Adapted Communities, Goal 3 – Respond to Fire
  - **Scope:** National, Regional
  - **Lead:** SACG, SGSF
  - **Other Collaborators:** USFS, DOI, IAFC, SGA, State DOT
  - **Implementation Timeframe:** Short term (0-2 years)
  - **Notes:** e.g. FS cooperative fire billing agreements, Interstate movement of oversized loads (heavy equipment)
  
2. Overcome barriers to qualification standard inconsistencies within federal agencies as well as between federal agencies and non-federal firefighters that pose challenges during the sharing of resources. (7.D.2)

- **Value:** firefighter and Public Safety, Property Protection
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes, Goal 2 – Fire Adapted Communities, Goal 3 – Respond to Fire
  - **Scope:** National, regional
  - **Lead:** NWCG
  - **Other Collaborators:** SGSF, IAFC, PFC, DOD, USFA
  - **Implementation Timeframe:** mid-term (2-4 years)
  - **Notes:**
3. Create an improved process for the sharing of trained prescribed fire resources including, but not limited to, utilization of the National Prescribed Fire Training Center. (7.D.3)
- **Value:** ALL
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes, Goal 2 – Fire Adapted Communities
  - **Scope:** National, regional
  - **Lead:** SACG, NIFC
  - **Other Collaborators:** SGSF, USFS, DOI, IAFC
  - **Implementation Timeframe:** mid-term (2-4 years)
  - **Notes:** Make sure it is consistent among all federal agencies. Revisit Master Agreement
4. Determine needs related to radio-interoperability and develop a plan to address the needs. (coordinate 1.D.1) (7.D.4)
- **Value:** firefighter And Public Safety, Property Protection
  - **Goal(s):** Goal 3 – Respond to Fire
  - **Scope:** National, regional, local
  - **Lead:** SACG, NWCG, WFEC, WFLC
  - **Other Collaborators:** SGSF, USFS, DOI, IAFC, FEMA, FCC
  - **Implementation Timeframe:** mid-term (2-4 years)
  - **Notes:**
5. Identify complexities that need to be simplified in order to efficiently share resources. (7.D.5)
- **Value:** firefighter and Public Safety, Property Protection
  - **Goal(s):** Goal 1-Restore and Maintain Landscapes, Goal 2 – Fire Adapted Communities, Goal 3 – Respond to Fire
  - **Scope:** Regional, local
  - **Lead:** SGSF, SACG
  - **Other Collaborators:** USFS, DOI, IAFC
  - **Implementation Timeframe:** Short term (0-2 years)
  - **Notes:**
6. Improve organizational efficiencies and wildfire response effectiveness. (7.D.6)

- **Value:** firefighter and Public Safety, Property Protection
- **Goal(s):** Goal 1-Restore and Maintain Landscapes, Goal 2 – Fire Adapted Communities, Goal 3 – Respond to Fire
- **Scope:** National, regional
- **Lead:** SACG, NIFC
- **Other Collaborators:** SGSF, USFS, DOI, IAFC
- **Implementation Timeframe:** mid-term (2-4 years)
- **Notes:** Address preparedness strategically for greater efficiency and cost effectiveness (utilize draft preparedness strategy). Develop a flexible and mobile response capacity to better utilize local resources. (consider ROSS business rules)

# Goal – Value Crosswalk

Value	Action	Implementation Tasks	Values					Goals		
			Firefighter and Public Safety	Marketable Products	Ecological Services	Cultural Values	Property Protection	Restore and Maintain Landscapes	Fire Adapted Human Communities	Response to Fire

cooresponds to:

*Tasks by action that fall under each value*

*Tasks that fall under each goal*

Overar 0.A	3	3	3	3	3	3	3	3	3
Overar 0.B	5	5	5	5	5	5	5	5	5
Overar 0.C	5	5	5	5	5	5	5	5	5
Overar 0.D	3	3	3	3	3	3	3	3	3
Overar 0.E	8	0	0	8	0	8	8	8	0
Overar 0.F	5	5	0	0	5	5	5	5	5

Cross V 6.A	12	12	12	12	12	12	12	6	1
Cross V 6.B	8	8	1	1	1	8	1	8	4
Cross V 6.C	5	5	5	5	5	5	4	5	1
Cross V 6.D	3	3	1	3	3	0	3	3	0
Cross V 6.E	4	4	4	4	4	4	4	4	2
Cross V 6.F	7	0	0	7	7	1	7	1	0
Cross V 6.G	5	5	1	1	2	5	4	5	4
Cross V 6.H	7	6	0	0	0	4	0	7	7

FF and 1.A	5	5	1	1	2	5	4	5	4
FF and 1.B	7	6	0	0	0	4	0	7	7
FF and 1.C	7	7	0	0	0	1	0	0	7
FF and 1.D	5	5	0	0	0	0	0	0	5
FF and 1.E	4	4	0	0	0	0	0	0	4

6.G

6.H

Market 2.A	6	0	6	1	0	3	6	6	0
Market 2.B	12	12	12	12	12	12	12	6	1
Market 2.C	4	0	4	0	0	0	4	0	0
Market 2.D	7	0	7	0	2	0	7	4	2
Market 2.E	4	4	4	4	4	4	4	4	2

6.A

6.E

Cultura 3.A	4	0	0	4	0	0	4	0	0
Cultura 3.B	2	0	0	2	0	0	2	0	0
Cultura 3.C	7	0	0	7	7	1	7	1	0
Cultura 3.D	5	5	5	5	5	5	4	5	1
Cultura 3.E	4	4	4	4	4	4	4	4	2

6.F

6.C

6.E

Ecologi 4.A	12	12	12	12	12	12	12	6	1	6.A
Ecologi 4.B	12	12	12	12	12	12	12	6	1	6.A
Ecologi 4.C	7	0	0	7	7	1	7	1	0	6.F
Ecologi 4.D	5	5	5	5	5	5	4	5	1	6.C
Ecologi 4.E	6	0	0	0	6	0	6	3	3	

Proper 5.A	5	5	1	1	2	5	4	5	4	6.G
Proper 5.B	5	0	0	0	0	5	1	5	1	
Proper 5.C	4	2	0	0	0	4	1	2	3	
Proper 5.D	4	0	0	0	0	4	1	4	2	
Proper 5.E	7	6	0	0	0	4	0	7	7	6.H

Region 7.A	4	4	4	4	4	0	4	3	0	
Region 7.B	5	5	0	0	0	5	0	5	5	
Region 7.C	8	8	1	1	1	8	1	8	4	6.B
Region 7.D	6	6	1	1	1	6	5	5	5	

# National Performance Measures

Preliminary performance measures and metrics have been identified for each of the National Goals and are included below. Currently, the Cohesive Strategy Subcommittee (CSSC) has a working group focused on refining national performance measures and metrics. The RSC is awaiting input from that group before determining if regional measures are necessary. Any updated information pertaining to how the following measures will be determined and ultimately collected will be posted on the website [www.forestandrangelands.gov](http://www.forestandrangelands.gov).

## **Restore and Maintain Landscapes**

**GOAL:** *Landscapes across all jurisdictions are resilient to fire-related disturbances in accordance with management objectives.*

### **National Outcome Performance Measure:**

- Risk to landscapes is diminished.

National output-based metrics, in support of the national measure, will center on risk to ecosystems at landscape scales.

## **Fire-Adapted Communities**

**GOAL:** *Human populations and infrastructure can withstand a wildfire without loss of life and property.*

### **National Outcome Performance Measure:**

- Risk of wildfire impacts to communities is diminished.
- Individuals and communities accept and act upon their responsibility to prepare their properties for wildfire.
- Jurisdictions assess level of risk and establish roles and responsibilities for mitigating both the threat and the consequences of wildfire.
- Effectiveness of mitigation activities is monitored, collected and shared.

National output-based metrics will include indicators relevant to communities with mitigation plans and planned or completed treatments.

## **Wildfire Response**

**GOAL:** *All jurisdictions participate in making and implementing safe, effective, efficient risk-based wildfire management decisions.*

**National Outcome Performance Measures:**

- Injuries and loss of life to the public and firefighters are diminished.
- Response to shared-jurisdiction wildfire is efficient and effective.
- Pre-fire multi-jurisdictional planning occurs.

National output-based metrics will reflect trends in changing risk to support the national measure. Indicators will include pre-season agreements and annual operating plans, integrated wildfire response scenarios, and shared training. Risk exposure to firefighters will be based on a balanced consideration of values protected and the probability of success.

## **Monitoring and Accountability**

Monitoring of progress and accountability for accomplishing the actions in this plan is critical to the success of the Southeast Cohesive Strategy Action Plan. Monitoring provides an essential feedback loop that is the basis for continuous improvement. Monitoring also includes the opportunity to identify and incorporate new data and scientific information as it becomes available.

A regular process of reporting performance measures and accomplishments maintains the focus on the three Cohesive Strategy goals and five regional values, communicates progress nationally, and to the Southeast Cohesive Strategy partners and stakeholders, and provides an opportunity to make midcourse adjustments as work progresses.

While the national outcome measures are designed to measure broad outcomes, they may not be sufficient to manage the actions and tasks that precede the desired outcomes, therefore there is a need to periodically assess outcomes, as well as track and monitor activities. Outcome measures represent an approach to accountability that demonstrates how desired outcomes change through time so that decision-makers can reconsider policies and actions routinely.

Regionally specific actions are important for continued progress toward managing the risks associated with wildfire. There is a commitment to monitor progress toward achieving the goals of the Cohesive Strategy and to using measures that reflect broad outcomes. To this end, the process of refining and honing the outcome measures will continue.

Activities (represented by actions and tasks in this plan) are carried out through programs, projects, and collaborative agreements and result in desired changes in the landscape, delivery of programs, and progress in meeting wildland fire management objectives consistent with the three Cohesive Strategy goals.

## Monitoring and Accountability Actions

*A. Develop and implement an activity monitoring plan to provide comprehensive annual feedback on the effects of implementing actions and tasks.*

**Scope:** Regional

**Lead:** RSC

**Collaborators:** Federal, State, Tribal, local agencies and organizations

**Implementation Timeline:** short-term (0-2 years)

*B. Participate in the development and reporting to a national web-based action plan outcome measure and activity reporting system designed to facilitate information gathering and exchange in support of Cohesive Strategy decision-making.*

**Scope:** National

**Lead:** National Wildland Fire Executive Council (WFEC)

**Collaborators:** RSC

**Implementation Timeline:** Short-term (0-2 years)

*C. Meet quarterly to discuss Action Plan progress and effectiveness. Recommend Action Plan changes as needed.*

**Scope:** Regional

**Lead:** RSC

**Collaborators:** Regional Cohesive Strategy partners

**Implementation Timeline:** Quarterly

*D. Report to the national Cohesive Strategy leadership (WFLC, WFEC) on progress and needed adjustments as work progresses.*

**Scope:** National

**Lead:** RSC

**Collaborators:** Southeast Cohesive Strategy partners

**Implementation Timeline:** Annually

*E. Review analysis of monitoring results and promptly adjust plans and/or reconvene groups to maximize the effectiveness—and minimize the adverse effects—of Southeast Action Plan implementation.*

**Scope:** National

**Lead:** WFEC, RSC

**Collaborators:** National, State, Tribal, local

**Implementation Timeline:** Annually

## **Regional Communications Strategy**

As Phase III of the Cohesive Strategy closes and the Southeast moves into the implementation phase, communication with stakeholder groups and the public becomes even more important. The communication and implementation strategies will be based on an adaptive management philosophy that enables adjustments and improvements as we learn from stakeholder involvement and the implementation of actions. Utilizing an existing network of key stakeholders, the Southeast will maintain existing relationships and continue to expand outreach and grow understanding of interactions across the region.

The Cohesive Strategy was developed around a stakeholder-driven process to develop collective solutions to collective problems. Throughout the three planning phases, stakeholder involvement and collaborative problem-solving have been at the core of the regional planning effort. The success of this planning effort has depended in no small part on the effectiveness of the regional communications strategy, which was responsible for connecting stakeholders representing a host of different backgrounds and interests spread throughout thirteen diverse Southeast states, Puerto Rico and the U.S. Virgin Islands. The Southeast regional communications strategy is now at a crossroads: for most of the past three years, it has been the blueprint for disseminating timely information regarding the Cohesive Strategy and offering opportunities for stakeholders to engage in the planning process. With the completion of the final planning phase of the Cohesive Strategy, the Southeast moves into implementation of the Regional Action Plan in order to meet national and regional goals and priorities. The Southeast communication strategy has therefore shifted to accomplish this change.

The Southeast has also embarked in an informal social network analysis designed to identify key stakeholders in the fire management community and develop an understanding of how communication flows among stakeholders. This effort will grow our list of potential partners and stakeholders while strategically focusing outreach on those with the potentially greatest reach or impact. We have completed the first steps which resulted in the development of a database which identified over 1000 individuals and organizations with linkages to one or more of the three broad Cohesive Strategy goals. Moving into the second step of the analysis, the

Southeast will focus on one goal at a time to narrow down the contacts and determine their level of influence/relationship to others within that goal. This will allow us to target our outreach to those organizations and individuals with the greatest impact and to be more efficient in our communications. The social network analysis was focused on identifying the potential networks and audiences that would need to be reached in order for the Cohesive Strategy to be successfully implemented in the Southeast. For more information about Southeast stakeholder involvement to date, please see Appendix 4.

Moving forward into the implementation phase of the Cohesive Strategy, the communications strategy for the region will need to evolve to meet changing needs. Throughout our actions and implementation tasks, much of the Southeast Cohesive Strategy points to the tying together of a regional communications and education plan. This plan will be developed in the upcoming months as a cross-regional, multi-organizational plan that can minimize overhead while creating a broad reach. It will be supported and implemented by the wide variety of partners in order to maximize the expertise across the region and minimize duplication.

Not only will Southern stakeholders be involved in the strategy, they will be the strategy. Without continuing to grow cooperation among partners, the Cohesive Strategy will limit its full potential.

The focus will be on maintaining contact with individuals and groups that have been involved in the planning focus to date, as well as expanding the network of individuals and groups involved in the Cohesive Strategy in the Southeast. Creating a Cohesive Strategy for the Southeast which reflected the challenges, resources and opportunities in fire management of all of these unique locations required, and continues to require considerable engagement and input from the fire management community in the region. Unlike previous fire policy, the Cohesive Strategy is designed to be landscape-level including not just federal and state lands but all lands, and to incorporate all stakeholders in the fire management community as decision-makers at the table. To successfully progress towards meeting the national and regional goals of the Cohesive Strategy, as well as truly be an “all hands, all lands” strategy, the Southeast must continually work to maintain the engagement of entities currently involved in the Cohesive Strategy and expand the network through outreach and education. In many ways, the Southeast

communication strategy will follow the lead of the national communications strategy (Appendix 5) and the National Communication Framework, by continuing to focus outreach engagement on primarily small, local collaboratives. The communication strategy in the Southeast will prioritize facilitating and supporting the creation and success of these local groups to help meet the needs that may achieve the goals of the Cohesive Strategy. One of the principal goals of the communications strategy during the implementation phase will be informing the stakeholder networks and keeping them connected both to the regional Cohesive Strategy organization and to each other. A variety of communications tools have been utilized throughout the process including: personal contacts, email and phone correspondence, social media, traditional communications channels, facilitated stakeholder sessions, online webinars and personal meetings with partners during their own functions. In reaching out to additional stakeholders, it has been an effective method to meet stakeholders where they feel the most comfortable, around their peers and at their meetings. Due to limited travel funding for key partners doing outreach, other methods will need to be identified to continue to reach additional stakeholders and sustain engagement with newer partners.

A principal way these connections will be maintained and strengthened is through the sharing of local success stories. By informing local collaboratives of other regional successes in implementation, stakeholders will be able to maintain focus. This communication will not only take place through peer to peer communication, but also through the use of evolving media, social media and more traditional outreach mechanisms such as newsletters and emailed updates.

The successful implementation of the Cohesive Strategy requires sustained, focused effort by all of the many stakeholders who make up the fire and land management community, not limited to traditional stakeholders such as state and federal land management agencies, but also incorporating private landowners, non-profits, Firewise communities, local government, the military, and many others. In order for these disparate groups to continuously inform and engage with each other, an effective regional communications and education strategy must be in place and implemented. The foundation for this implementation has been laid, but continued effort will be necessary going forward in the future to ensure success.

## Contacts

The National Cohesive Wildland Fire Management Strategy is a long-term commitment between the many stakeholders in wildland fire management representing not only federal and state agencies but non-profits, private companies, community groups, and many other entities. This report represents three years of concerted effort by these groups. As of spring 2013, the implementation phase of the Cohesive Strategy had already begun, and is expected to last five years before the planning effort begins anew. For current information on the Cohesive Strategy effort nationally or regionally, as well as current contact details for those involved in the Cohesive Strategy process, please visit [www.forestsandrangelands.gov](http://www.forestsandrangelands.gov).

## Appendix 1 – Glossary

The National Wildfire Coordinating Group (NWCG) maintains an extensive glossary of fire management terminology and acronyms (found at [www.nwcg.gov/pms/pubs/glossary/index.htm](http://www.nwcg.gov/pms/pubs/glossary/index.htm)). Some terms used in this document that have specific meaning in the context of wildland fire management, but are not found in the NWCG glossary are defined below.

**Affected party** A person or group of people who are affected by the outcome of a decision or action.

**Biomass** Any organic matter that is available on a renewable or recurring basis. Under the Farm Security and Rural Investment Act of 2002 (Title IX, Sec. 9001), biomass includes agricultural crops, trees grown for energy production, wood waste and wood residues, plants (including aquatic plants and grasses), residues, fibers, animals waste and other waste materials, and fats, oils, and greases (including recycled fats, oils, and greases), but not recycled paper or unsegregated solid waste. (From Farm Bill Glossary on the National Agricultural Law Center Web site <http://nationalaglawcenter.org/#>.)

**Fire-adapted community** Human communities consisting of informed and prepared citizens collaboratively planning and taking action to safely coexist with wildland fire.

**Fire-adapted ecosystem** An ecosystem is “an interacting, natural system, including all the component organisms, together with the abiotic environment and processes affecting them” (NWCG Glossary). A fire-adapted ecosystem is one that collectively has the ability to survive or regenerate (including natural successional processes) in an environment in which fire is a natural process.

**Fire exclusion** Land management activity of keeping vegetation or ecosystems from burning in a wildland fire.

**Fire management community** A subset of the fire community that has a role and responsibility for managing wildland fires and their effects on the environment [according to the Phase I report glossary].

**Fragmentation** Physical process whereby large, uniform areas are progressively divided into smaller fragments that are physically or ecologically dissimilar. Fragmentation can occur through natural disturbances such as wildfire, or more commonly, through land use conversion by humans (e.g., urbanization).

**Landscape resilience** The ability of a landscape to absorb the effects of fire by regaining or maintaining its characteristic structural, compositional and functional attributes. The amount of resilience a landscape possesses is proportional to the magnitude of fire effects required to fundamentally change the system.

**Parcellation** Process of subdividing a large, intact area under single ownership into smaller parcels with multiple owners. The term can also apply to an administrative process of dividing a

landscape into multiple management units with different management objectives. Parcellation is often a precursor of fragmentation because of differences in management priorities among property owners.

**Prescribed Fire** Any fire ignited by management actions to meet specific objectives. A written, approved prescribed fire plan must exist, and NEPA requirements (where applicable) must be met, prior to ignition.

**Silviculture** “The art and science of controlling the establishment, growth, composition, health, and quality of forests and woodlands to meet the diverse needs and values of landowners and society on a sustainable basis” - definition from John A. Helms, ed., 1998. *The Dictionary of Forestry*. The Society of American Foresters, Bethesda, Maryland.

**Stakeholder** A person or group of people who has an interest and involvement in the process and outcome of a land management, fire management, or policy decision. **Viewshed** An area of land, water, or other environmental element that is visible to the human eye from a fixed vantage point.

**Wildfire** An unplanned, unwanted wildland fire including unauthorized human-caused fires, escaped wildland fire use events, escaped prescribed fire projects, and all other wildland fires where the objective is to put the fire out.

**Wildland Fire** Any non-structure fire that occurs in the wildland. Three distinct types of wildland fire have been defined and include wildfire, wildland fire use, and prescribed fire.

## Appendix 2 – Acronyms

ACF	Association of Consulting Foresters
AFF	American Forest Foundation
ALC	American Loggers’ Council
APA	American Planning Association
AHIS	Animal and Plant Health Inspection Service
BIA	Bureau of Indian Affairs
CAR	Community at Risk
CWPP	Community Wildfire Protection Plan
DAG	Directed Acrylic Graph
DOD	Department of Defense
DOI	Department of the Interior
DOT	Department of Transportation
EMA	Emergency Management Agencies (state and local)
EMAC	Emergency Management Assistance Compact
EMDS	Ecosystem Management Decision Support system
EPPC	Exotic Plant and Pest Council
FAC	Fire Adapted Communities coalition
FEMA	Federal Emergency Management Agency
FLA	Forest Landowners Association
FLAME	Act Federal Land Assistance, Management, and Enhancement Act
FLN	Fire Learning Network
FSA	Farm Services Agency
FSC	Forest Stewardship Council
FWS	Fish and Wildlife Service

GAO	General Accounting Office
IAFC	International Association of Fire Chiefs
IBHS	Insurance Institute for Business and Home Safety
ICC	International Code Council
ICS	Incident Command System
IMT	Incident Management Team
IQCS	Incident Qualifications and Certifications System
IQS	Incident Qualification System
MOU	Memorandum of Understanding
MTDC	Missoula Technology and Development Center
NACO	National Association of Counties
NAFO	National Alliance of Forest Owners
NIST	National Institute of Standards and Technology
NLC	National League of Cities
NASF	National Association of State Foresters
NFPA	National Fire Protection Association
NFWF	National Fish and Wildlife Foundation
NGO	Non-Governmental Organization (e.g. nonprofit)
NICC	National Interagency Coordination Center
NIFC	National Interagency Fire Center
NPS	National Park Service
NRCS	Natural Resources Conservation Service
NSAT	National Science Assessment Team
NWCG	National Wildfire Coordinating Group
PFC	Prescribed Fire Councils
RDC	Rural Development Councils
RFD	Rural Fire Departments (including volunteer fire departments)

RSC	Regional Strategy Committee
SACG	Southern Area Coordinating Group
SAF	Society of American Foresters
SEAFWA	Southeast Association of Fish and Wildlife Agencies
SERPPAS	Southern Regional Partnership for Planning and Sustainability
SFE	Southern Fire Exchange
SFI	Sustainable Forestry Initiative
SGA	Southern Governors' Association
SGSF	Southern Group of State Foresters
SNAUFRP	Southern Association of Forest Resource Programs
SREF	Southern Regional Extension Forestry
SWRA	Southern Wildfire Risk Assessment
SWUIC	Southern Wildland Urban Interface Council
TNC	The Nature Conservancy
TIMO	Timber Investment Management Organizations
USDA	U.S. Department of Agriculture
USFA	U.S. Fire Administration
USGS	U.S. Geological Survey
USFS	United States Forest Service
VFD	Volunteer Fire Department
WFDSS	Wildfire Decision Support System
WFEC	Wildland Fire Executive Council
WFLC	Wildland Fire Leadership Council
WPE	Wildfire Prevention Education
WUI	Wildland Urban Interface

## Appendix 3 – Stakeholder Involvement

Southeast stakeholders have been heavily involved throughout the development of the Cohesive Strategy. During the first phase of the Cohesive Strategy, which encompassed a national framing of the planning development process and the identification of national goals, Southeast stakeholders participated in several of the outreach forums held around the country. In Phase II of the Cohesive Strategy, Southeasters formed a RSC and Working Group to create a regional fire management strategy that reflected the unique challenges, resources and opportunities related to wildland fire management that differentiate the Southeast from other regions. Despite aggressive timelines for completion, significant numbers of Southeast stakeholders took advantage of opportunities to participate and provide input into the Phase II regional strategy development. More than three hundred individuals alone participated in two forums and responded to an online survey soliciting input.

Phase III of the Cohesive Strategy saw the most significant amount of stakeholder involvement in the planning effort to date. This was in no small part due to a growing partnership between the Southeast RSC and the Southern Cooperative Extension Service, which facilitated the roll-out of remotely-accessible forums and conducted an informal social network analysis. During the development of the Regional Risk Analysis, four regional forums were conducted to more fully engage local key partners and stakeholders at the local level. The forums, held in Longview, Texas (September 21<sup>st</sup>, 2012), Pearl, Mississippi (September 25<sup>th</sup>, 2012), Tifton, Georgia (September 26<sup>th</sup>, 2012), and Greenville, South Carolina (September 27<sup>th</sup>, 2012), were focused at both local and virtual audiences, incorporating a webinar and teleconference into each meeting. In all, more than 100 individuals had the opportunity provide input into the Core Values and Alternatives as well as hear updates on key elements of the Cohesive Strategy development process. The second outreach element completed during the development of the Southeast Regional Risk Analysis was the creation of an informal social network analysis, resulting in the development of a database of several hundred individuals and agencies. The social network analysis was focused on identifying the potential networks and audiences that

would need to be reached in order for the Cohesive Strategy to be successfully implemented in the Southeast.

Building on the successful completion of the Southeast Regional Risk Analysis in fall 2012, Southeast stakeholders have been heavily involved over the last few months in the creation of the Regional Action Plan, which details exactly how the Cohesive Strategy will be implemented in the Southeast, what values and key actions will be prioritized, and which parts each partner will be involved in implementing. This considerable undertaking required more engagement from Southeast stakeholders than any of the previous phases of the Cohesive Strategy, and resulted in the greatest amount of involvement to date. More than 500 individuals were involved in helping prioritize values and tasks and providing input and constructive criticism which has allowed the completion of a Regional Action Plan which reflects the needs and priorities of the Southeast region. First, stakeholders had the opportunity to respond to an online survey, available both via email and on SurveyMonkey, to assist the region in prioritizing values and key activities. Next, RSC members held a number of meetings and discussions, focusing on opportunities to gather local stakeholders in fire management in comparatively small groups, both in person and on conference calls, to engage in discussion about the Regional Action Plan and ensure that each individual's input was heard and incorporated. At this point, the first phase of the social network analysis begun in 2012 was finalized with a compilation of potential contacts. The second phase which is focused on refining and mapping relationships is ongoing.

The Southeast region incorporates 13 varied states, Puerto Rico, and the Virgin Islands. Creating a Cohesive Strategy for the Southeast which reflected the challenges, resources and opportunities in fire management of all of these unique locations required considerable engagement and input from the fire management community in the region. This process was further complicated by the aggressive timelines for each of the elements of the Cohesive Strategy process. However, because of the dedication and commitment of Cohesive Strategy partners and Southeast stakeholders to successful fire management, the region met their goal of developing a truly representative Cohesive Strategy to be implemented in the Southeast.

## Appendix 4 – Communications Activities

Throughout the development of the Cohesive Strategy, Southeast stakeholders have been extensively involved in the collective planning effort. In order to meet the goal of developing a landscape-level fire management planning effort inclusive of all lands and all stakeholders, collaboration amongst the diverse partners and stakeholders throughout the Southeast was necessary. The Southeast has a history of collaboration among fire managers, agencies, and prescribed fire councils with a wide network of collaborators. This network facilitated the launch of the Southeast communication strategy through the Phase II outreach and engagement process. Beginning in 2011, the Southeast Cohesive Strategy community held two public forums and carried out an online survey to engage stakeholders from throughout the Southeast and solicit input in the ongoing regional strategy development. Despite aggressive timelines for completion, more than 300 individuals and organizations participate and provided input. Since then, updates of regional progress have been available to Southeast stakeholders at <http://www.forestsandrangelands.gov/strategy/index.shtml>. The creation of a monthly electronic newsletter in 2012 has kept Southeast Cohesive Strategy partners and stakeholders informed and engaged.

In 2012 and early 2013, the Southeast region built on their success in Phase II and engaged more than 500 stakeholders in providing input into the development of the Regional Action Plan. The Southeast Regional Action Plan is the final critical component of the regional Cohesive Strategy planning process, laying out how the Cohesive Strategy will be implemented in the region, identifying the values and key actions that be prioritized, and determining which partner will be involved in implementing each element. This was done through a combination of online surveys, emailed solicitations for comments, and in person focus groups. The successful completion of the Regional Risk Analysis and the Regional Action Plan can be attributed to the sustained stakeholder involvement in the plans' creation.

A National Communication Framework is being adjusted to focus on communication to support Cohesive Strategy implementation. It is expected that much of the implementation will be done by relatively small, local collaboratives. A major effort in the national and regional communication strategies must be to facilitate and support local collaboratives.

1. Promoting and teaching effective collaboration. Collaboration does not happen automatically. Even when the collaborative is made up of people of the best good will, success depends on members knowing the process and methods of effective collaboration communication group processes, and shared governance. The South will continue to promote success stories and through our network of agencies and organizations, support local areas as they move forward with embracing and implementing various activities.
2. Teaching people about fire in wildland environments. Within the actions and implementation tasks, education of the public, landowners and homeowners is a key piece of the strategy. Regional and national communication strategies will provide for stakeholder education in the applied principles of fire behavior and fire effects in wildland environments.
3. Informing the networks. National and regional communication strategies will make provisions to 1.) Monitor networks to anticipate information needs and 2.) Deliver that information to be distributed and discussed within the established communication processes of stakeholder groups and communities.
4. Informing interested parties. Traditional media, the new media, and social media will be used to provide up to date information about Cohesive Strategy implementation. Success stories and indication of progress will be reported using the tested methods of stakeholder (including agencies) public affairs organizations. National and regional communication strategies will include provisions for frequent and regular updates through these media. The RSC will lean heavily on the existing relationships built by our partner agencies and organizations than attempting to create an additional layer of communications expertise.
5. Recording successes and evaluation. National and regional communication strategies will make provisions for the collection of success stories and activity tracking, store them in easily accessible databases, and market their availability to stakeholders, collaboratives and interested parties.
6. Websites - The regions will transition to one national website with regional pages. The website will serve as the library for communication material and portal to other

information and education resources. The website will be marketed, regularly updated, social media such as Twitter will be used to alert stakeholder additions to the website collections by the national communications team.

## Appendix 5 – Useful links

Note: Web links valid as of 03/2013

### **Cohesive Strategy Phase I and Phase II reports**

*A Cohesive Wildland Fire Management Strategy. Phase I Report.* Available at [http://forestsandrangelands.gov/strategy/documents/reports/1\\_CohesiveStrategy03172011.pdf](http://forestsandrangelands.gov/strategy/documents/reports/1_CohesiveStrategy03172011.pdf)

*The Federal Land Assistance, Management and Enhancement Act of 2009 Report to Congress. Phase I Report.* Available at [http://forestsandrangelands.gov/strategy/documents/reports/2\\_ReportToCongress03172011.pdf](http://forestsandrangelands.gov/strategy/documents/reports/2_ReportToCongress03172011.pdf)

*Southeast Regional Assessment. Phase II Report.* Available at [http://www.forestsandrangelands.gov/strategy/documents/wfec/meetings/04nov2011/regreports\\_presentations/cs\\_sersc\\_presentation20111007.pdf](http://www.forestsandrangelands.gov/strategy/documents/wfec/meetings/04nov2011/regreports_presentations/cs_sersc_presentation20111007.pdf)

*A National Cohesive Wildland Fire Strategy: Southeast Regional Assessment. Phase II Report.* Available at [http://www.forestsandrangelands.gov/strategy/documents/wfec/meetings/04nov2011/regreports\\_presentations/phase2\\_report\\_se20110930.pdf](http://www.forestsandrangelands.gov/strategy/documents/wfec/meetings/04nov2011/regreports_presentations/phase2_report_se20110930.pdf)

### **Cohesive Wildland Key national and foundational documents**

*A Collaborative Approach for Reducing Wildland Fire Risks to Communities and the Environment: A 10-Year Strategy.* Western Governors Association, 2001

*Quadrennial Fire and Fuel Review Final Report 2005.* The National Wildfire Coordinating Group Executive Board, July 2005. Available at [http://www.nafri.gov/Assets/QFFR\\_Final\\_Report\\_July\\_19\\_2005.pdf](http://www.nafri.gov/Assets/QFFR_Final_Report_July_19_2005.pdf)

*Protecting People and Natural Resources – A Cohesive Fuel Treatment Strategy,* US DOI, Released April 2006.

*Restoring Fire-Adapted Ecosystems on Federal Land.* U.S. Department of the Interior and USDA Forest Service, 2002

*Wildland Fire Protection and Response in the United States, The Responsibilities, Authorities, and Roles of Federal, State, Local, and Tribal Government,* <http://www.forestsandrangelands.gov/strategy/documents/wildlandfireprotectionandresponseusaug09.pdf>

## **Southeast Links**

Bureau of Indian Affairs, [www.bia.gov](http://www.bia.gov)

Choctaw Nation, [www.choctawnation.com](http://www.choctawnation.com)

Cohesive Strategy Southeast Regional Strategy Committee,  
[http://www.forestsandrangelands.gov/strategy/Regional\\_Strategy\\_Committees/Southeast/index.shtml](http://www.forestsandrangelands.gov/strategy/Regional_Strategy_Committees/Southeast/index.shtml)

Department of the Interior, Office of Wildland Fire, <http://www.doi.gov/pmb/owf>

Fire Adapted Communities, [www.fireadapted.org](http://www.fireadapted.org)

Fire Learning Network webpage, [http://tncfire.org/training\\_usfln.htm](http://tncfire.org/training_usfln.htm)

Firewise Communities/USA®, [www.firewise.org](http://www.firewise.org)

Forest and Rangelands website, [www.forestandrangelands.gov](http://www.forestandrangelands.gov)

International Association of Fire Chiefs (IAFC), [www.iafc.org](http://www.iafc.org)

National Association of Counties (NACO), [www.naco.org](http://www.naco.org)

National Association of State Foresters, [www.stateforesters.org](http://www.stateforesters.org)

National Fire Protection Association, [www.nfpa.org](http://www.nfpa.org)

National Interagency Fire Center [www.nifc.gov](http://www.nifc.gov)

National Park Service, [www.nps.gov](http://www.nps.gov)

National Wildfire Coordinating Group, [www.nwcg.gov](http://www.nwcg.gov)

Southern Governors' Association, [www.southerngovernors.org](http://www.southerngovernors.org)

Southern Group of State Foresters, [www.southernforesters.org](http://www.southernforesters.org)

The Nature Conservancy, [www.tnc.org](http://www.tnc.org)

U.S. Fire Administration, [www.usfa.fema.gov](http://www.usfa.fema.gov)

U.S. Fish & Wildlife Service, [www.nps.gov](http://www.nps.gov)

U.S. Forest Service, Southern Region, [www.fs.usda.gov/r8](http://www.fs.usda.gov/r8)

## **Appendix 6 – Committee and Work Group Members**

### **Southeast Regional Strategy Committee**

Mike Zupko – RSC Chair, Southern Governors’ Association Representative

Liz Agpaoa – RSC Co-Chair, Regional Forester, Southern Region, USDA-FS

Forrest Blackbear – BIA

Tom Boggus –SGSF/NASF

Rob Doudrick –USFS SRS

Wade Johnson – NACO

Jim Karels – WFEC Liaison

Kier Klepzig – USFS SRS (SRS Alternate)

Pete Kubiak –FWS

Samuel Larry – NPS

Tom Lowry – Choctaw Nation

Will May – IAFC (representing local Fire Service)

Alexa McKerrow –USGS

Alan Quan – USFS

Shardul Raval –USFS (USFS Alternate)

### **Southeast Technical Group**

David Frederick – Chair, Fire Director, Southern Group of State Foresters

Darryl Jones – Vice Chair, State Fire Chief, South Carolina Forestry Commission,

Southern Group of State Foresters

Tom Spencer – Vice Chair, Predictive Services Department Head, Texas A&M Forest Service,  
Southern Group of State Foresters

Margit Bucher – TNC

Vince Carver –FWS

Scott Goodrick – USFS SRS

Wade Johnson – NACO

Reese Kerbow –BIA

Alexa McKerrow –USGS

Daniel McInnis –USFS SRS

Mark Melvin – Jones Research Station, Prescribed Fire Councils

Rachel C. Smith –USFS

Liz Struhar –NPS

Ronda Sutphen – FFS

Marshall Williams – DoD

Past Committee Members:

Dan Olsen – USFS (Past RSC)

Kevin Fitzgerald – NPS (Retired) (Past RSC)

Robert Eaton – FWS (Past RSC)

Jennifer Hinckley – FWS (Regional Working Group – Communications)

## Appendix 7 – Acknowledgements

The Southeast RSC is grateful for the sustained and substantial contributions of individuals, organizations and agencies throughout the three years of the Cohesive Strategy effort so far. We wish to acknowledge the groups that have participated, provided feedback, or been involved in the Cohesive Strategy process so far. This list is by no means exhaustive, and due to the nature of some of the survey and outreach efforts, many organizations have been inadvertently omitted. We intend to periodically update this list, please contact the Southeast Regional Cohesive Strategy organization if we have omitted your group.

Association of Consulting Foresters	Alabama Agricultural and Mechanical University
Alabama Forestry Commission	Alabama Prescribed Fire Council
Arkansas State Forestry Commission	Anderson County Fire Department
Arkansas Forestry Commission	Arkansas Prescribed Fire Network
Bureau of Indian Affairs	Central Florida Prescribed Fire Council
Duncan Chapel Fire	Emergency Management Agency (generic for state and local)
Environmental Protection Agency	Exotic Pest Plant Council
Fire Adapted Communities Coalition	Federal Communications Commission
Firewise Communities U.S.A.	Fire Learning Network
Florida Forest Service	Forest History Society
Forest Landowners Association	Fort Worth Texas
Georgia Department of Natural Resources	Georgia Forestry Commission
Georgia Prescribed Fire Council	Glassy Mountain Fire Department
Greater Okefenokee Association of Landowners (GOAL)	Greenville Water System
Haltom City Texas	Hancock Forest Management
Hood County Texas	Hutto Fire Rescue Department
Insurance Institute for Business & Home Safety	International Association of Fire Chiefs
International Association of Wildland Fire	Insurance Institute for Building and Home Safety - IBHS
International Code Council	Intertribal Timber Council - IT
Jones Research Center	Kentucky Division of Forestry
Kentucky Prescribed Fire Council	Larson & McGowin Forest Managers and Consultants
Louisiana Department of Agriculture and Forestry	Louisiana Prescribed Fire Council
Memphis	Tennessee
Mississippi Army National Guard	Mississippi Forestry Commission

Mississippi Prescribed Fire Council	Mississippi State Fire Coordinators Office
National Association of Counties	National Arbor Day Foundation
National Alliance of Forest Owners	National Association of State Foresters
National Fire Protection Association	National Interagency Fire Center
National League of Cities	National Wildfire Coordinating Group
National Wild Turkey Federation	North Carolina Department of Agriculture and Consumer Services
North Carolina Department of Environment and Natural Resources	North Carolina Forest Service
North Carolina Prescribed Fire Council	North Carolina State University
North Carolina Wildlife Resources Commission	Northern Florida Prescribed Fire Council
Oklahoma Forestry Service	Oklahoma Prescribed Fire Council
The Orienne Society	Palo Pinto County Texas
Parker County Texas	Partnership for Sustainable Forest Land Conservation
Partnership for Southern Forest Land Conservation	Prescribed Burn Alliance of Texas
Prescribed Fire Councils	Quail Ridge Plantation
Puerto Rico Forest Service	Rayonier Forest Resources
Roanoke County Virginia	Rusk County Fire Department
Rural Development Councils	Society of American Foresters
South Carolina Department of Health & Environmental Control	Bureau of Air Quality
South Carolina Department of Natural Resources	South Carolina Forestry Commission
South Carolina Prescribed Fire Council	Southern Area Coordinating Group
Southeast Association of Fish and Wildlife Agencies	Southeast Regional Partnership for Planning and Sustainability
Southern Florida Prescribed Fire Council	Southern Group of State Foresters
Southern Governors' Association	Southern National Association of University Forest Resource Programs
Southern Region Cooperative Extension Service	Southern Regional Extension Forester
St. Johns River Water Management District	Tall Timbers Research Station
Tarrant County Texas	Texas A&M Forest Service
Texas Commission on Fire Protection	Tennessee Division of Forestry
The Nature Conservancy	University of Florida
University of Georgia Southern Region Extension	University of Kentucky
U.S. Air Force	U.S. Army
U.S. Army Corps of Engineers	U.S. Department of Agriculture Forest Service
U.S. Department of Agriculture Natural Resource Conservation Service	U.S. Environmental Protection Agency
U.S. Fish and Wildlife Service	U.S. Geological Survey

U.S. National Park Service	Virginia Department of Forestry
Virginia Prescribed Fire Council	Volusia County Florida
The Walt Disney Company	Westervelt Ecological Services
Weyerhaeuser	Wildland Forestry & Environmental Inc.