



**MARIN WILDFIRE
PREVENTION AUTHORITY**

STRATEGIC COMMUNICATION PLAN

May 2021





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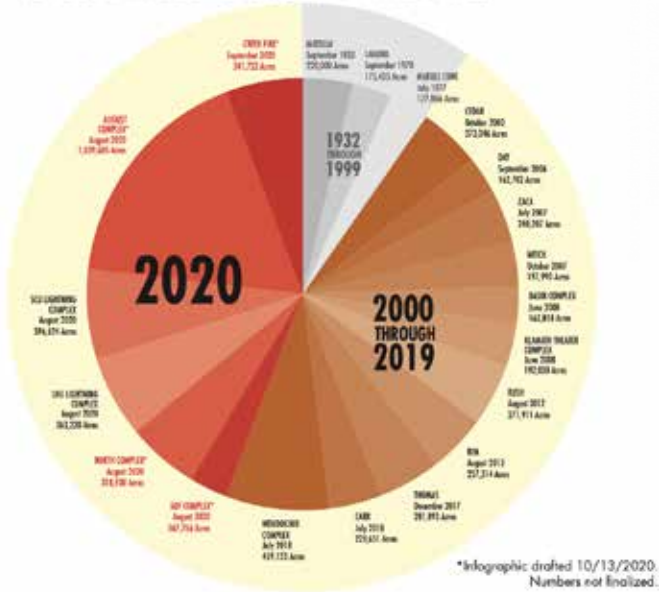
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MARIN WILDFIRE PREVENTION AUTHORITY

BACKGROUND

TOP 20 LARGEST CALIFORNIA WILDFIRES



ADAPTING TO THE NEW NORMAL

The western United States is facing a growing wildfire crisis. Decades of fire suppression coupled with the increasing impacts of climate change have dramatically increased wildfires' size and intensity throughout the west. Building in or near forests and natural vegetation, an area known as the wildland-urban interface (WUI), has exacerbated wildfire problems. It is evident with today's wildfire environment that we must change how we approach wildfire prevention. Total elimination of wildfire is not only impossible, but not advisable. Instead, we must build resiliency into our communities and learn to coexist with wildfire.

COORDINATING ACROSS BOUNDARIES

Wildfire knows no jurisdictional boundaries so fire prevention efforts must be proactive, regional responses. After the devastating wildfires of 2017 in neighboring counties, an interdisciplinary team in Marin County met to identify how to best address the new wildfire paradigm. One key finding was that no single agency existed for coordinating wildfire prevention activities across jurisdictional boundaries.

Additionally, existing fire budgets were not adequate for the necessary prevention efforts.



With 70.8% support of most Marin County voters¹, Measure C was passed in March 2020 to fund proactive, state-of-the-art wildfire prevention and preparedness efforts through 2030. A Joint Powers Agreement among 17 member agencies covering most of Marin County created the Marin Wildfire Prevention Authority (MWPA) to coordinate fire prevention activities.

STRONGER TOGETHER

MWPA is developing a more holistic approach to fire management where local communities, property owners, and government agencies work together to co-manage fire risk. Most of the towns, cities, special districts, and county government in Marin County have partnered to address wildfire prevention efforts using a proactive regional approach to develop fire adapted communities.



¹ Excluding the Town of Tiburon and the City of Belvedere.

MARIN WILDFIRE PREVENTION AUTHORITY (MWPA) MEMBERS AND KEY OUTREACH PARTNER

JOINT POWERS AUTHORITY

MWPA is a Joint Powers Authority. The Board of Directors is composed of 17 voting member agencies within Marin County.

The organization is funded by a parcel tax, Measure C, commencing in the 2020/21 fiscal year and expiring in 2029/30. These funds, estimated to raise approximately \$19 million annually, will be managed and distributed by MWPA to local agencies working in fire prevention and protection in Marin based on the priorities outlined in the **Marin County Community Wildfire Protection Plan (CWPP)**.

The revenues raised by this tax are used solely to prevent and mitigate wildfires in Marin County.

MWPA MEMBERS

The following 17 agencies are voting members in MWPA:

Bolinas Fire District
City of Larkspur
City of Mill Valley
City of San Rafael
County of Marin
Inverness Public Utility District
Kentfield Fire Protection District
Marinwood Community Services District
Muir Beach Community Services District
Novato Fire Protection District
Sleepy Hollow Fire Protection District
Southern Marin Fire Protection District
Stinson Beach Fire Protection District
Town of Corte Madera
Town of Fairfax
Town of Ross
Town of San Anselmo

KEY EDUCATION AND OUTREACH PARTNER

FIRESafe MARIN (FSM)

FSM is a non-profit organization that was created in 1992 as one of the first fire-safe councils in California. FSM has its own Board of Directors and staff. The Board is generally chaired by a Marin County Supervisor and composed of interdisciplinary subject matter experts.

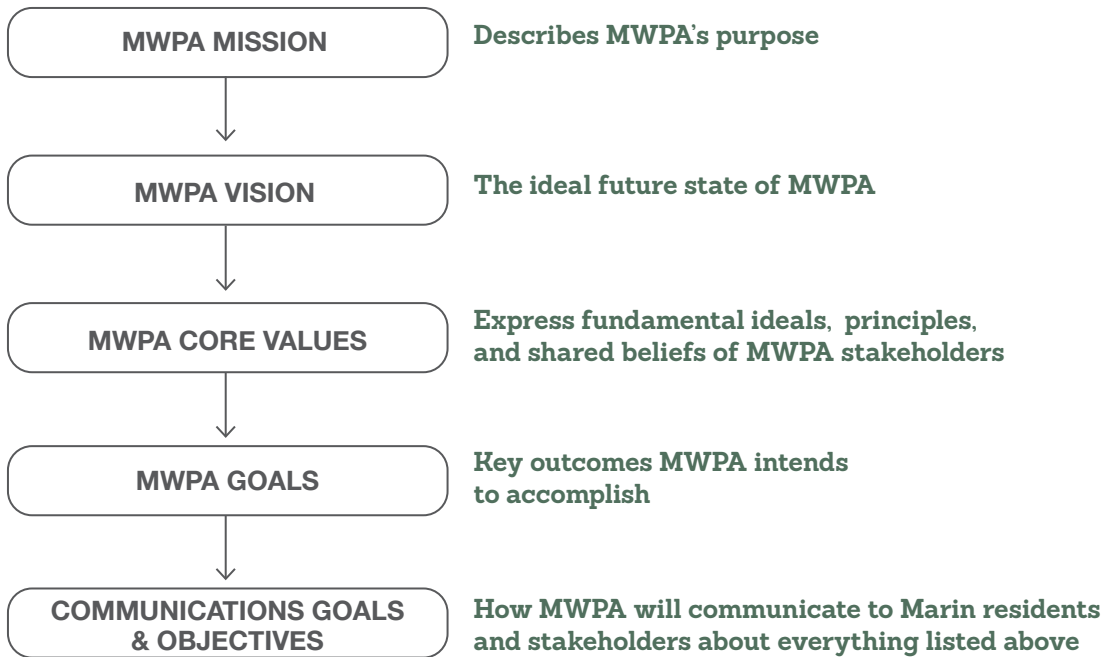
Because of FSM's existing robust education and outreach program, MWPA anticipates that FSM will be the primary source of MWPA-funded wildfire preparedness and risk reduction public education efforts. With the passage of Measure C, the mission and focus of FSM has been updated to reflect wildfire prevention efforts and funding under the MWPA.

To better understand the relationship of these agencies, see "**Appendix A: Measure C Communication Roles**" on page 20 and the "**Appendix B: MWPA Communication Structure**" on page 21.

MWPA STRATEGIC PLAN, MISSION, AND VISION

MWPA's Strategic Plan describes an overarching approach to its plans, project, and programs. It is governed by the Measure C language approved by Marin County voters in March 2020 and anchored by the Marin County Community Wildfire Protection Plan.

Communication actions will flow directly from MWPA's Strategic Plan. This ensures that all communication will be anchored by the MWPA Mission, Vision, Core Values, and Goals.



MWPA MISSION

The Marin Wildfire Prevention Authority leads the development of fire adapted communities using sound scientific, financial, programmatic, ecological practices, vegetation management, community education, evacuation and warning systems with the support of its member and partner agencies.

MWPA VISION

Marin Wildfire Prevention Authority communities are informed, prepared, fire adapted, resilient and capable of withstanding a major fire limiting loss of life and major property damage while protecting our rich environmental diversity.

MWPA GOALS

The following describes what MWPA intends to accomplish.

VEGETATION MANAGEMENT AND LOCAL WILDFIRE PREVENTION MITIGATION

Through programs and funding, MWPA and its member agencies' ecologically sustainable vegetation management programs are designed and will be implemented to reduce hazards and achieve measurable fuel reduction as outlined in the Community Wildfire Protection Plan (CWPP) and will provide funding for specific local wildfire mitigation projects within each member's service area.

WILDFIRE DETECTION, ALERT AND EVACUATION PROGRAM IMPROVEMENTS

Through programs, funding, and partnering with its member agencies and local law enforcement, MWPA will implement state-of-the-art wildfire detection, warning, and alert systems, and develop and maintain a countywide network of safe evacuation routes and temporary refuge areas for residents during evacuations to reduce loss of life and property during a catastrophic wildfire event.

GRANTS AND PARTNERSHIPS

MWPA will operate local grant programs to assist residents (first focusing on those with access and functional needs, aid to seniors and/or for financially disadvantaged) in reducing fire risks. MWPA will also develop

financial and program partnerships and grants with Federal, state, and local entities to augment the effectiveness of MWPA resources, program areas and projects for wildfire prevention and disaster preparedness programs.

PUBLIC OUTREACH AND EDUCATION

MWPA will work with partners to deliver specific, actionable, measurable and verifiable information and assistance to encourage members of the public to do their part in creating ecologically sustainable fire adapted communities, to reduce fire-related risks, and to minimize the impact of disaster events.

DEFENSIBLE SPACE EVALUATIONS AND HOME HARDENING

MWPA and its member agencies will provide funding and technical resources to conduct defensible space structure and landscape evaluations to help owners/stewards of homes and other structures achieve effective defensible space and home hardening. The evaluations will support applicable fire and building codes and offer resources for understanding home hardening and defensible space concepts, and MWPA will provide follow up assistance as needed to apply these efforts to create fire adapted communities.

MWPA CORE VALUES

The statements below are the fundamental values and enduring principles that guide all of MWPA's work.

PRIMARY FOCUS ON WILDFIRE PREVENTION

Recognizing that wildfires will occur, our wildfire prevention work will focus on limiting the loss of life and property damage in the service area.

BOLD ACTION WITH ACCOUNTABILITY

The MWPA acts quickly and accountably by completing its identified projects on schedule and budget and working collaboratively towards the collective goals of the Board, Committees, member agencies, and staff.

COMMUNICATION, TRANSPARENCY AND FISCAL RESPONSIBILITY

MWPA operates transparently and effectively, and communicates the work results early, often and in a continuously predictable and clear fashion with stakeholders, partners and the community. Aligned with the voter approved expenditure plan, MWPA allocates its resources on programs and projects that prevent and limit the damage of wildfires, augments its funding with other resources, and delivers innovative policy proposals at the local, state, and national level.

GUIDED BY SCIENCE

Rooted and based in the best available science, technology and field experience, MWPA's projects and programs achieve meaningful and measurable wildfire hazard reductions intended to limit loss of life and property. We recognize that our work will adapt as the science changes over time, and as we learn from our collective experience.

RESPECTFUL, CIVIL, AND SUPPORTIVE

At MWPA, we will conduct our work with civility and respect for all participants and commit to supporting the decisions we have made at all levels of the organization.

LEADERSHIP AND COLLABORATION

MWPA's Board, Committees and staff have roles and responsibilities that are clearly defined, articulated and followed. We demonstrate leadership by committing to advance meeting preparation, clear and concise commentary and recommendations, and honoring and hearing other points of view with the understanding that we collectively learn and achieve better results through our continued collaboration.

PARTNERSHIPS

At MWPA, we can best augment our work through continued collaboration with a diverse set of stakeholders and community members. Through our partnering, we will maximize funding, ensure education and outreach reaches our entire service area, and deliver trusted services and programs to our member agency's communities.

ENVIRONMENTAL AND ECOLOGICAL LEGACY

MWPA is committed to Marin County's lasting environmental and ecological legacy, and we will conduct our wildfire prevention work to mitigate risk and comply with legal requirements while using the most proven environmental best practices to achieve that end.



**MARIN WILDFIRE
PREVENTION AUTHORITY**

STRATEGIC COMMUNICATIONS PLAN



MWPA CORE IDENTITY | WHY?

The first component of MWPA's communication strategy is a clear and concise core message or idea. This is taken directly from MWPA's mission statement.



WHY

MWPA MISSION

The Marin Wildfire Prevention Authority leads the development of fire adapted communities using sound scientific, financial, programmatic, ecological practices, vegetation management, community education, evacuation and warning systems with the support of its member and partner agencies.



WHY SHOULD ANYONE CARE?

Climate change is creating longer and more intense wildfire seasons. Most people living in the western United States have wondered in recent years, "Should I move? Is it safe to stay here? Can I live with increased smoke and wildfire risks?"

Adapting to climate change and cutting the risk of catastrophic blazes means adjusting to the new wildfire reality. There is a "new normal." Forests will be managed differently. Communities will need to get comfortable with prescribed fire in controlled conditions. People living in and near forests, an area known as the wildland-urban interface (WUI), will need to make it as difficult as possible for their homes to burn by removing wood decks, vegetation, and other combustible items from around their homes.

MWPA believes in a fire-resilient future for Marin County. The first Joint Powers Authority of its kind in California, MWPA is a **leader in shifting to a new fire-adapted community paradigm.**

MWPA empowers Marin residents, public land managers, civic leaders, first responders, environmental groups, and businesses to become fire prevention leaders, **working proactively and collectively to create a more fire-resilient future.**

Residents, communities, and agencies will each need to do their part to become informed and prepared for wildfire. MWPA will provide the funds, coordination, and expertise so that fire prevention work is done effectively, efficiently and based on the best available fire science.

AUDIENCE | WHO?

Another key component in an effective communication strategy is understanding the target audience. The audience will determine what, how, and when MWPA communicates.



WHO

WHO DO WE NEED TO REACH?

The broad cross sections below are audience types that MWPA needs to reach. Each audience may need further segmentation (ie, specific demographics or geographic areas).



Fire Agencies



Civic Leaders



Auditors & Citizens Oversight



Land Managers & Environmental Community



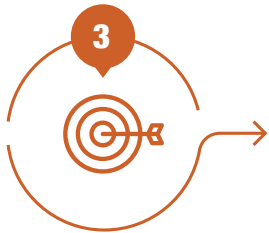
Marin County Residents



Planners, Developers & Business Owners

COMMUNICATION GOALS | WHAT?

MWPA's communication and outreach goals are targeted to the needs of specific audiences. They have been established to directly support MWPA's mission, vision, and strategic plan. Specific, measurable objectives for programs, including public education and outreach, are defined more completely in the strategic plan.



WHAT

WHAT DO PEOPLE NEED TO KNOW ABOUT MWPA? WHAT SHOULD THE COMMUNICATION ACCOMPLISH?



COMMUNICATIONS GOALS COMMON TO ALL AUDIENCES

Marin County residents and agencies are:

1. inspired, empowered, and prepared to do their part to create a fire-adapted Marin County.
2. aware of MWPA and understand how it relates to the greater Marin fire community.
3. trust MWPA and know they are getting a good return on investment.

MWPA tracks, monitors, and measures the success of communications, and adapts as needed to meet the organization's mission, vision, goals, and objectives. MWPA will:

1. create a system to track and monitor communication programs
2. conduct a yearly review of communications

3. measure resident engagement in fire preparedness and risk reduction activities.

MWPA stays true to its core values in all aspects of communication including:

1. primary focus on wildfire prevention, preparedness, and risk reduction.
2. transparent and timely access to information.
3. guided by science.
4. user-friendly: clear, concise, accessible, engaging.
5. collaborative and compatible with partner agency material.

MWPA COMMUNICATIONS GOALS CONTINUED

INTERNAL AUDIENCE:

MEMBERS & THOSE DIRECTLY RECEIVING MWPA FUNDING



Fire Agencies



Civic Leaders

Most Marin County fire agencies, municipal governments, and the County of Marin are members or active participants in MWPA. Additionally, MWPA anticipates that FIRESafe MARIN will operate as the primary fire preparedness education partner. These members and partners will need communication **from MWPA** about its projects and programs. They also will be a crucial part of MWPA's communication **to the public**.

MEMBER COMMUNICATION GOAL 1

MWPA staff will effectively communicate with member agencies.

OBJECTIVES

Member agencies will:

1. understand and be able to explain how MWPA relates to their own mission and the greater Marin fire community, including the role of the Community Wildfire Protection Plan.
2. know how to communicate with MWPA about their own service area's local wildfire mitigation needs in order to receive funding.
3. provide MWPA-sponsored project updates in a consistent and timely manner so that MWPA can efficiently feed information into reports, website, and other communication material.

MEMBER COMMUNICATION GOAL 2

MWPA member agencies effectively communicate with the public as active participants in achieving MWPA's mission and vision.

OBJECTIVES

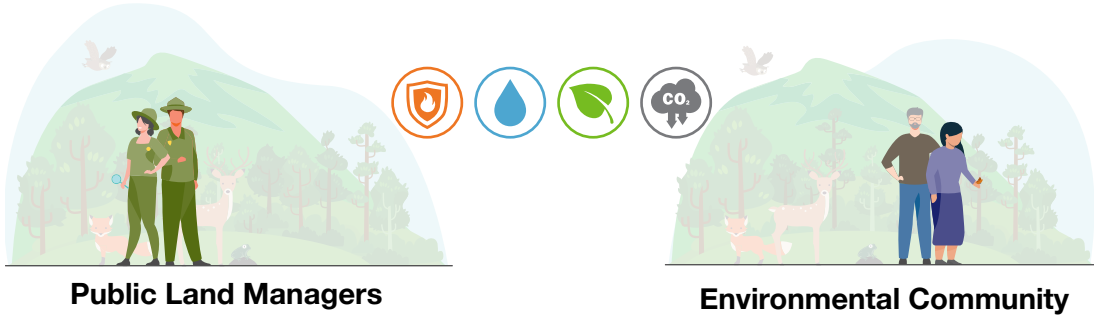
Member agencies will:

1. have access to clear, concise, and effective communication material about MWPA and its programs.
2. provide successful communications that empower residents and businesses in their service area to accomplish MWPA's mission and vision in an ecologically sound manner.
3. communicate to the public about MWPA programs that are making a positive difference within their own service area.
4. avoid resident confusion through use of consistent wildfire prevention, preparedness, and risk reduction messages.
5. avoid overwhelming residents and duplication of efforts by partnering in the planning and streamlining of communications.

MWPA COMMUNICATIONS GOALS CONTINUED

EXTERNAL AUDIENCES

PARTNERS IN EVOLVING A FIRE-ADAPTED MARIN



Public land managers and the environmental community (collectively referred to here as “environmental partners”) are key collaborators in reaching MWPA’s mission and vision. These partners advise fire professionals, help define best environmental practices, and offer expertise and recommendations on specific projects.

Public land managers also have vegetation management and habitat protection goals specific to their own jurisdictions, and MWPA may advise them regarding fire prevention activities. MWPA currently has advisory relationships in place with 38 public land management, climate, and environmental organizations in Marin.

ENVIRO COMMUNICATION GOAL 1
MWPA will build trust and deepen relationships with environmental partners.

OBJECTIVES

Environmental partners will:

1. understand and be able to explain how MWPA relates to their own mission and the greater Marin fire and environmental community.
2. have effective and long-term channels of two-way communication with MWPA.
3. know that MWPA-sponsored projects have been conducted in an ecologically sound manner based on the best available science.

ENVIRO COMMUNICATION GOAL 2
Environmental partners will effectively communicate with the public as active participants in achieving MWPA’s mission and vision.

OBJECTIVES

Environmental partners will:

1. have access to clear, concise, and effective communication material about MWPA and its programs.
2. communicate to the public about MWPA fire prevention programs that are enhancing Marin’s environment.
3. provide effective communications that empower residents and businesses in their service area to accomplish the mission and vision of MWPA in an ecologically sound manner.

MWPA COMMUNICATIONS GOALS CONTINUED

EXTERNAL AUDIENCES

PARTNERS IN EVOLVING A FIRE-ADAPTED MARIN



Auditors & Citizens Oversight

This audience includes the MWPA Finance Committee, MWPA members, taxpayers, and others interested in transparency and the efficient, responsible use of Measure C funds such as the board-appointed Citizens' Oversight Committee, the Coalition of Sensible Taxpayers Marin, and Marin Citizens for Wildfire Preparedness.

FINANCE COMMUNICATION GOAL 1

Those interested in Measure C fund expenditures know that MWPA is a responsible fund manager and the funds have provided a good return on investment.

OBJECTIVES

1. MWPA will provide clear, transparent, effective, and easy-to-access communications detailing projects, costs, benefits, and timelines.
2. Effective and long-term channels of two-way communication will be established.
3. Taxpayers and those interested in Measure C fund expenditures will know that MWPA has amplified Measure C monies through additional outside funds.
4. Taxpayers and those interested in Measure C fund expenditures will know that MWPA funds have not offset current fire agency budgets.



Planners, Developers & Business Owners

DEVELOPER COMMUNICATION GOAL 1

Planners, developers, and business owners will know the risks of building in high wildfire risk environments like the WUI. Developments have adequate defensible space and build using non-combustible materials.

OBJECTIVES

1. Communication objectives TBD.

MWPA COMMUNICATIONS GOALS CONTINUED

EXTERNAL AUDIENCES

PARTNERS IN EVOLVING A FIRE-ADAPTED MARIN

Sources: datausa.io/profile/geo/marin-county-ca
County of Marin Elections Department
bayareacensus.ca.gov/counties/MarinCounty.htm
www.census.gov/quickfacts/marincountycalifornia



Marin County Residents and Neighborhood Response Groups



POPULATION
259,000 residents

72.8% White (non-Hispanic)
15.5% Hispanic/Latino (of any race)
5.5% Asian
2.8% African American
0.6% Native American
0.2% Pacific Islander



MEDIAN HOUSEHOLD INCOME
\$126,373



POVERTY RATE
7.6%



ENGAGED
90.25% of eligible voters cast ballots in Nov 2020 election



EDUCATION
93.3% High school graduate or higher (persons age 25+)
59.5% Bachelor's degree or higher (persons age 25+)
20% Graduate degree



AGE
47.4 years (median)
5.5% under 5 years
15.2% 5-17 years
62.6% 18-64 years
16.7% 65 years+



SUPPORTIVE OF MWPA
With approximately 41% of Marin County casting votes in the March 2020 election, **70.8%¹ voted in support** of Measure C (75,636 people).

¹ Excluding the Town of Tiburon and the City of Belvedere.

RESIDENT COMMUNICATION GOAL 1

Marin County residents trust MWPA and support its mission.

OBJECTIVES

Marin residents will:

1. be aware of MWPA and understand its role and importance in the county.
2. have an awareness of MWPA-sponsored projects in their geographic area.
3. have access to clear, concise, and effective communication material about MWPA and its programs.

RESIDENT COMMUNICATION GOAL 2

Communications from MWPA and partner agencies will inspire and empower residents to do their part to create a fire-adapted Marin County.

OBJECTIVES

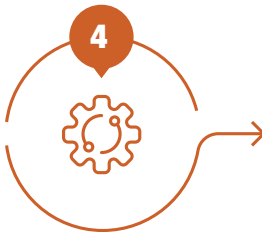
Through MWPA and partner agencies, Marin residents will:

1. be engaged to do their part in creating fire adapted communities, to reduce fire-related risks, and to minimize the impact of disaster events.
2. have received face-to-face or written defensible space and home hardening evaluations that ensure concepts are understood and correctly applied.
3. understand and be able to easily access and apply for local funding grants to reduce wildfire property risks at the local level.

HOW AND WHEN?

MWPA will use a variety of methods to effectively reach target audiences.

HOW WILL MWPA REACH TARGET AUDIENCES? WHAT METHODS WILL CREATE THE MOST LEVERAGE?



HOW



WHEN

ONGOING / ALREADY IN PROGRESS

1. Ongoing Member and Partner Meetings

MWPA will continue to utilize ongoing member and partner meetings to continue to build trust. These meetings provide a venue for cross-pollination of ideas, expressing concerns, proposing action items, and two-way communication.

2. Spring Community Workshops (led by FIRESafe Marin)

In May/June, MWPA and member agencies will report on work accomplished to date during fire prevention workshops organized by FIRESafe Marin.



5:00 PM - 7:30 PM

Wed, May 5: West Marin

Thurs, May 13: San Rafael

Wed, May 19: Novato

Wed, May 26: Southern Marin

Wed, June 2: Central Marin

3. Summer Public Meetings by Geographic Area

MWPA will sponsor four or five public meetings, organized by service area, to create public awareness about forthcoming fire prevention projects.

4. Launch evacuation community information campaign: "Know Your Zone" and Evacuation Tags.

The Zonehaven platform allows public safety and fire to train for and manage a live evacuation in case of fire or other disaster. Evacuation tags are a tool to help quickly ensure that neighborhoods are evacuated during a disaster.

5. Organization Chart

To help alleviate confusion about roles and responsibility of FIRESafe Marin, MWPA, and MWPA member agencies, MWPA is developing an organizational chart explaining how MWPA relates to member and partner agencies.



HOW AND WHEN CONTINUED

SPRING - SUMMER 2021 DELIVERABLES

The following are anticipated to be initiated by the end of the summer 2021 but may not be fully completed in that timeframe.

1. The Hub: Website Development and Ongoing Management

An accessible and easy-to-update website will be developed to showcase MWPA programs, projects, and funding. The website will act as the hub for all MWPA communications.

MWPA will actively manage website to ensure that current projects, meeting packets, meeting minutes, current news, and other information are updated in a timely manner.

2. Earned Media Strategy

To update the public on wildfire prevention and preparedness, a strategy and pitch calendar will be developed for free print, radio, and television coverage.

3. Style Guide and Key Messages

In order for all member and partner agencies to consistently communicate about MWPA and Measure C funds, a style guide and key messages such as “your fire funds at work” will be developed.

4. Annual Report

Because MWPA’s fiscal year ends on June 30, Phase 1 will include MWPA’s first annual report.

5. Project and Communications Information Management

MWPA will explore the development of a system to extract data from defensible space evaluations, chipper programs, public meetings, and other resident points of contact. This could be used to assess needs, measure success, identify missing audiences, plan targeted campaigns, and report data.

HOW AND WHEN CONTINUED

FALL 2021 - WINTER 2022 DELIVERABLES

After the foundational elements in MWPA's communications strategy have been developed, the following communication tools and tactics will be implemented.

1. Social Media Strategy

MWPA will consider which audiences to reach via social media, most effective feeds (add NextDoor?) goals, metrics, and a realistic level of moderating/Q&A desired.

2. Partner Roll Out

Once the MWPA style guide and key messages have been developed, MWPA will provide guidance to partner agencies to ensure consistent and effective communications across jurisdictions.

3. Content Development

Content for social media, MWPA's website, and partner newsletters will need to be defined and developed.

4. Outreach Strategy

To develop trust and build a fire-adapted Marin community, MWPA will develop a realistic and attainable strategy for outreach. The outreach strategy will incorporate proven best practices and define areas where two-way communication with the public is possible. This might include public meetings, workshops, and collaborating with MWPA member agencies.

5. Develop and Implement Metrics for Success

MWPA will define how it measures communication success so that it can adapt the strategy as necessary. This might include surveys, focus groups, and other metrics measuring resident perceptions and engagement in fire prevention and preparation activities.

6. Identify If/When Risk Communication Templates Might Be Used

Risk Communication is a science-based approach for communicating effectively in situations of high stress, high concern, or controversy. MWPA should consider if and when it might use risk communication templates.

The following components of the Communications Strategy will be further defined and outlined as part of 2021-2022 deliverables.

BUDGET | HOW MUCH WILL IT COST?



BUDGET

Actual budget TBD but anticipated at approximately \$100,000 for early foundational communications elements (2021-2022).

OWNER | WHO WILL IMPLEMENT?



OWNER

MWPA has developed “Appendix A: Measure C Communication Roles” on page 20 and “Appendix B: MWPA Communication Structure” on page 21 to help delineate roles and responsibilities. Collaboration will be very important given MWPA’s limited in-house staffing and the complexity of organizations involved. The responsible entity for a given project will be determined as communications and outreach projects develop.

MEASURE | IS IT WORKING?



MEASURE

MWPA communications will be monitored, tracked, and reviewed yearly for progress towards the goals. Because many of the desired outcomes of communications are small parts of bigger programs or are actual deliverables of the MWPA Strategic Plan, some communications metrics will be developed as part of the organizational goals and objectives. Other metrics, such as level of engagement on social media, will be further defined as part of the 2021-2022 deliverables.

EVOLVE

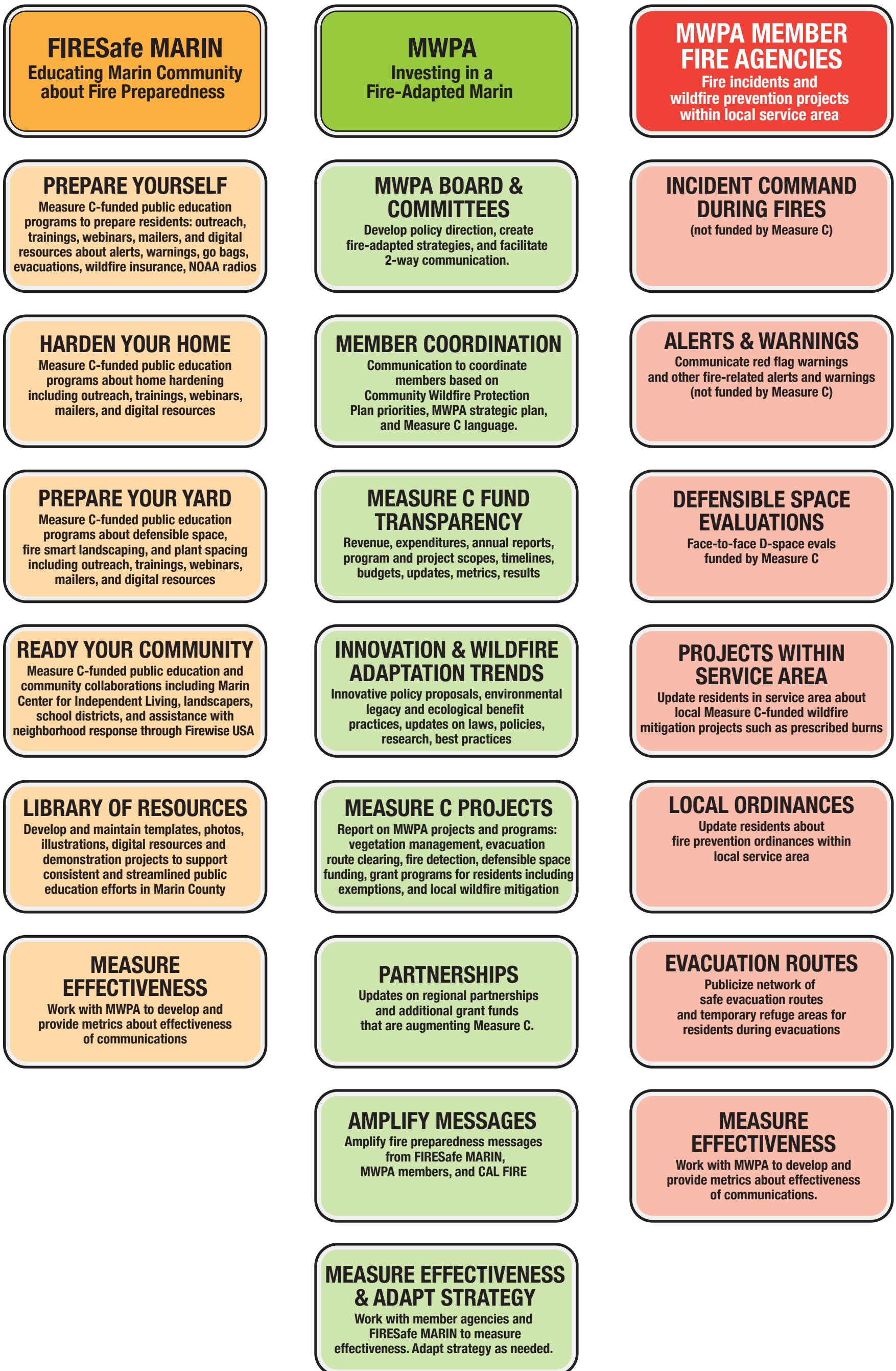


EVOLVE

BASED ON THE “MEASURE” COMPONENT, MWPA WILL EVOLVE THE COMMUNICATION STRATEGY AS NEEDED TO MEET THE GOALS.

APPENDIX A: MEASURE C COMMUNICATION ROLES

Leading the evolution to a fire-adapted Marin.



APPENDIX B: MWPA COMMUNICATION STRUCTURE

