JEFFERSON COUNTY
FIRE PROTECTION DISTRICT NO. 1
(EAST JEFFERSON FIRE RESCUE)

BOARD OF COMMISSIONERS
MEETING MINUTES FROM June 16, 2026

CALL TO ORDER
Board Chair Deborah Stinson called the meeting to order at 3:00 PM at St 6 and virtually via Microsoft Teams app.

COMMISSIONERS & ADMINISTRATIVE STAFF
District 1 Commissioners: Deborah Stinson, Dave Seabrook, and Jeannie Price.
Admin Staff: Chief Black, HR Manager Stewart, and District Secretary Cray.

1. AGENDA CHANGES – Stinson requested to move item 6B Introduction of the new Volunteer Coordinator, Riley Earl to follow Public Comment.

2. CONSENT AGENDA

- Approve May 19, 2026, Regular Board meeting minutes.

Vouchers

• Approve General Fire expenditure warrants dated May 12, 2026, May 26, 2026, May 27, 2026, and June 1, 2026, totaling **$394,591.07**
• Approve EMS expenditure warrants May 12, 2026, May 27, 2026, and June 1, 2026, totaling **$97,560.13**
• Approve payroll expenditure warrants dated May 19, 2026, and June 2, 2026, totaling **$909,416.93**

MOTION: Seabrook moved to approve the consent agenda. Price seconded the motion which carried unanimously.

4. CORRESPONDENCE – A thank you letter from Chief Black recognized the generous donation of $8,000 from the Kala Point Community that was used to purchase a new manikin.

5. PUBLIC COMMENT – None.

6. PRESENTATIONS – Riley Earl, the new Volunteer Coordinator introduced herself to the Board.
Finance Director Lirio gave the board a brief overview of the financial wellness presentation that he gave during orientation for new volunteers, FIT's, and new firefighters. The board asked about 529 accounts or GET and whether direct deposits can be set up through payroll. Admin will investigate this further.

7. ANNOUNCEMENTS AND ACKNOWLEDGMENTS
A. EJFR Media Spotlight – the was a nice write up in the Leader about the CPR save during the Rhody Run. The CPR class following the event was filled quickly.

B. Other Acknowledgments/Announcements: none.

8. STAFF REPORTS – Chief Black noted that he and Commissioner Price virtually attended the first Western Washington Fire Adapted Communities Summit. The new engines just had their midpoint inspections, and a few items were caught.
Lirio noted the mid-year review will begin next month and our debt closes on 6/24 at which time our interest rate will be locked in. He was part of the facility walk through at St 2 with Facilities Technician Lawson and CRM Robert Wittenberg. The are building a list of needs to help manage capital fund spending. Full staff reports included in packet.

9. COMMITTEE/WORKGROUP REPORTS
A. *Finance/Budget Committee* – No report.
B. *Community Risk Reduction Group* – No report.
C. Apparatus Committee – Fletcher's report noted the weight issue with the tender has been resolved. They can lower the gallons and still meet WSRB standards.
***D. Facilities Committee* –** The full committee still needs to be seated. They began with St 2 as a beta test. They will review the assessment and start a punch list.
E. Training Advisory Committee – Minutes included in packet.

10. COMMISSIONER COMMITTEE REPORTS
A. *JeffCom Report* – There is ongoing work on the St 1 tower, they are connecting fiber in the coming days. Commissioner Craig noted he is thankful for Matt Stewart and Rich DePas.

B. *EMS Council* – There were discussions surrounding the min/max for ALS licenses in the county. Currently there are 2, EJFR and Olympic Ambulance. Brinnon is requesting to raise it to allow for them to staff a medic at St 41.

C. *Jefferson County Fire Commissioners and Administrative Professionals* Association – None.

11. Local 2032 REPORT – No report.

12. PUBLIC COMMENT - Agenda items only – None.

13. OLD BUSINESS

***A. FOCUS 2026* –** Discussion on timing of projects for clarity. Black noted that he will adjust the online document for ease of reading.

***B. Tax-Exempt Policy Update*–** Black noted the draft policy was sent out to our partner agencies for feedback and has only heard from one formally and a couple other informally. He will reach out to the other agencies to see if they have comments.

C. DC Promotion and Transition Process – DC MacDonald will begin effective July 1st. This creates some vacancies downline. The BC vacancy that has no current list will need to be filled within 90 days and that could create a Lieutenant and Firefighter vacancy. We do have a list for firefighter vacancy that we can pull from. Lirio noted that he is seeing a lot of excitement in the district for the possibilities of upward mobility.

***D. Annual Report* –** The board stated the report looks wonderful. Seabrook noted that he sees some process improvements that could be made for next year. He would like more time for the Commissioners to review the draft. He noted the Policy Statement could be renamed as he had a difficult time finding it. The discussion led to how the public can find our goals and metrics as well as what the board would like to see in future reports. Stinson suggested the board set some expectations this year for our next annual report.

RECESS: Stinson called for a 5-minute recess at 4:11pm until 4:16pm when it was called back to order.

14. NEW BUSINESS

A. Policies and SOGs **–** no new policies or SOG's for review.

B. Resolution 26-08 Cancel Warrants –**MOTION:** Price moved to approve Resolution 26-08 to Cancel Warrants. Seabrook seconded the motion which passed unanimously.

C. Resolution 26-09 Surplus Property **–MOTION**: Price moved to approve Resolution 26-09 Surplus Property. Seabrook Seconded the motion which passed unanimously.

D. Fuel Summit **–** The Dept. of Emergency Management (DEM) incident management team presented the impacts of various current issues. Seabrook stated he thought it was a good exercise that led the attendees through an evolution of a scenario – fuel shortages due to conflict in the middle east. This could lead to high prices and fuel shortages. Discussions were held surrounding ILA's for sharing resources in a time of shortages and potentially diversifying suppliers. It was unclear on who has the authority to declare an emergency. The board asked for a summary of the workshop and what outcomes are following this summit.

E. Grant Applications **–** Black commended Lirio for taking ownership of several grant applications.
Motion: Seabrook moved to authorize the Fire Chief to submit the FY2025 AFG Operations and Safety grant application to FEMA by June 22, 2026, for a source capture exhaust system at Station 7, and to commit EJFR's required match of $20,692 from the operating budget. Price seconded the motion which passed unanimously.

Motion: Price moved to authorize the Fire Chief to submit the FY2025 AFG Vehicle Acquisition grant application to FEMA by June 22, 2026, for replacement of Tender 4 (EJ707, 1992 E-One), and to commit EJFR's required match of [35,314 — 10% of pending quote] from the capital account. Seabrook seconded the motion which passed unanimously.

Motion: Stinson moved to authorize the Fire Chief to submit the FY2025 AFG Regional Vehicle Acquisition grant application to FEMA by June 22, 2026, for a firefighter rehabilitation unit to serve EJFR and Jefferson County Fire Districts 2, 4, and 5, and to commit EJFR's required match of $25,000 (estimated, 10% of $250,000) from the capital account, subject to adjustment upon receipt of final vendor quote. Price seconded the motion which passed unanimously.

Motion: Price moved to authorize the Fire Chief to submit the FY2025 FP&S grant application (EMW-2025-FP-00231) to FEMA by June 22, 2026, for expansion of the home wildfire assessment program and a Fire Code Inspector/Plan Reviewer FTE over a 24-month period of performance, and to commit EJFR's required match of $16,047.62 (5% of $337,000 total project cost) from the operating budget. Seabrook seconded the motion which passed unanimously.

14. UPCOMING TOPICS/EVENTS – included in packet.

Executive Session: Stinson called an executive session pursuant to RCW42.30.140 relating to collective bargaining issues and negotiations at 5pm for 20 minutes until 5:30pm.
The board immediately went into another executive session pursuant to RCW 42.30.110(l)(g) to review the performance of a public employee at 5:30 until 5:35pm. The session was extended again until 5:40pm.

Stinson called the meeting back to order at 5:40pm and stated no decisions were made and no action taken.

GOOD OF THE ORDER – The Chief's will be meeting with the Fire Marshall for a weather update on Tuesday 6/22 to see if the threat level should be adjusted. If it is moved up, then fireworks would be banned. The Board of County Commissioners voted to permanently outlaw fireworks which would take affect on June 15, 2027.
A state mobilization request was denied on Sunday.
Craig and Stinson attended the WFCA Spring Seminar in Chelan and had good things to say.
Seabrook asked if the airport held jet fuel, Black stated they did not.

ADJOURNMENT

Stinson adjourned the meeting at 5:48pm.

Jefferson County Fire District 1

______________________________	______________________________
Deborah Stinson, Chair	Jeannie Price, Vice Chair
______________________________	______________________________
Geoffrey Masci, Commissioner	Steve Craig, Commissioner
______________________________	
Dave Seabrook, Commissioner	

ATTEST:

____
Tanya Cray, District Secretary

JEFFERSON COUNTY
FIRE PROTECTION DISTRICT NO. 1
(EAST JEFFERSON FIRE RESCUE)

BOARD OF COMMISSIONERS
SPECIAL MEETING MINUTES FROM June 25, 2026

CALL TO ORDER
Board Chair Deborah Stinson called the special meeting to order at 3:00 PM at St 6 and virtually via the Microsoft Teams app.

COMMISSIONERS & ADMINISTRATIVE STAFF
District 1 Commissioners: Deborah Stinson, Geoff Masci, Dave Seabrook, Steve Craig, and Jeannie Price.
Admin Staff: District Secretary Tanya Cray and HR Manager Emily Stewart.

A. *Executive Session* – Stinson called the meeting to order and called an executive session pursuant to RCW 42.30.110(l)(g) to review the performance of a public employee at 3:05pm for 30 minutes until 3:35pm.

RECESS: Stinson called for a five-minute recess from 3:35 – 3:40pm.

Stinson called the meeting back to order and announced the executive session will resume beginning at 3:40 until 4:20pm. The executive session was extended from 4:23pm until 4:38pm. Stinson called the meeting back to order stating no decisions had been made and no action was taken.

PUBLIC COMMENT: None.

ADJOURNMENT

Stinson adjourned the meeting at 4:38pm.

Jefferson County Fire District 1

______________________ Deborah Stinson, Chair	______________________ Jeannie Price, Vice Chair
______________________ Geoffrey Masci, Commissioner	______________________ Steve Craig, Commissioner
______________________ Dave Seabrook, Commissioner	

ATTEST:

____
Tanya Cray, District Secretary

Outlook

FW: Thank you from Jeffcom

From Bret Black <bblack@ejfr.org>
Date Thu 6/25/2026 7:31 AM
To EJFRAll <EJFRAll@ejfr.org>

EJFR,

Please review the comments below from JeffCom Director Matt Stewart. Adding to his observations, I too was very impressed with the professionalism at yesterday's wildfire. Your hard work and dedication were on full display as we struggled to put water on the fire. These types of incidents are very demanding, and I am pleased with the outcome, especially the fact that it was resolved without any injuries.

I am grateful for your commitment to our community.

Thank you!

Bret Black - Fire Chief
Cell 360-381-0292
bblack@ejfr.org

From: Matt Stewart <mstewart@jeffcom911.us>
Sent: Wednesday, June 24, 2026 5:18 PM
To: Bret Black <bblack@ejfr.org>
Subject: Thank you from Jeffcom

Chief, on behalf of the Jeffcom staff today, I am writing to thank your personnel whose calm, professional communication practices made this morning's brush fire and concurrent calls as successful as they could have been. I will be brief, as you can debrief more fully from the fire-service perspective with the recordings as needed.

BC Fletcher set the tone for the day and provided the best possible early response by attaching himself to what was originally toned as smoke investigation, then upgrading it early based on smoke in the area. Next, rather than using extensive radio time to describe the off-road location, he succinctly asked Jeffcom to locate the incident at his map location. Most importantly for keeping Fire Primary clear for resources orders and additional paging, he took communications with TRG1 to Tac2 while they were still looking for the fire, then fully moved operations to that channel prior to the arrival of any suppression units.

Additionally, responding units including volunteers arrived on scene with minimal additional radio traffic and voiced their switch to Tac 2 on arrival. DC Brummel verbally took the rest of the district and communicated with me by phone to straighten out the remaining available units around the district. TRG1 and MSO1 responded to the fire and the ALS-CPR call, respectively, strictly using their tablets. M7 handled with brevity and clarity the corrections when A7 got toned instead of M7, which was fallout from Jeffcom freeing B7 for its volunteer response.

Most incidents like this brush fire – never mind the overlapping calls including one toned initially as ALS-CPR – have a lot of obvious room for improvement in communications. One could probably find something to learn from today's tapes, but I believe this was the best managed communication of any such combination of incidents in recent memory. Calm airwaves clear of staticky fireground comms has a lot of impact on stability on Jeffcom's end of the radio, and we all saw that today thanks to BC Fletcher and the rest of your team.

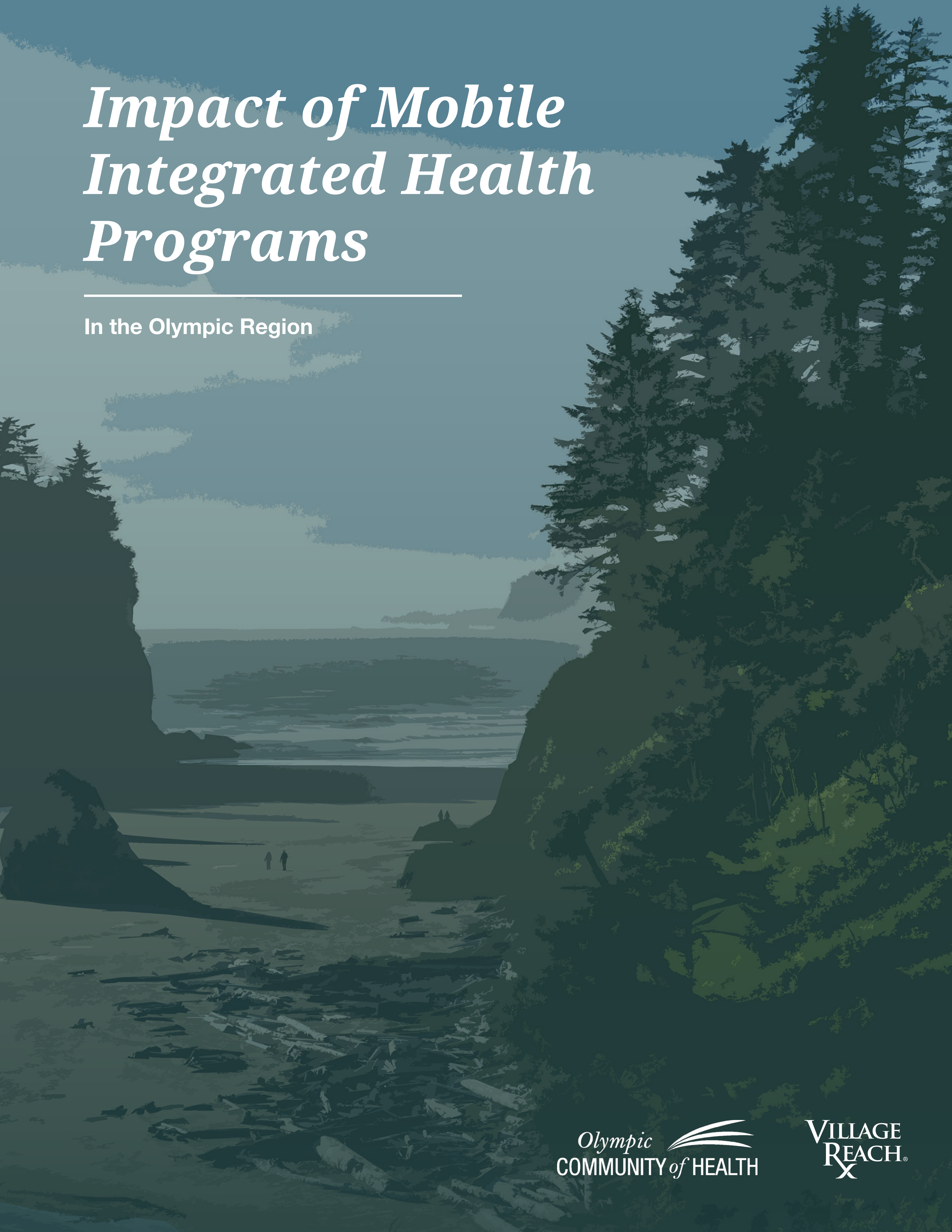
Please pass along Jeffcom's appreciation for the calm professionalism to your people as appropriate.

Thanks,
Matt

Matt Stewart | Director | Jeffcom 911 Communications | 360-344-9788 (o) | 360-745-8213 (m)

We would like to send our appreciation for the excellent community service provided by Tammy Ridgway in our recent CPR/First aid training. Her committment to keeping the citizens of Jefferson County safe is commendable. Her knowledge & experience along with a lovely sense of humor made it an enjoyable class.

Please accept the enclosed donation on behalf of the Bluff Neighborhood Emergency Preparedness group.



Impact of Mobile Integrated Health Programs

In the Olympic Region

Olympic COMMUNITY of HEALTH

VILLAGE REACH

Introduction

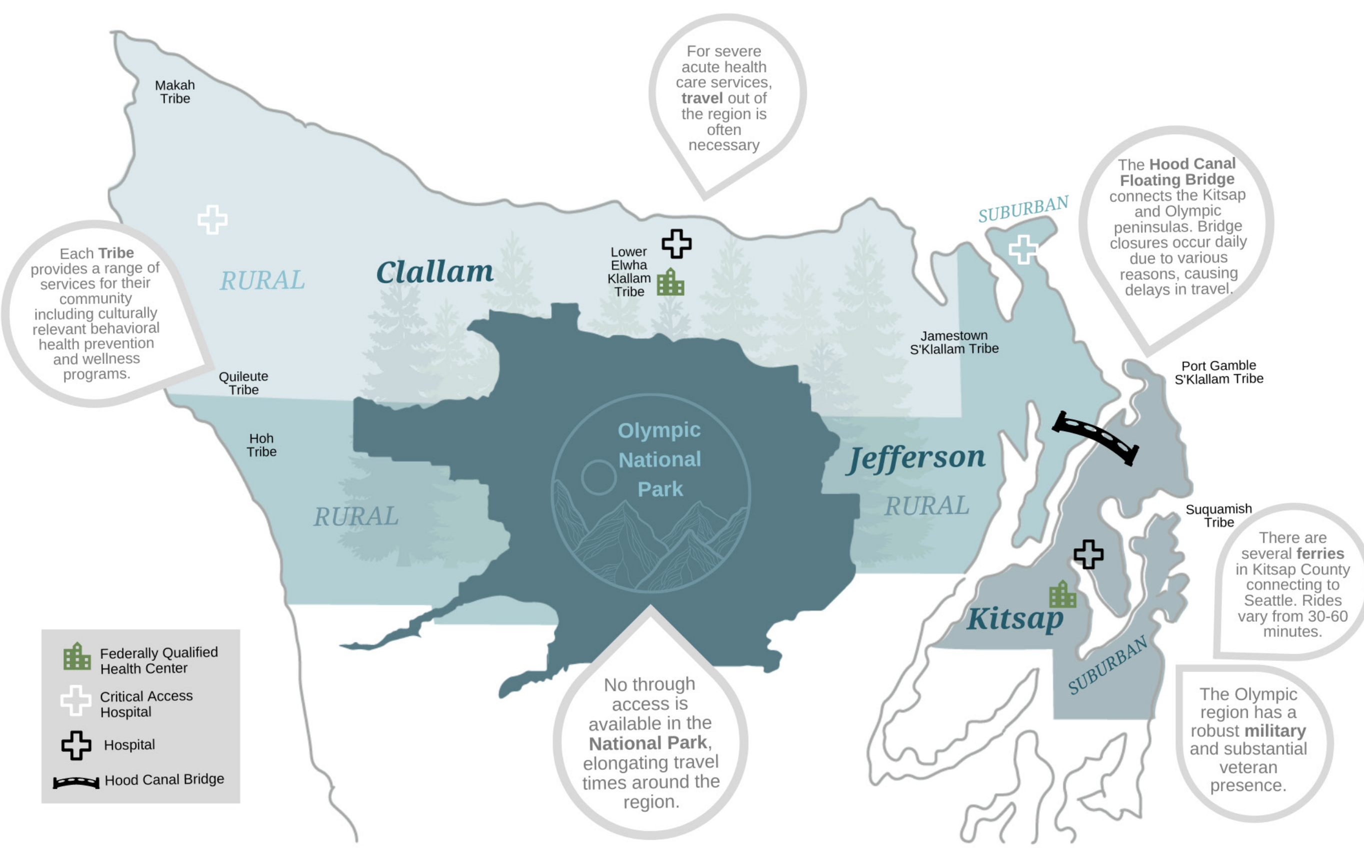
Across the Olympic Region, Mobile Integrated Health (MIH) programs help people access care and reduce preventable use of emergency services. These programs play a critical role in meeting community needs and ensuring emergency resources remain available for life-threatening situations. Olympic Community of Health (OCH) commissioned this evaluation to understand the impact of MIH programs and identify opportunities to support programs in strengthening their effectiveness.

Olympic Community of Health & the Olympic region

OCH is a regional non-profit that brings together partners from different backgrounds, sectors, communities, and Tribes to tackle health issues no single sector or Tribe can tackle alone. OCH works with partners across the region to support healthy people and thriving communities. OCH serves the Olympic region which spans Clallam, Jefferson, and Kitsap Counties, and includes the sovereign nations of the Hoh, Jamestown S'Klallam, Lower Elwha Klallam, Makah, Port Gamble S'Klallam, Quileute, and Suquamish Tribes.

The region's unique geography, including waterways, bridges, peninsulas, and a national park, impacts the services available and the way individuals and families seek and receive care.

It takes about ***4 hours*** to drive from **Neah Bay** (upper Northwest corner of Clallam) to **Port Orchard** (South Kitsap)

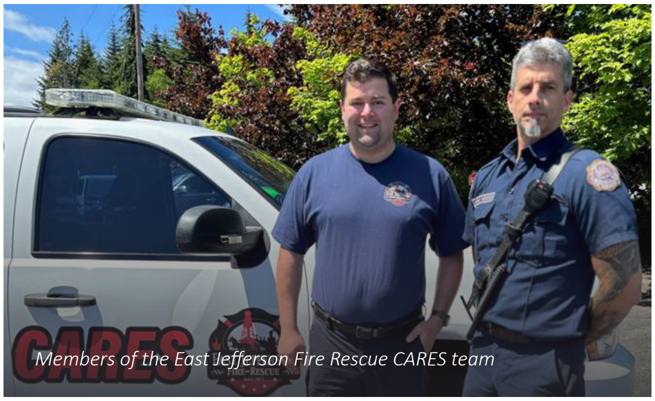


Mobile Integrated Health programs

MIH programs are community-based care initiatives that provide non-emergency health and social support. These programs aim to better address the needs of people using emergency services by connecting them with appropriate services, such as behavioral health care, primary care, case management, housing support, fall-prevention visits, and more. MIH teams often include paramedics, Emergency Medical Technicians (EMTs), nurses, Substance Use Disorder Professionals (SUD-Ps), Mental Health/Behavioral Health Specialists, and Social Workers who proactively work with individuals who frequently call 911 and those with complex health and social needs. **MIH programs are shaped by the communities they serve, so they often look different from one place to another as they respond to local needs and gaps.**

Port Angeles Fire Department Community Paramedicine Program providing care to a client

In 2013, the Washington State Legislature passed a law that specifically authorizes fire departments to develop Community Assistance Referral and Education Services (CARES) programs to provide community outreach and assistance to residents of its jurisdiction. The law specifies that these programs should address, identify, and provide resources to individuals who utilize 911 or the emergency department for non-emergent needs. All six programs included in this evaluation are fire department led and five of them are CARES programs.



Members of the East Jefferson Fire Rescue CARES team

Programs included in this evaluation

Clallam County

- Port Angeles Fire Department Community Paramedicine Program

Jefferson County

- East Jefferson Fire Rescue Community Assistance Referral & Education Services (CARES)
- Quilcene Fire Rescue CARES

Kitsap County

- Kitsap Fire CARES Program which includes Central Kitsap Fire & Rescue CARES, Poulsbo Fire CARES, and South Kitsap Fire CARES

Evaluation approach

OCH partnered with VillageReach, a public health nonprofit, to assess whether MIH programs are making a positive impact in the Olympic region. The following "chain of results" shows how MIH programs are intended to work:

1 Problem

An increasing number of people lack access to essential health and social services. As unmet need grows, emergency services see more calls for chronic challenges and basic needs instead of acute emergencies. This strains emergency services, increases costs, and still leaves community needs unmet.

2 Connection to Services

People who need support are connected to an MIH program.

3 Delivery of Services

Individuals receive the services they need — either directly through the MIH program or through referrals and partnerships with community organizations.

4 Impact

Services effectively meet needs, stabilize individuals, and reduce reliance on emergency care and crisis response systems.

5 Health Systems Outcome

Emergency services are less strained, resulting in:

- Faster response to acute emergencies
- Improved staff morale and reduced burnout

To determine whether MIH programs are effectively achieving each of these steps, this evaluation explored the following questions:

CONNECTION

Are MIH programs reaching the people who need them?

DELIVERY

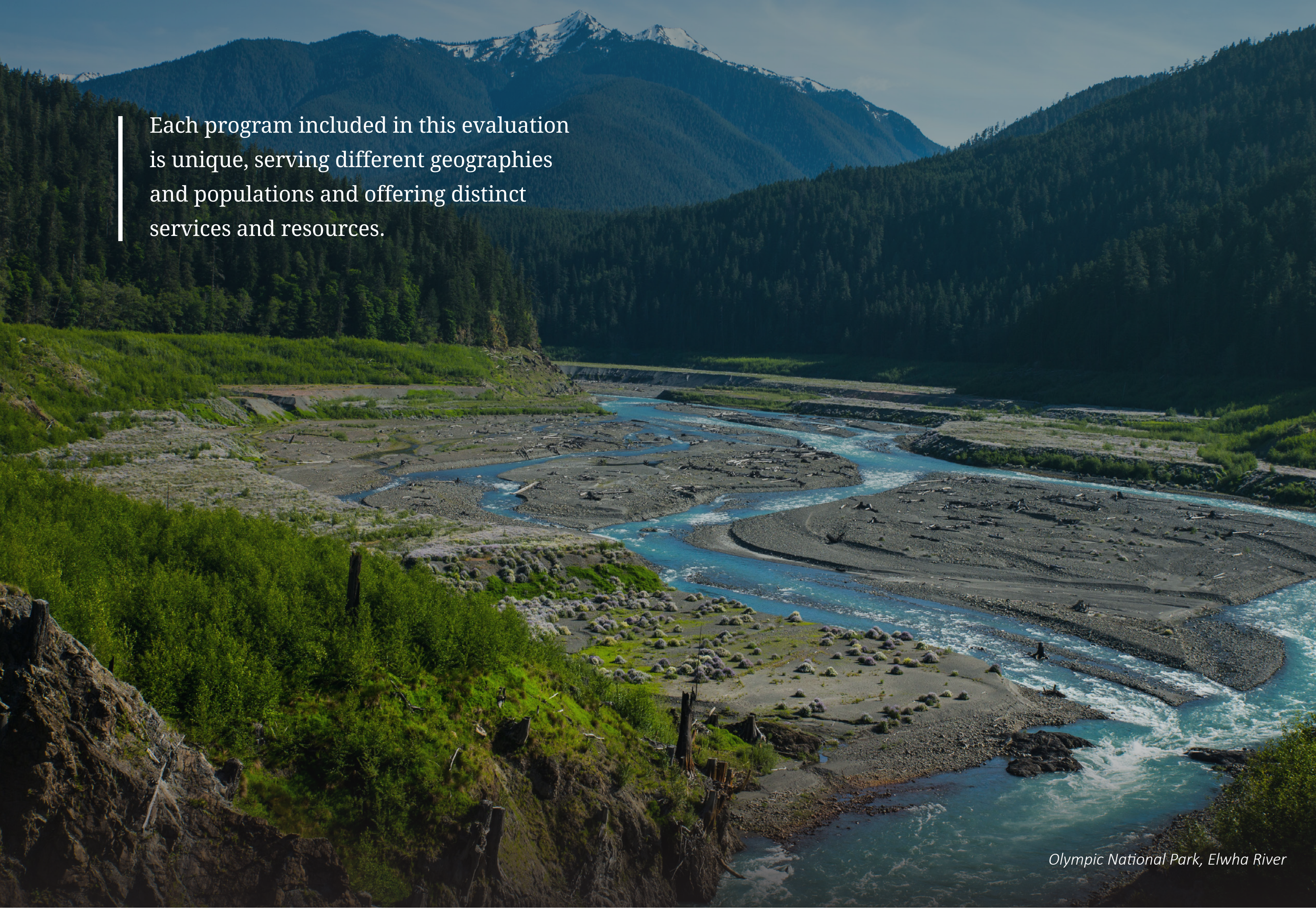
Do MIH clients get the services and support they need?

IMPACT

Are MIH programs reducing the need for emergency care?

SUSTAINABILITY

What are the key factors that influence the success of MIH programs?



Olympic National Park, Elwha River

Methods

The evaluation was funded by OCH and conducted by a third-party evaluator, VillageReach. The goal of the evaluation is to provide regional insights into who MIH programs serve, the services provided, the benefits, and ways to ensure sustainability. This evaluation is not intended to compare programs or determine which MIH models are most effective. Each program included in this evaluation is unique, serving different geographies and populations and offering distinct services and resources. The programs are at different stages of development, with some operating for over five years and others only a few years old. Instead, this evaluation focuses on sharing regional insights into who these programs serve and the impacts of their services. Differences in results across programs may reflect variations in community context and population needs rather than program effectiveness.

VillageReach met with each program to explain the purpose of the evaluation and offered two participation options:

Option 1

Provide anonymized raw data for VillageReach to analyze

Option 2

Provide results from the program's existing analysis to be included in the evaluation

The Port Angeles Fire Department Community Paramedicine Program provided summarized analysis results. VillageReach did not perform or validate any of the analysis.

The three Kitsap Fire CARES programs provided raw anonymized data from Julota, a client management system, which VillageReach used to calculate indicators such as average age, insurance status, percent of clients reached and average time to reach them in Power BI. Julota links CARES client data with other systems to calculate reduction in 911 calls and emergency department visits so their automated analysis was used for those indicators.

East Jefferson Fire Rescue and Quilcene Fire Rescue each provided data on CARES clients from Connect2 Coordinator, a client management system, along with emergency response data from the Emergency Services Operations (ESO) Solutions system. Data from the two systems were matched by name and then assigned a unique patient ID prior to being shared, ensuring that no identifying information was included. Raw data were then analyzed using Power BI.

In addition, VillageReach interviewed four fire chiefs (one from Port Angeles Fire Department, Quilcene Fire Rescue, East Jefferson Fire Rescue, and Central Kitsap Fire & Rescue) along with 1-2 program staff from each program to ask questions on the background of the programs (when and why they started), perceived impact on clients, impact on fire agency personnel and operations, along with key factors of success and major challenges and barriers.


East Jefferson County

Data included

We used all data provided by partners' current records systems. For most programs, the earliest available date in the current system occurs after program launch due to agencies transitioning to new data systems. Earlier records from previous systems were not included in the analysis. "Data used" spans from that earliest available date to the date the partner provided the data. As shown in the table below, some programs have less than one year of data and small client bases.

Program	Start Date	Data Used	Months of Data	# of People*
Clallam – Port Angeles Fire Department	Mar 2019	Mar 22, 2021 - Oct 15, 2025**	55	1,918
Jefferson – East Jefferson Fire Rescue	Jan 2021	Jan 15, 2025 - Aug 20, 2025	7	143
Jefferson – Quilcene Fire Rescue	Jul 2023	Dec 06, 2024 - Aug 20, 2025	8	42
Kitsap – Central Kitsap Fire & Rescue	Jan 2023	Jan 16, 2023 - Sept 25, 2025	32	1,223
Kitsap – Poulsbo Fire Department	Jan 2021	Oct 21, 2022 - Sept 25, 2025	35	993
Kitsap – South Kitsap Fire & Rescue	Jan 2024	Feb 16, 2024 - Sept 25, 2025	19	607

** This includes all individuals in the database, including those who were referred but may have opted out of services. For most indicators, only enrolled clients were included in the analysis; however, the full dataset was used to calculate indicators such as percent reached and percent enrolled.*

*** Several indicators were introduced after 2021, so the timeframe for those specific measures is more limited.*

Limitations

There are several limitations to this evaluation.

Variations in data sources and methods

Because Port Angeles Fire Department Community Paramedicine provided its own analyzed results, VillageReach cannot verify those findings or confirm that the methods used are identical to those applied in other program analyses. Similarly, for 911 calls and emergency department reduction analyses in the Kitsap programs, VillageReach used automated analysis from Julota. Based on verbal descriptions from Julota on how these indicators are calculated, we attempted to apply similar methods to the East Jefferson Fire Rescue CARES and Quilcene Fire CARES analyses.

Lack of comparison group and client perspective

We did not compare people who received MIH services to those with similar needs who did not receive MIH services. Because of this, we cannot know for sure how clients would have done without the program. Some clients may have improved even without MIH services, while others may have experienced worse outcomes without additional support. Also, we did not talk directly to clients or local partners to hear their perspectives and perceptions of the program.

Not designed for program comparison

This evaluation is not intended to compare programs or determine which MIH models are most effective. MIH programs are tailored to meet the unique needs of the communities they serve and are shaped by available resources, which influence how, when and where services are delivered. A program with a higher reduction in 911 calls and emergency department visits does not necessarily indicate that it is more effective at reducing the need for emergency services. Those differences may be due to other factors such as population served, the reasons individuals are utilizing emergency services, and the resources available within the community.

Key Findings

CONNECTION

Are MIH programs reaching the people who need them?

MIH programs are rapidly and effectively connecting with vulnerable community members. Most people are contacted within one to three days of referral, and the majority choose to engage in services. Over 3,500 people, most of whom are seniors and/or low-income individuals, have been reached reached by the MIH programs included in this evaluation.

Demographics of clients

Most MIH program clients are over the age of 65. This is a particularly vulnerable population that often has limited support and complex needs.

Percentage of clients over the age of 65

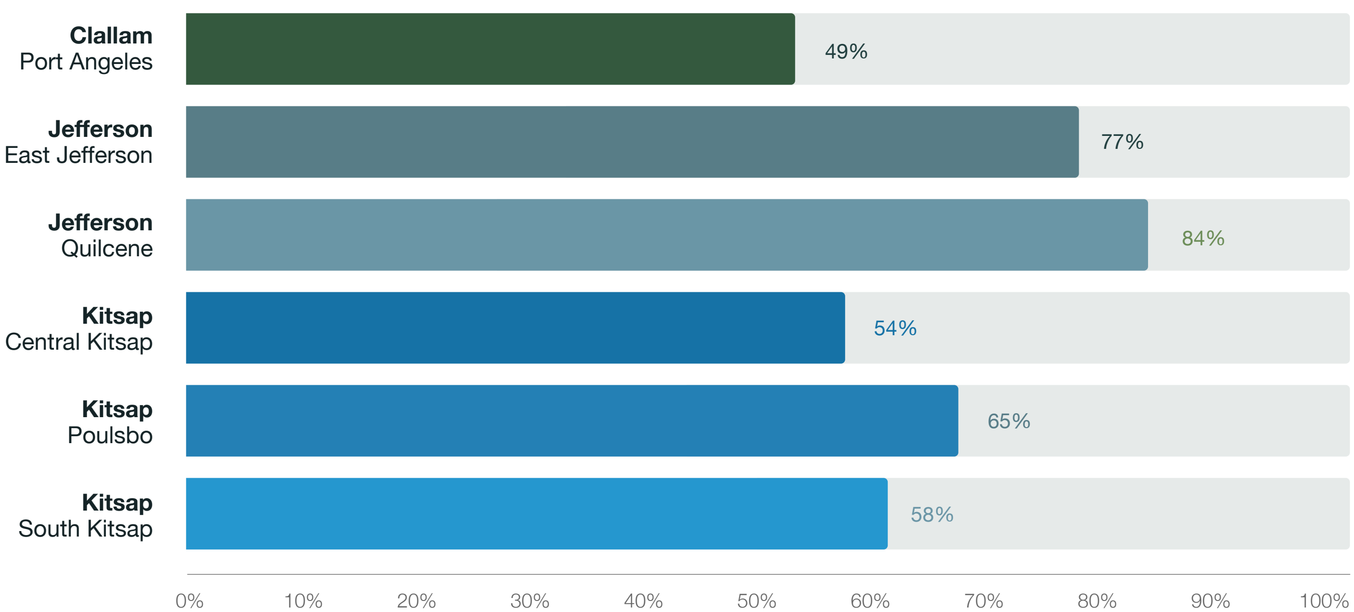


Figure 1

Insurance Status

Among clients with known insurance status, most are covered by Medicare and/or Medicaid, while very few have private insurance. These programs provide services at no direct cost to patients. As a result, insurance information is not required for care delivery and is not consistently collected.

Addressing this data gap represents an opportunity for improvement because clearly demonstrating the extent to which MIH programs serve Medicare and Medicaid populations could strengthen the case for increased government investment and future funding.

Insurance status of clients

	Dual Eligible Medicaid/Medicare	Medicare Only	Medicaid Only	Other	Not Recorded
Clallam Port Angeles	8%	20%	14%	5%	52%
Jefferson East Jefferson	34%	26%	16%	5%	19%
Jefferson Quilcene	14%	14%	3%	6%	63%
Kitsap Central Kitsap	11%	39%	25%	18%	7%
Kitsap Poulsbo	5%	25%	10%	7%	53%
Kitsap South Kitsap	12%	39%	25%	10%	14%

Table 1

Calawah River Bridge, Clallam County

Timeliness

Most clients are referred to MIH programs after a 911 call, when emergency responders identify underlying needs that could be better addressed by an MIH program. The programs then follow up with those referred (by phone or in-person) to see if they are interested in receiving services. People are usually contacted very quickly after referral, with most programs achieving a median of 3 days or less for contact and all agencies achieving a median of no more than 5 days between referral and initial contact. The program with the longest follow-up time noted that delayed data entry, such as recording follow-ups one to two days after they occur, partially contributed to this finding.

Hood Canal, Kitsap County

Ability to reach people

Programs successfully reach most referred people (71-98%, depending on the program). When people cannot be reached, common reasons include the inability to find someone who is homeless or moves frequently, lack of phone access, unanswered calls, relocation (sometimes outside the service area), or the person passing away. Again, it is important to acknowledge and consider variations in community context and population in differences in results across programs.

Percent of people referred to MIH programs who were reached

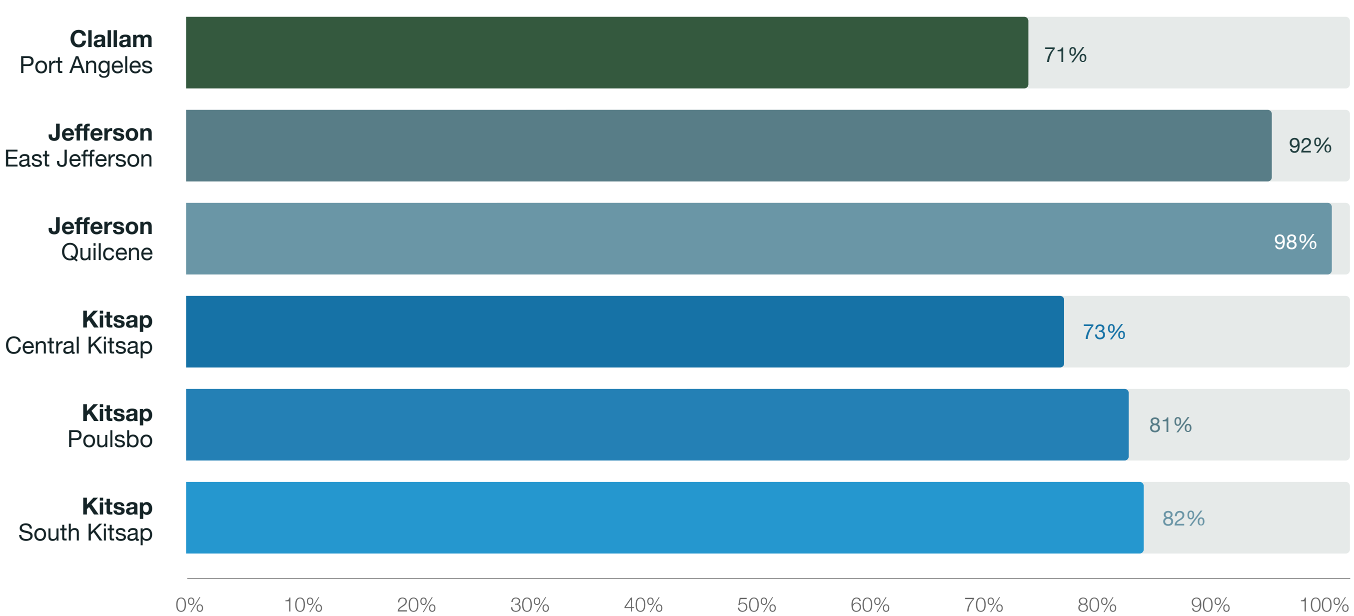


Figure 2

Bremerton Waterfront View from Warren Avenue.

Ability to enroll clients

Once people are reached, the majority agree to enroll in the MIH program, with acceptance rates 97% or higher, for four of the six programs. One example of the importance of considering community context and population when interpreting results is East Jefferson Fire Rescue CARES program's acceptance rate. Program staff note that building trust is critical, as many clients are older and focused on aging independently at home, making them reluctant to accept additional resources or support. As a result, for some people it takes multiple visits, or unfortunately, multiple adverse events, before a person is willing to enroll in the program.

Percentage of individuals reached that enroll in service

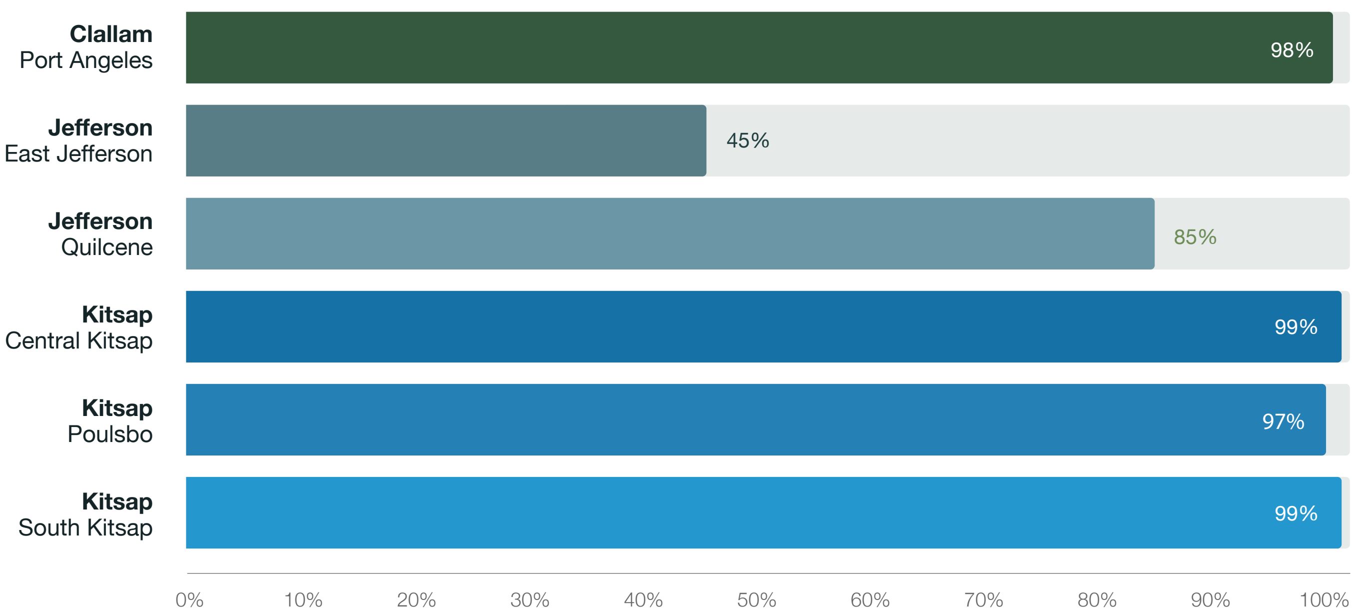


Figure 3

DELIVERY

Are MIH clients getting the services and support they need?

Success looks different for each client, depending on their goals.While quantitative data related to this question is limited, qualitative insights show that many clients receive the support they need through MIH programs.

MIH programs tailor services and support to what their clients need. After a person is enrolled in an MIH program, the team works with them to set goals. Common goals include reducing falls, accessing treatment for substance use, connecting with mental health services, addressing physical health needs, and/or addressing social needs such as stable housing. Much of the work is case management: building a relationship, finding out what a client wants and needs, and then ensuring effective connections to resources and services. Some programs also address needs directly. For example, East Jefferson Fire Rescue CARES can help declutter homes and install safety equipment for clients who have experienced repeated falls.

Kitsap Fire CARES staff visiting a client

Success Stories

Fire chiefs and program staff shared numerous stories that illustrate the impact of the services provided, underscoring that success can take many forms depending on the individual. For some, it means reconnecting with family before the end of life; for others, success looks like making peace with the decision to leave home to receive the care they need in a long-term facility.

Below are two case studies highlighting different ways MIH programs have improved quality of life and health outcomes for clients:

1 A safe transition to assisted living

The MIH program received a referral from the local Area Agency on Aging (AAA) for an older adult living alone in a rural area with very concerning conditions in his home. When the MIH program first connected with the client, he was experiencing severe cognitive decline, had little food in his house, was wearing dirty clothes, did not know how to work his cellphone, and his home was in disarray.

The MIH program immediately contacted his son, who was unaware of the severity of the situation, and arranged a FaceTime call to show him what his father was experiencing. The program guided the family through next steps, including medical appointments to confirm cognitive decline and exploring assisted living options. MIH staff supported the client with grocery shopping, medication management, and regular check-ins throughout the process.

Because the client's cognitive decline left him unable to reliably meet his essential needs alone, the MIH team, the client, and the family collectively decided to transition the client to assisted living with 24/7 support, a significantly safer environment for the client. The client's son was able to come in person to help with the move to an assisted living facility. When the MIH team came to say goodbye, the client was cleanly dressed and positive about the transition, a notable change from their visit and a clear sign he was receiving more of the support he needed.

> MIH intervention was essential in alerting the family to the seriousness of the situation and walking them through the process of getting the client safely moved into an assisted living facility that could meet the client's needs.

2 Supporting long term recovery

A middle-aged woman was referred to the MIH program because she was experiencing active substance use, untreated mental illness, and housing instability. She was referred to the MIH program by multiple agencies, including the fire department, emergency department, and a local behavioral health provider. In the year before she received MIH support, this woman made more than 60 calls to 911 and had nearly 50 emergency department visits.

The MIH team started coordinating across agencies to schedule medical and behavioral health appointments, improve communication between her, her primary care provider and psychiatrist, arrange in-home caregiving and support services, and adjust medications to reduce side effects and encourage adherence. Despite these efforts, the client frequently canceled appointments and services, often at the last minute. It took a year of support, a long-term relationship, and ongoing care coordination to improve the situation. Long-term efforts included a direct line to the MIH team that she could call for non-life-threatening emergencies, arrangement with a pharmacy for daily medication dispensing, and quarterly multidisciplinary meetings between the MIH team, primary care, psychiatry, case management and substance use disorder specialists.

With support from MIH, she has been able to maintain extended periods of sobriety, secure stable housing, and consistently take prescribed medication. Her mental health has improved significantly, and instead of using emergency services, she now proactively contacts MIH staff for support.

> This shift reflects her trust in the MIH program, as well as her increased confidence, independence, and effective coping strategies. In the year after MIH intervention, her use of 911 and the emergency department declined by more than 75%.

Bainbridge Island, Kitsap County

IMPACT

Are MIH programs reducing the need for emergency care?

Data show that MIH programs reduce their clients' 911 calls and emergency room visits, signaling that clients are getting the support they need to avoid unnecessary use of emergency services. This reduction also reduces strain on emergency response systems and saves money for insurers and clients.

Reduction in 911 calls

There were drastic reductions in the number of 911 calls clients made in the three months after being discharged from an MIH program compared to the three months prior to enrolling. Across the region, there was a 20-86% reduction in 911 calls among MIH clients, depending on the program.

For the Kitsap Fire CARES programs, East Jefferson Fire Rescue CARES, and Quilcene Fire CARES, analysis was to clients who had some interaction with emergency services before, during, or after their time in CARES. This approach allowed us to focus specifically on changes among individuals who actually use emergency services. Additionally, if a client does not appear in emergency service records, it is difficult to determine whether they never used services or simply could not be matched across systems (e.g., due to variations in name spelling).

Finally, because Quilcene Fire Rescue serves a small population and is a relatively new program, only a small number of clients were available for inclusion in this analysis. Only eight clients met the criteria have having been out of CARES for at least three months and having at least one interaction with emergency services that we could match to them. With small sample sizes, results can be heavily influenced by a single individual. For example, one of the eight clients contacted emergency services five times in the three months after ending their CARES service.This single case of high 911 utilization had a significant impact on the average. These, as well as local context, are important reasons results should not be utilized to draw comparisons between programs.

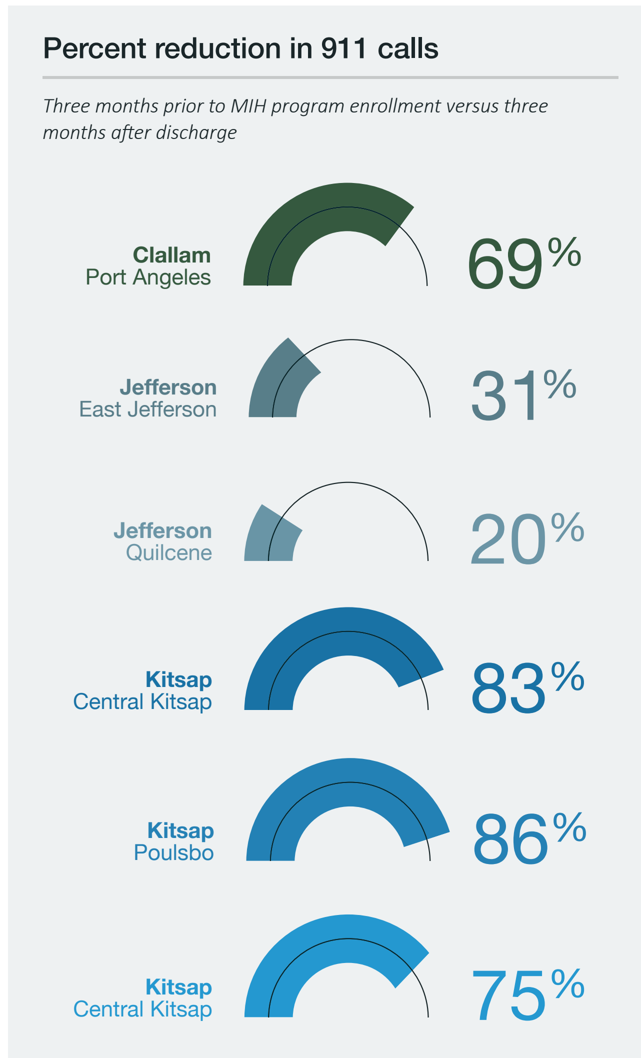


Figure 4

This finding is supported by the experiences of fire personnel. Every one of the four fire chiefs interviewed emphasized that MIH programs have a significant impact on emergency operations. As one chief put it, "We saw a difference on day one," noting a sharp decline in repeat callers with non-emergent issues. One chief explained that this matters because emergency response crews aim to leave the station within 60 seconds of a call and arrive on scene within 8.5 minutes. **Every extra minute spent with someone whose needs are not life-threatening could delay their response to the next critical emergency.**

Bremerton Manette Bridge

Reduction in emergency room visits

Kitsap County Fire CARES programs provided emergency room visit data. For those three programs, emergency room visits dropped substantially after clients enrolled in an MIH program. Comparing the three months before enrollment to the three months after discharge from an MIH Program, visits decreased by 66-83%, depending on the program. This signifies a two-fold benefit. First, clients are having their needs met before reaching a level that requires emergency intervention. This is a critical benefit, as emergency service systems must respond to and effectively meet the needs of their communities. Two, this reduces strain on emergency services ensuring they can focus on urgent and life-threatening situations.

We recommend that all programs begin tracking their clients' emergency department utilization, as these data are essential for accurately estimating cost savings and understanding the program's impact on reducing strain on emergency services. This may require integrating or linking data systems to ensure clients can be accurately tracked across multiple points of care.

Percent Reduction in Emergency Room visits by Kitsap County MIH clients

Three months prior to service compared to three months after service

Kitsap
Central Kitsap
↓79%
0% 100%

Kitsap
Poulsbo
↓83%
0% 100%

Kitsap
South Kitsap
↓66%
0% 100%

Figure 5

Cost savings

MIH programs likely generate cost savings across multiple parts of the emergency response and healthcare system through reduction in 911 calls, fire agency responses, emergency room visits and hospital admissions. However, based on the data available for this evaluation, we were only able to calculate savings associated with reductions in emergency room visits for the Kitsap County Fire CARES programs. As these savings represent just one component of MIH's overall impact, the financial estimate presented here should be considered a conservative and likely understated reflection of the program's true system-wide value. **We recommend that future evaluations incorporate additional data sources so that cost savings across other points in the system, such as 911 call volume and fire agency response activity, can also be quantified.**

Port Angeles Fire Department Community Paramedicine Program providing care to a client

Emergency room visits represent one of the most expensive levels of care in the United States' health system, driving up costs for insurers, patients, and even hospitals when full reimbursement is not possible. According to Washington HealthCareCompare, the average emergency room visit at St. Michael's Medical Center, Kitsap County's primary hospital, costs $1,282. This still likely underestimates the true cost of many ER visits, as it includes expenses related to ER physicians and staff, but does not account for additional hospital services such as specialists, anesthesia, imaging, or the use of specialized equipment.

Over the Evaluation Period

1,384

estimated ER visits prevented

$1,774,429

estimated cost savings

In addition to cost savings, reducing ER visits has many potential benefits to both the clients who prevented a visit and to the staff treating them. When clients prevent ER visits by receiving care from a primary care doctor or other provider they can see regularly, they get better coordination of care and consistent management of chronic conditions. For hospitals, preventing ER visits can lead to lower patient volume which allows staff to focus on the most emergent cases, reduces waiting times for everyone, and also prevents burnout and overwork for staff.

Improvement to emergency personnel morale

In addition to cost savings, Fire chiefs and program staff emphasized how these programs boost morale among emergency responders. This is particularly important given nationwide shortages of emergency medical service (EMS) providers. Fire chiefs and firefighters we interviewed spoke about the toll of repeatedly visiting the same addresses, knowing they cannot solve the underlying problem. They noted it is difficult to leave someone who needs more help than they can provide. At the same time, when they are with clients who are not experiencing life threatening emergencies, they feel immense pressure to move on quickly and be ready for the next emergency. **Being able to refer clients to MIH programs and then later follow-up to hear how they are doing has a powerful positive impact on personnel.**

Members of the Kitsap Fire CARES Team

> "The reason [that CARES has an] impact on the 911 responders is there is a sense of hopelessness of the mental health of the firefighters and paramedics. It can be overwhelming…it's hard to quantify but I'm certain that there is less of a sense of hopelessness in the headspace of the firefighters [now]."
>
> **– Fire Chief**

Hood Canal Washington with Olympic Mountains

SUSTAINABILITY

What are the key factors that influence the success of MIH programs?

Funding is the biggest challenge for MIH programs. When fire chiefs and MIH staff were asked to identify key factors for continued program success, all cited funding as the primary pre-requisite, with most expressing uncertainty about long-term sustainability if the necessary funds were not available.

An estimated 35% to 100% (depending on the program) of these MIH programs' budgets are funded by grants, with all programs relying on grants to some extent.

Grants

Grants are time-limited, come with administrative requirements that can be burdensome and many grant makers limit repeat funding, making long-term sustainability difficult. As a result, several programs reported having no guaranteed funding source beyond their current grant cycle, placing them at risk of reduction or closure once grants expire.

While programs are exploring strategies to diversify funding, such as sharing staff with hospitals or substance use treatment providers to reduce costs, these approaches have not fully offset reliance on grant funding. Fire agencies also described challenges incorporating MIH costs into their operational budgets, citing limited revenue and competing priorities as a huge challenge.

This challenge is consistent with findings from a 2025 performance audit by the Office of the Washington State Auditor which found that nearly three-quarters of MIH programs included in the audit were at risk of having insufficient funding in the next five years.

View Performance Audit

> "If [our current grant] went away, I don't know that we'd be able to sustain [our program]. Because it would be supplanted by money for the 911 budget and I'd have to choose… the choice I'd have to make is "Is it [the MIH program]? Or is it a fire engine? Or a fire station?"
>
> – Fire Chief

Conclusion

MIH programs in the Olympic region are making a measurable and meaningful difference for the communities they serve. Across six programs, key findings include:

MIH programs reach people who need them

The evaluation found that MIH teams are successfully identifying and engaging some of the region's most vulnerable residents, particularly older adults and people with limited financial resources. Programs consistently reach and enroll the majority of people referred to them, often within only a few days, demonstrating strong program responsiveness and an ability to build trust with people who may not otherwise be connected to services.

MIH programs meet the needs of their clients

Once enrolled, clients receive tailored support that helps them navigate medical, behavioral health, and social needs that range from securing safety equipment and managing chronic conditions, to stabilizing housing and accessing treatment. Evidence from case studies and reductions in client use of 911 and emergency room services demonstrate that clients' needs are being effectively met before they escalate into emergencies.

MIH programs create operational efficiencies

These programs also reduce strain on emergency services, reducing 911 calls and emergency room visits. Fire chiefs noted immediate operational benefits, reporting that MIH programs free up crews for life-threatening emergencies and reduce the emotional burden responders face when they encounter needs they cannot address in the field.

Taken together, the findings show that MIH programs effectively connect people to needed services, deliver individualized support, reduce avoidable emergency service utilization, and strengthen the broader emergency response system.

However, these benefits can only be maintained if programs have reliable, long-term funding. Financial instability remains the primary barrier to sustaining existing programs and expanding services to communities where needs remain unmet.

Continued support and investment from state, regional, and local partners will be essential to ensuring that MIH programs can continue delivering critical, life-stabilizing services across the Olympic region.

Recommendations

Support sustainable funding models

MIH programs deliver clear benefits to both the communities they serve and the fire agencies that provide them, yet sustainable funding remains a persistent challenge. This is not unique to the Olympic region; it is a statewide and national issue. Based on the evaluation results, the specific recommendations are:

Amend Washington state law to require private insurance to reimburse MIH services

The evaluation findings support the State Auditor's recommendation to the Washington State Legislature to "Amend state law to require private insurance companies to develop ways to reimburse services provided by [MIH] programs."

Combine multiple funding streams for a "braided" funding model

To reduce reliance on any single source, MIH programs should strive for a "braided" funding model (a combination of multiple funding sources). This approach was recommended by key informants, and the Auditor's report found that half of audited programs already use more than one source of funding. Each type of funding comes with a unique set of pros and cons and each agency will have to assess what is most appropriate for their situation. Furthermore, some agencies included in this evaluation are Fire Departments (funded by the city they serve) while others are Fire Districts (funded by property taxes in the area they serve) so they have different limitations in terms of the types of revenue they can raise and how they can use that funding. **A braided approach can include a combination of any of the following:**

1. **GRANTS:** Often the starting point for new programs or expansion within existing programs. These funds can be time-limited and competitive, which may create sustainability challenges once the grant period ends.

2. **INSURANCE REIMBURSEMENT:** While currently limited, MIH programs can expand reimbursable services by partnering with or becoming mental or physical health providers accepting insurance. Reimbursement processes can be administratively complex, and requirements such as insurance coverage or co pays may create barriers for MIH clients.

3. **HOSPITAL OR HEALTHCARE PARTNERSHIPS:** Collaborations where hospitals provide staffing, financial support or other resources to sustain MIH programs. Other types of healthcare partnerships such as Hospice and home healthcare can be mutually beneficial. These partnerships depend on aligned goals, a shared understanding of success and how it will be measured, and strong relationships, which can vary significantly across communities.

4. **FIRE AGENCY OPERATIONAL BUDGETS:** Allocate funds from agency operational budgets to cover the full or partial cost of MIH programs. There are legal considerations in terms of what services fire agencies are mandated to provide and limitations on what activities can be funded through operational budgets so this may not be feasible for every agency.

5. **LOCAL TAX LEVIES:** Dedicated funding approved by voters. In the state of Washington, fire districts are funded by property taxes and there are legal limits to how much these taxes can be raised and what activities they can fund which means this is not an option for all agencies.

A diversified funding model creates stability, increasing the likelihood that MIH programs can continue delivering critical services without interruption.

Close gaps in data collection

1 Strengthen the collection of patient impact data

Interviews with MIH staff and fire chiefs revealed compelling stories of how MIH programs have transformed lives. In addition, existing data on reduced 911 calls and emergency department visits suggest clients are better supported and have access to more resources, reducing the need for emergency services. However, consistent quantitative data (i.e., what services clients receive, referral outcomes, the impact on health and quality of life) are not systematically collected. Similarly, most programs have some qualitative data such as success stories and case studies of how clients have benefited from their services, but this isn't systematically collected, consistently documented, or consistently shared. Expanding processes to capture these metrics would provide a clearer picture of program effectiveness and client outcomes and provide evidence to support additional funding.

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2 Standardize data collection and reporting

Currently, programs collect different variables in different ways. For example, some track whether goals were met or referrals completed, while others do not. Insurance type may be recorded using fixed options in one program and open-text fields in another. Additionally, methods for calculating indicators like "911 calls averted" vary across programs. Decisions such as whether to include all clients in 911 reduction analysis or only high utilizers, how to include repeat clients, etc. can have significant impacts on the result. **Establishing standardized data collection methods and calculation protocols across the region, and ideally statewide, would enable programs to more effectively demonstrate collective impact**. In addition, it would help new programs develop data analysis protocols more easily by adopting standard approaches and best practices.

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3 Prioritize data required by Washington State law

Washington State law requires that CARES programs measure 1) any reduction of repeated use of the 911 emergency system attributable to the program, 2) any reduction in avoidable emergency room trips attributable to the program, and 3) estimated amounts of Medicaid dollars that would have been spent on emergency room visits had the program not been in existence. However, programs were unaware of these requirements and do not currently track all three. This aligns with the State Auditor's findings that only about half of CARES programs measure these metrics and that no standardized methodology or reporting mechanism exists. **As these indicators are important to the legislature, they represent the highest-priority metrics to standardize, collect, and report across programs.**

Acknowledgements

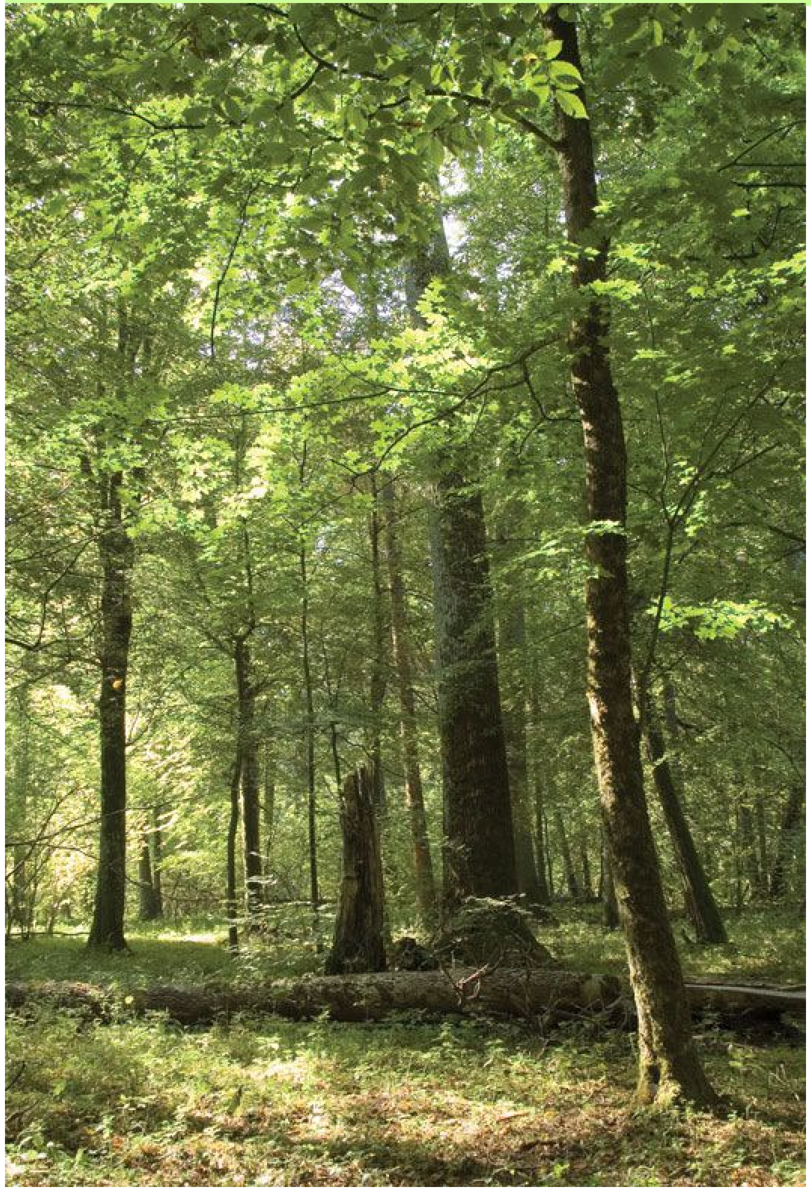
We extend our gratitude to East Jefferson Fire Rescue CARES, Quilcene Fire Rescue CARES, all the Kitsap Fire CARES programs, and Port Angeles Fire Department's Community Paramedicine Program for their outstanding work in the community and contributions to this report. We also thank Olympic Community of Health, the Co-Responder Outreach Alliance, the Behavioral Health Crisis Outreach Response and Education program at the University of Washington School of Social Work, Julota, and the Washington State Auditor's Office for sharing their expertise and guidance in the development of this evaluation.

Cape Flattery, Clallam County

Olympic COMMUNITY of HEALTH

VILLAGE REACH

WHAT IS TLT?



WA State Trust Lands

DNR manages over 600,000 acres of **State Forest Trust** lands to produce revenue for trust beneficiaries through timber harvest, agriculture, and other activities. Revenue pays for essential public services such as schools, roads, hospitals, and libraries as junior tax districts.

Some of these lands are special places but have limited potential to generate income in the reasonably foreseeable future due to physical, legal, access, or other constraints.

Many of these lands have high ecological values and public benefits such as opportunities for hiking, horseback riding, bird watching, or fishing.

Land managed as part of the **State Forest Trust** with DNR, benefits the local community (via junior taxing districts) when logged. ***No guarantee of regular logging or $.***

Trust Land Transfer (TLT)

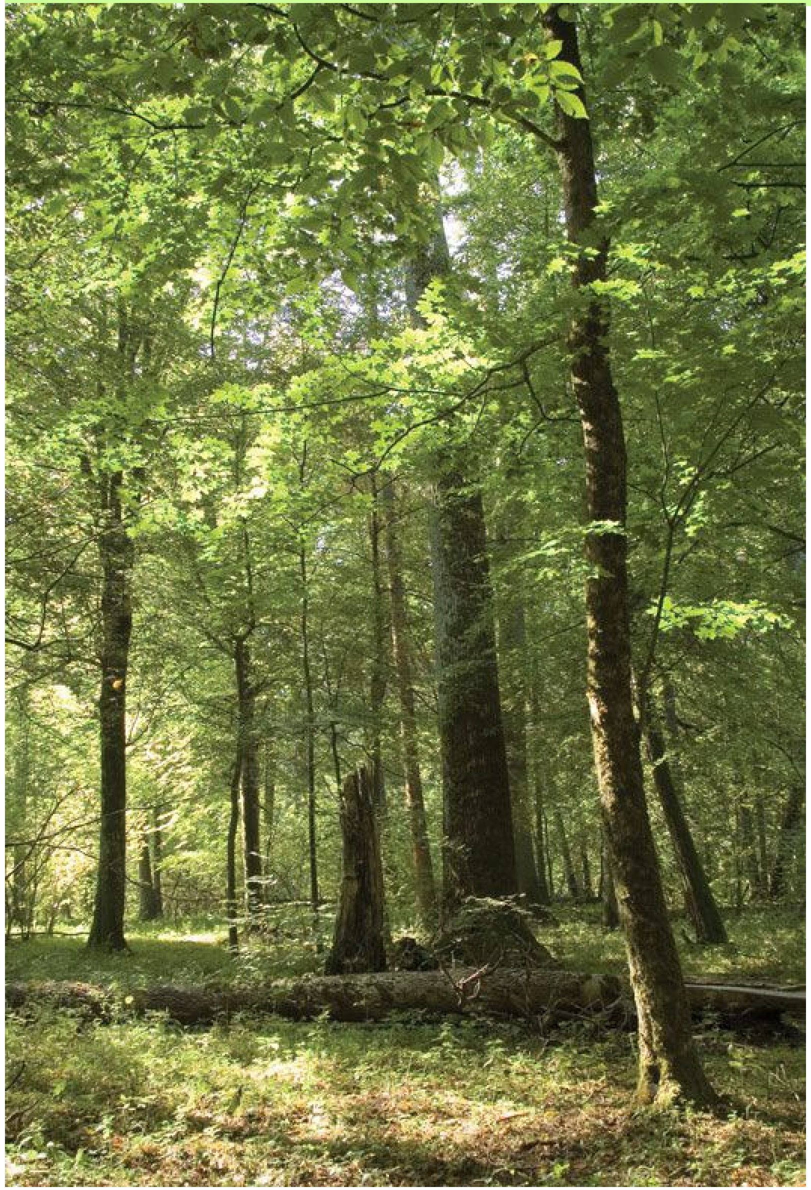
PROGRAM OVERVIEW

TLT takes the parcel out of the DNR trust status, here we are focusing on transferring stewardship to the County via transfer out of the State Forest Trust.

Established in 1989, the TLT program enables DNR to keep special places in public ownership while also improving financial performance of trusts.

Economically underperforming lands with high ecological values and public benefits are transferred to a receiving agency.

80% of the value($) goes to the junior taxing districts upon transfer, plus ongoing revenue for managed timber production generating long-term, sustainable revenue for trust beneficiaries.



Trust Land Transfer (TLT)

PROGRAM OVERVIEW

The TLT program is funded through the Washington State Legislature’s capital budget.

Many transferred parcels become parks, open space, nature preserves, or similar designations.

The Jefferson County Forest Management Program applies ecological forest management practices while prioritizing habitat conservation and recreational values for the property in the long term.

Jefferson County' s Forest Management Program has a proven track record and has already demonstrated a commitment to this work at demonstration sites such as Chimacum Park and ***Chimacum Ridge Community Forest*.**

The Portland Airport

A Story of People, Forests, and a Beautiful Mass Timber Building

In 2020 the Portland International Airport started a five-year remodel project inspired by the lush forests of the PNW with wood sourced from well-managed public and private forests in Oregon and Washington, **including Chimacum Park in Jefferson County.**

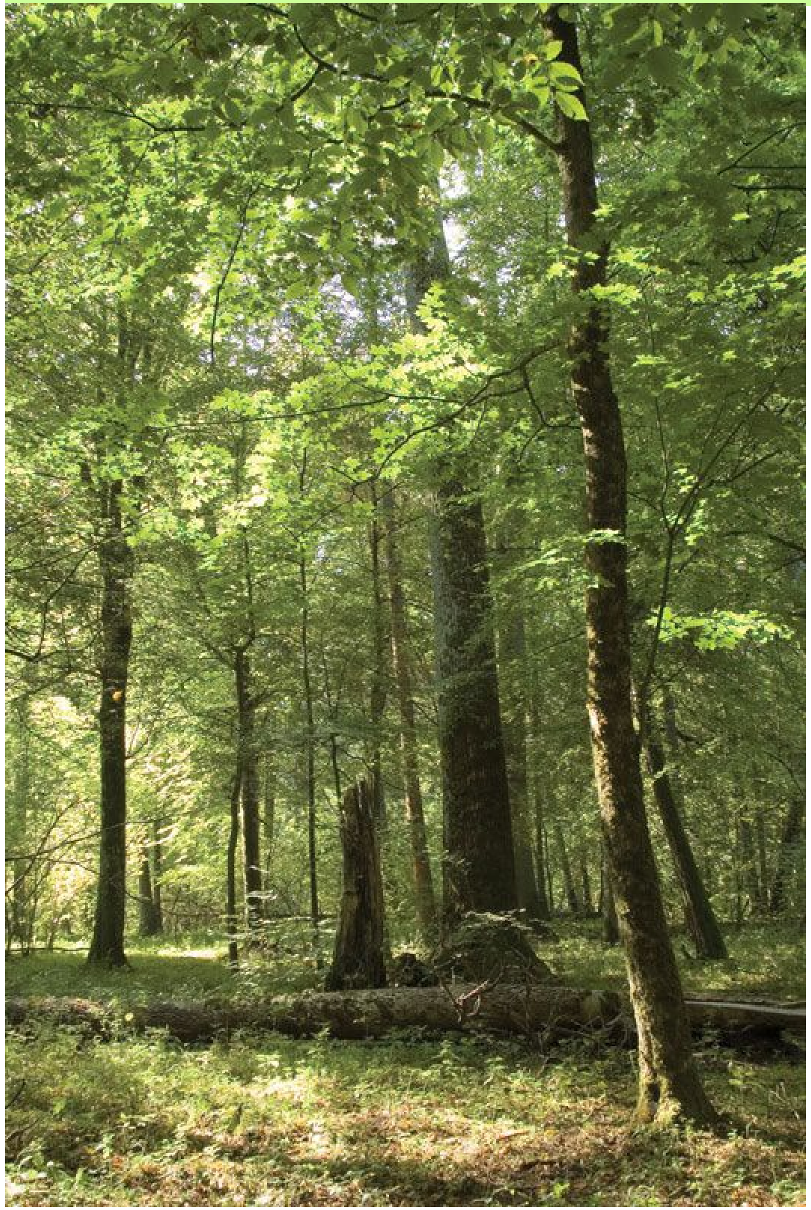
Jefferson County and TLT

Jefferson County sought transfer of four parcels for inclusion in their ecological forestry program via this program in 2023:

- Cape George - 232 acres
- Jacob Miller – 119 acres
- Anderson Lake – 542 acres
- Beaver Valley – 522 acres

Anderson Lake and **Beaver Valley** were not found to be in the best interest of the trusts in 2025 and are ***currently not being considered for transfer***. Jacob Miller is currently in consideration for funding in the 2027-2029 Trust Land Transfer list.

$3.6 million was appropriated in the ‘26 Legislative session for **Cape George** to be transferred via TLT to the county.



Cape George TLT

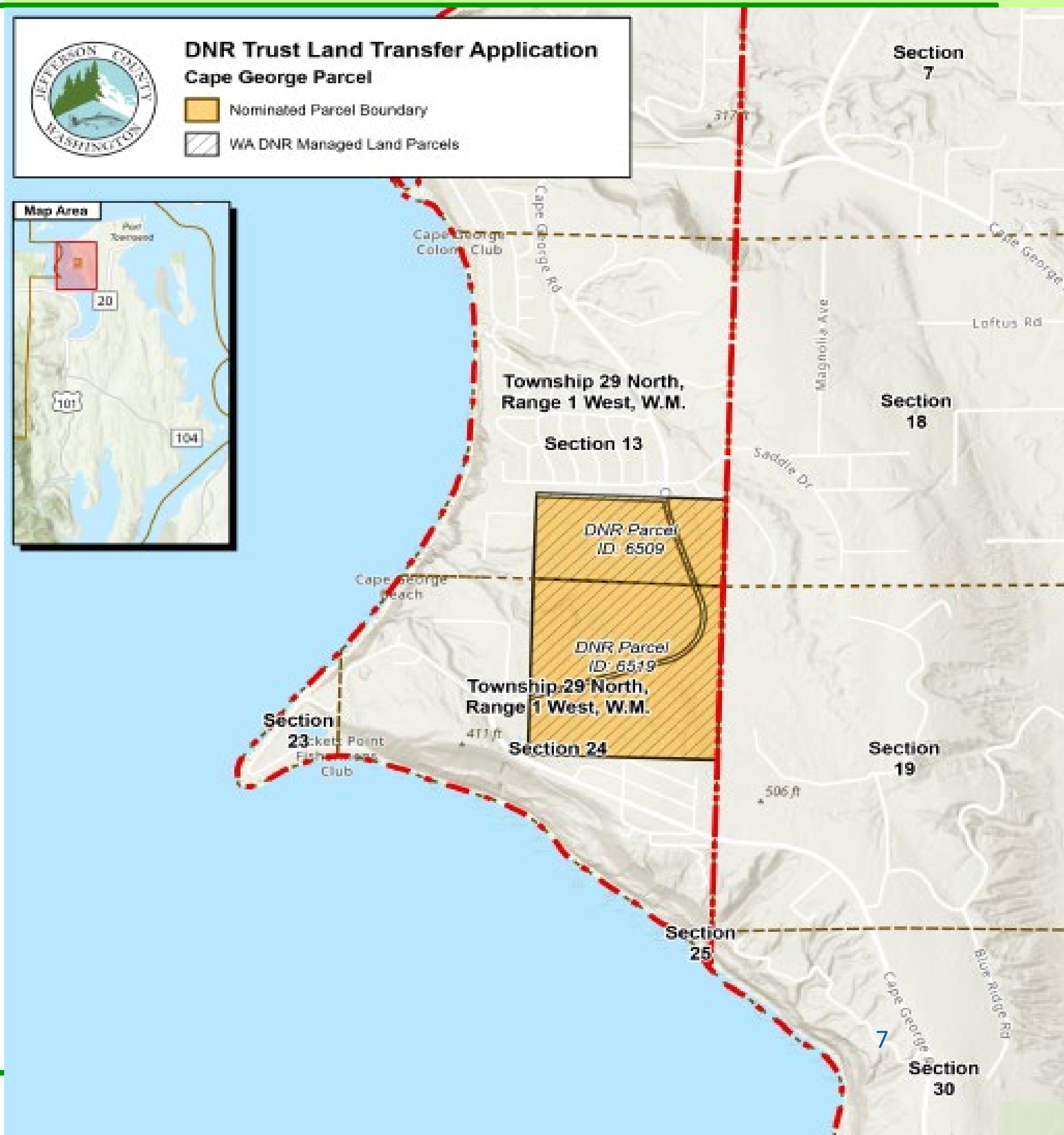
How will the County manage this parcel?

The two Cape George parcels total 232 acres.

~200 acres will be managed as part of Jefferson County's ecological forestry program – prioritizing improving forest health through thinning while incorporating open spaces, trails, passive recreation. A key goal will be to reduce wildfire risk in consult with EJFR; the dominant vegetation type is plantation Douglas- fir.

35 acres of mature old growth forest will be set aside. Estimated at 200+ years, known locally as "The Quimper Lost Wilderness”.

The forest will be managed using a group of advisors of which EJFR is a member to develop and implement management objectives.

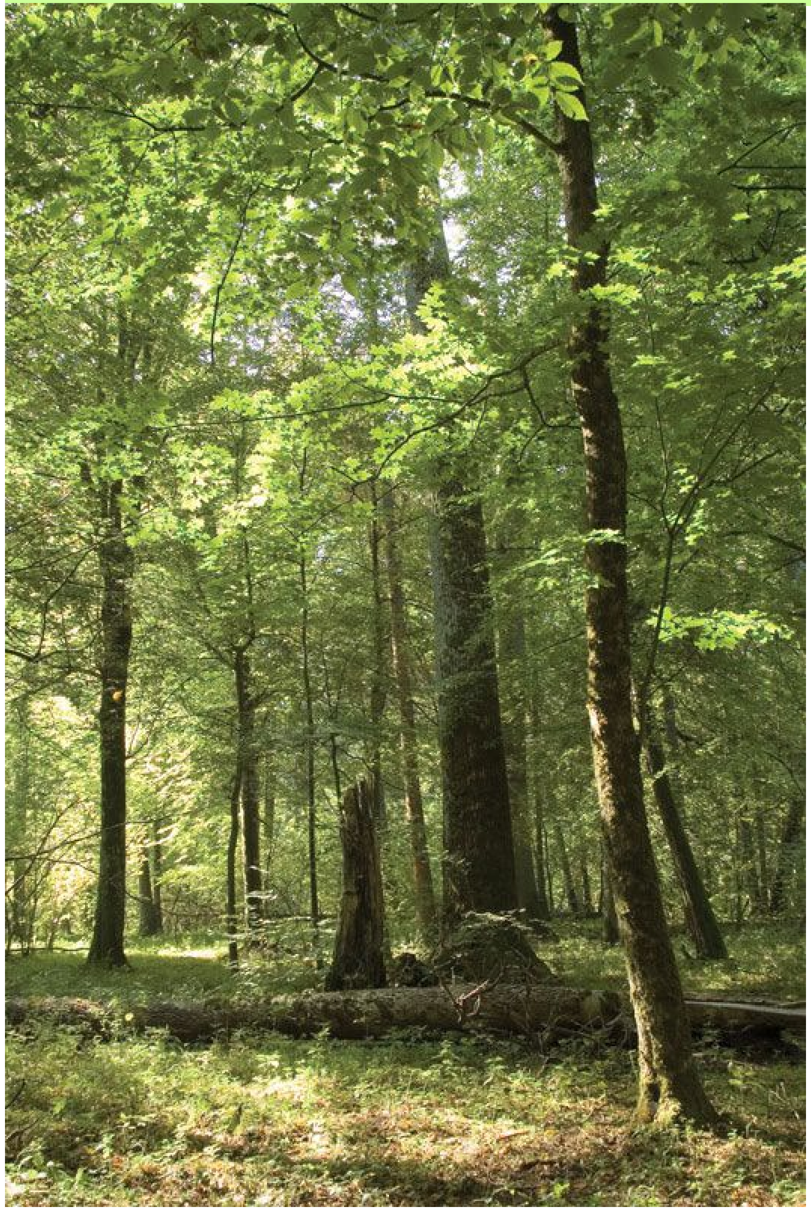


Distributing revenues to junior taxing districts

These parcels will be treated like other tax title properties held in trust. Thus, any logging or revenue from these parcels would continue to be distributed to junior taxing districts like taxes - when harvests happen.

We will also confirm that past harvests on Jefferson County held parcels named “Jefferson County” in our property tax system to be sure that revenue is allocated appropriately.

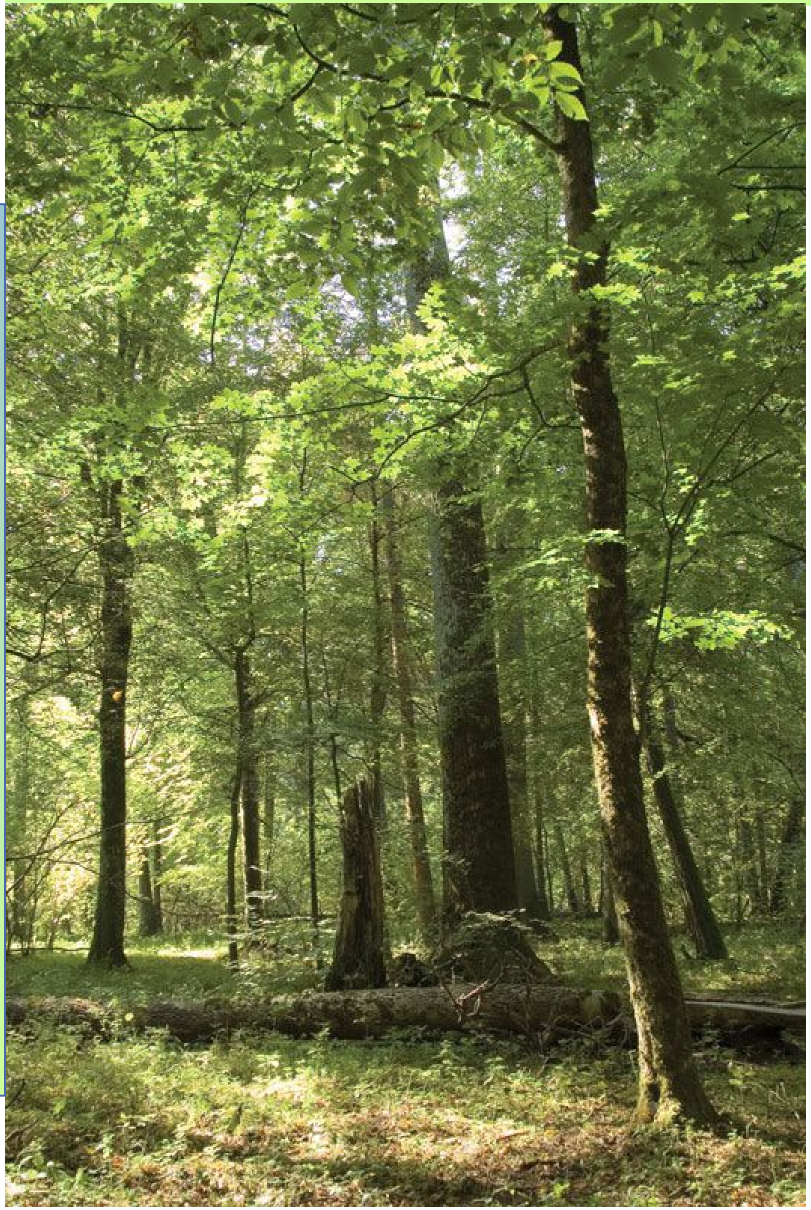
We will name future parcels via the transfer deeds for those to show they are held in trust for districts and not owned by Jefferson County fee simple. This would help avoid confusion in the future.



DNR Fire Protection Fee

Once the Cape George parcels get transferred to the County (once recorded), they will be henceforth assessed with the annual DNR fire protection fee and landowner’s contingency fee. Per RCW 76.04.610(5), the county treasurer collects the assessment, keeps $0.50/parcel for the county's own billing/collection costs, and transmits the balance to DNR. DNR does not share FFPA funds with fire districts.

Once these parcels transfer to County ownership, being wholly unimproved they'll be assessed the FFPA instead of EJFR's regular property tax levy — not in addition to it (RCW 76.04.610(4), cross-referencing RCW 52.16.170). So, they won't generate levy revenue for us either way.



Questions?

Special Thanks!

Commissioner Heidi Eisenhour

JC Forester Mallory Malloree Weinheimer

(CHICKADEE FORESTRY)

DNR Property Recommendations for Jefferson County

DNR Parcel Name	Acres	Region	Type	Recommendation
Anderson Lake	582	N 104	Common School - 542, Forest Bo	TLT and Reconveyance
Beaver Valley	521	N 104	Common School	TLT or Purchase
Camp Harmony	182	Dabob	Common School	TLT or Carbon
Cape George	243	N 104	Common School	TLT or Purchase
Coyle Road	149	Dabob	Forest Board	TLT
Crocker Ridge	1002	WFL	Common School - 77, Forest Boa	DNR Hold
Dabob Bay Natural Area	1909	Dabob	NRCA	DNR Hold
Dabob East	158	Dabob	Forest Board	TLT
Dabob West	817	Dabob	Common School - 384, Forest Bo	TLT or DNR Carbon, DNR Hold
Devils Lake	494	WFL	Common School - 415, Natural A	TLT
Disco	120	WFL	Forest Board	DNR Hold, DNR Carbon
Duckabush Lower	44	WFL	Common School	TLT
Duckabush Upper	40	WFL	Common School	TLT
Eaglemount 80	80	N 104	Forest Board	DNR Hold
East Blyn	1321	WFL	Common School, Forest Board, C	DNR Hold, DNR Carbon
Eaton	657	Dabob	Forest Board	TLT
Egg and I	325	N 104	Common School	DNR Hold
Larson Lake 40	40	N 104	Forest Board	DNR HOLD or Reconveyance
Larson Lake 80	79	N 104	Forest Board	DNR HOLD or Reconveyance
Leland/Ripley	1070	WFL	Common School - 366, Forest Bo	DNR Hold, DNR Carbon
Lemonds Road	79	Dabob	Forest Board	TLT
Lone 40	40	Dabob	Forest Board	TLT
McDonald Creek	587	WFL	Common School	DNR Hold
Mt Jupiter	695	WFL	Common School - 461, Forest Bo	DNR Hold
Penny Creek	2322	WFL	Common School - 314, Forest Bo	DNR Hold
Quimper Corridor	112	N 104	Common School	TLT
Silent Lake	1104	Dabob	Common School - 40, Forest Boa	TLT
Skidder/Snow	2674	WFL	Common School - 1332, Forest B	DNR Hold, DNR Carbon
South Shine	49	WFL	University	TLT
South Snow	346	WFL	Forest Board	DNR Hold
Spencer Creek	156	WFL	Common School	DNR Hold
Tala Point	73	N 104	Forest Board	Reconveyance
Tarboo East	820	Dabob	Common School - 77, Forest Boa	TLT, Carbon, Reconveyance
Tarboo Upper	863	Dabob	Common School - 581, Forest Bo	TLT, Carbon, Reconveyance
Teal 40 (Paradise Bay)	38	N 104	University	TLT, Community Forest
Teal Lake East	655	N 104	Forest Board	Reconveyance
Teal Lake West	532	N 104	Forest Board	Reconveyance
Termination Point	59	N 104	University	TLT or Purchase
Thorndyke 160	157	WFL	Forest Board	TLT
Thorndyke 80	78	WFL	University	DNR Hold
Triton Cove	294	WFL	Common School	DNR Hold
Walker Mtn	1119	WFL	Common School - 103, Forest Bo	DNR Hold
West Jacob Miller	121	N 104	Common School	TLT or Purchase
Zelatched Point	360	Dabob	Common School - 40, Forest Boa	DNR Hold

Recommendations

DNR Carbon: indicates that there is older forest (pre-1920) on this parcel for consideration
TLT: Trust Land Transfer
Reconveyance: Only allowed with Forest Board lands to transition to parks
Purchase: Direct real estate purchase
DNR Hold: DNR continues to manage

Regions

WFL: Working Forest Landscape
N 104: Region North of Highway 104
Dabob: Part of or adjacent to the Dabob Natural Conservation Recreation Area (NRCA)

DNR Land Management Scenarios

Site Name Anderson Lake
Trust Type Common School – 542, Forest Board – 39
Total Acres 582

Transition Method Reconveyance, TLT or Purchase
DNR Carbon Program Yes
DNR Planned Sale Yes

Stands
Stand 1 200 acres, harvested 2005-2010, large diameter Western redcedar (40”+) and snags
Stand 2 75 acres, harvested 2020
Stand 3 70 acres, harvested 1970’s
Stand 4 200+ acres, harvested pre-1970’s, some was set aside for Marbled Murrelet habitat, much protected riparian areas

Management Considerations
Adjacent to Anderson Lake State Park, already in use for recreation especially mountain biking, and potential for Olympic Discovery Trail corridor to pass through. Higher ecological value with riparian areas, 60+ year old diversified stands with Douglas-fir, Big-leaf maple, Western redcedar. Large (40”+ diameter) Western red cedar preserved from past harvests. Higher site quality (Site class 3 and 4), potential for more sustained selectively harvested timber on longer rotations. Higher density area, high use areas.

Benefits to Transition
Potential for community forest to demonstrate mix of lower impact forest management, higher touch forest management for community. Fire risk mitigation and access design with local fire department. More potential opportunities for recreation (trails) through local partnerships

Suggested Management Timeline

Activity*	Stand	Acreage	Volume	Total	Timing	Notes
Selective	Stand 4	50 acres	7 MBF/acre	350 MBF	2025	Diversify, timber revenue
PCT	Stand 2	75 acres	-	-	2040	Net loss
Selective	Stand 4	50 acres	8 MBF/acre	400 MBF	2040	Diversify, revenue, offset PCT costs
Selective	Stand 3	50 acres	9 MBF/acre	450 MBF	2060	Partial harvest, diversify
Selective	Stand 2	50 acres	5 MBF/acre	250 MBF	2060	Partial harvest, first commercial

(Harvest activity descriptions on last page)

Other Management:
Monitoring, especially first years post-harvest. Manage noxious weeds and replant as appropriate. Work with operators and project partners to develop trails and maintain access for fire. Provide community education on forest management.

Adjacency
Anderson Lake State Park directly adjacent, Gibbs Lake County Park, Chimacum County Park and HJ Carroll County Park all in vicinity creating green space corridors and more recreational opportunities.

Site Name Cape George
Trust Type Common School – 243
Total Acres 243

Transition Method TLT or Purchase
DNR Carbon Program Yes
DNR Sale Planned Yes

Stands
Stand 1 100 acres 30 years old, planned DNR sale
Stand 2 21 acres, harvested 1970's, mixed willow forest, no harvest planned
Stand 3 31 acres, some pre-1900, no harvest
Stand 4 51 acres, harvested ~2010

Management Considerations
Poor site quality and growth (Site class 4) make it a less desirable property for focusing on timber production. Older forest, locally termed "Quimper Lost Wilderness," ecological and cultural value to community would benefit from permanent protection. Fire risk in young regeneration and higher risk with high density population surrounding. High recreation use property. Ecological significance also as one of few areas in eastern Jefferson County with higher Western white pine occurrence.

Benefits to Transition
Potential for community forest to demonstrate mix of lower impact forest management, higher touch forest management for community. Fire risk mitigation and access design with local fire department. More potential opportunities for recreation (trails) through local partnerships

Suggested Management Timeline

Activity*	**Stand**	**Acreage**	**Volume**	**Total**	**Timing**	**Notes**
Selective	Stand 1	80 acres	5MBF/acre	400 MBF	2030	Partial harvest, diversify, improve
PCT	Stand 4	51 acres	-	-	2035	Net loss
Selective	Stand 4	51 acres	5MBF/acre	255 MBF	2050	First thin, improve growth
Selective	Stand 1	40 acres	7MBF/acre	280 MBF	2060	Partial harvest, diversify

**(Harvest activity descriptions on last page)*

Other Management:
Monitoring, especially first years post-harvest. Manage noxious weeds and replant as appropriate. Work with operators and project partners to develop trails and maintain access for fire. Provide community education on forest management.

Adjacency
Quimper Wildlife Corridor region, West Jacob Miller, County lands including solid waste facilities and Trailhead County Park. Area is most at risk of conversion in East Jefferson County.

Site Name Teal Lake East
Trust Type Forest Board
Total Acres 655

Transition Method Reconveyance
DNR Carbon Program No
DNR Sale Planned Yes

Stands
Stand 1 200 acres 30 years old, planned DNR sale
Stand 2 450 acres, harvested 1980's

Management Considerations
Fairly productive site (Site Class 3), and large amount of healthy commercial timber. Property can be selectively thinned intermittently on longer rotations to provide sustained smaller amounts of revenue to the county, which also would help offset restoration costs, and can demonstrate larger parcel of transitioning to older, selective rotation. If transitioned with Teal Lake West (532 acres), combined could be beneficial for part of county designed carbon and thinning program for ecosystem services. Community already uses these forests heavily with established trails and signage, which makes ideal for more park-like use as well.

Benefits to Transition
Potential for community forest to demonstrate mix of lower impact forest management, higher touch forest management for community. Fire risk mitigation and access design with local fire department. More potential opportunities for recreation (trails) through local partnerships

Suggested Management Timeline

Activity	Stand	Acreage	Volume	Total	Timing	Notes
Selective	Stand 1	50 acres	6 MBF/acre	300 MBF	2025	Partial harvest, diversify, improve
Selective	Stand 2	50 acres	6 MBF/acre	300 MBF	2025	Partial harvest, diversify, improve
Selective	Stand 1	50 acres	7 MBF/acre	350 MBF	2040	Partial harvest, diversify, improve
Selective	Stand 2	50 acres	8 MBF/acre	400 MBF	2050	Partial harvest, diversify, improve
Selective	Stand 1	50 acres	8 MBF/acre	400 MBF	2060	Partial harvest, diversify, improve

**(Harvest activity descriptions on last page)*

Other Management:
Monitoring, especially first years post-harvest. Manage noxious weeds and replant as appropriate. Work with operators and project partners to develop trails and maintain access for fire. Provide community education on forest management.

Adjacency
Teal Lake West, Termination Point, Tala Point.

Management Timeline Considerations

Near Term Projections 2023-2030

Site	Management	Acres Harvested	Total Volume (MBF)	Volume per acre (MBF)	Timing	Net Revenue to JC	JC Net Revenue/Acre Estimate
*Cape George**	*PCT*	*46*	-	-	*2025*	*($23,000)*	*($500)/acre*
*Beausite**	*PCT*	*33*	-	-	*2025*	*($16,500)*	*($500)/acre*
Teal Lake E	Selective	100	600	6	2025	$600,000	$600/acre
Anderson Lake	Selective	50	350	7	2025	$350,000	$700/acre
Cape George	Selective	80	400	5	2030	$100,000	$200/acre
Totals	**-**	**309 acres**	**1350**	**-**	**-**	**$1,010,500**	**-**

**Indicates county owned land*

Rationale: Initial costs to transfer DNR lands and to address higher need pre-commercial thinning on county properties are considered here. County designed carbon offset and DNR carbon programs do not have enough information to assess revenue at this point effectively. The volume and revenue estimates above are best guesses and are dependent on various factors including operator costs, fuel costs, mill prices for wood, amount of defect and pulp percentages in properties.
NOTE: DNR has planned sales already on each of these properties in the same time frame and will generate more revenue due to optimized operating costs. These projections are for lighter touch, longer rotations that focus less on highest return on timber and balancing multiple ecological, community, and financial objectives.

Initial Harvests Costs and Revenue for Comparison

Site	Acres Harvested	Total Volume (MBF)	Volume per Acre (MBF)	JC Total Revenue	JC Revenue/Acre
Chimacum Park	38	376	9.9	$ 86,026.49	$ 2,263.86
Beausite	100	377	3.8	$ 28,374.05	$ 283.74
CG Gravel	14	5.8	0.4	$ 13,933.81	$ 995.27
Trailhead	36	*144*	*4.0*	$ (39,557.80)	$ (1,098.83)
Totals	**188 acres**	**902.80**	**-**	**$ 88,776.55**	**$ 611.01**

Harvest Types

Pre-commercial Thinning (PCT): A harvest prescription for young stands generally in the first 20 years of a commercial planting. Commercial stands are planted overly dense intentionally and a pre-commercial thin is needed to release trees and allow them to grow freely once they get into a stage of intense competition around age 20. This practice is called pre-commercial because there is no commercial value in the harvest and it is a net loss, but it is an important investment in a healthier forest.

Selective Thinning (Selective): These harvests can be designed in several ways, but they are designed to remove about 30% of the volume from a given stand and to leave the healthiest trees. There are different strategies such as thinning from below, and variable density thinning, depending on what the specific goals are for the site. These harvests do provide revenue generation from timber that is large enough to be sold for profit.

Jefferson County Forestry Report

2023 Update to Recommendations

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Executive Summary

Since 2018, Jefferson County has contracted with Chickadee Forestry LLC to research and develop a forest stewardship strategy for managing county forest lands focused on balancing long term forest health improvement, ecological restoration, and timber production. This has consisted of multiple phases including an initial feasibility study to assess the current status of forest lands, including risks and opportunities. Initial pilot harvests were conducted subsequently to address three of the highest need properties: Trailhead County Park, Gibbs Lake County Park, and Chimacum County Park. Selective harvests were implemented to address forest health issues, increase forest health and resiliency, and to mitigate significant fire risk. We also focused on developing the local wood market to increase county revenue and improve the local economy. Finally, worked on cultural and ecological improvements through forest management for the community.

Now in the third phase of this project and program development, Chickadee Forestry has been contracted to set longer range objectives for Jefferson County forest lands and to conduct a DNR lands analysis. One of the main issues for management of Jefferson County owned forest lands is that the majority of the parcels are smaller than 10 acres and scattered across the landscape, making management difficult and expensive. If the county wishes to further invest in forest management program development it would be beneficial to increase the forest land base, which is a possibility through transferring back certain DNR lands into county management.

During the summer of 2022 community concerns were raised over DNR harvests in Jefferson County that would remove some of the small percentage of remaining older forest (pre-1930). This issue brought up the discussion to determine ways to foster collaboration with DNR to have a comprehensive approach for forest management in line with county objectives.

Jefferson County's forest landscape is made up of a combination of federal lands, small private ownership, industrial ownership, state lands (DNR), and county lands. For the purposes of this report we will only be focusing on county and state lands. Furthermore, we will be focusing the report on forest lands in East Jefferson County for multiple reasons which are expanded on in the report. However, it is worth noting that more collaboration across the landscape and a larger land management strategy to provide continuity and increased forest resilience will benefit the landscape long term. While small private land ownership is not in the scope of work for this report, it is relevant to mention because small private land ownership is a key part of a larger land management strategy in an increasingly divided landscape and finding more ways to support small private lands is an important consideration for the future. Jefferson County can offer support by promoting public small forest landowner resources through DNR's SFLO program and WSU Extension's Forestry programs.

Through this research, we have found that there are viable opportunities to meet all the objectives here: expanding a county forest management program, working more collaboratively with DNR, and expanding the county land base through transferring specific DNR parcels back to the county in a way that is beneficial for both DNR and the county. We also want to stress that while many options were assessed, this project aims towards a middle path that is intended to yield positive results for as many parties as possible. The following report includes several strategies to address maintaining and improving a local timber economy, improving forest health and ecology, and providing more benefits to the community through strategic forest land management.

This work would not be possible without the generosity and expertise of Chickadee Forestry's technical advisors and collaborators, who have provided endless support and knowledge over the past 5 years. Also, to the staff at Jefferson County, who recognize the value of taking a proactive approach towards forest management on the county scale and have continued to support the development of this program. This particular phase of the project also owes thanks to the regional DNR staff for their generous time and expertise to help navigate the options that will improve management for both county and DNR lands.

Regional Lands Strategy & Rationale

Jefferson County first invested in this research in 2018 with Chickadee Forestry to start exploring management opportunities and needs in the forest landscape. Jefferson County has around 1,800 acres in forest land, spread across roughly 300 parcels. Most of these parcels are less than 10 acres and scattered, many located in community centers throughout East Jefferson County, which makes forest management difficult logistically and expensive. West Jefferson County has a very small percentage of county-owned lands, most public land is either DNR or federal.

The current needs for the next five to ten years for improving forest health and fire risk mitigation includes pre-commercial thinning of approximately 80 acres of forest land, mostly between Gibbs Lake and Cape George. These young harvests are important for ensuring the health of the forests as they develop, but they are net losses financially. During the first three selective harvests we focused on a mix of properties that would each address a forest health concern while also balancing out the costs through a combination of higher value forest stands and young stands to pre-commercially thin. Going forward there is a low volume of merchantable timber that meets the criteria for ecological forest management and improvement to offset these pre-commercial thinnings, which means that unless the land base is increased or other funding is secured, needed county forest management will occur at a financial net loss.

With these considerations in mind, there are two main strategies identified for moving forward with Jefferson County forest lands management. The first option is to maintain the current land base and keep operations limited. Within the next 5-10 years, in order to reduce fire risk and improve forest health, county lands will require management including using pre-commercial thinning methods to thin overly dense young stands. Due to the small land base, this focus on risk mitigation/forest health improvement, while necessary, will not likely generate revenue. However, there will be limited opportunity to harvest timber that could bring revenue to offset costs for needed management actions in these young stands.

The second option is to work with DNR to transition specific lands back to the county for forest management and increase the county land base. The feasibility of this strategy for Jefferson County has been explored since the start of this research in 2018. Other county provide examples of the potential success (and challenges) of this strategy. Kitsap County and Grays Harbor County are examples of the two counties in Washington that have either kept or transferred DNR lands back to county ownership and built substantial county forest management programs. Increasing the forest land base for the county will increase the potential for sustainable timber revenue, which would be selectively harvested and focused on a lighter touch than DNR. This would provide more timber revenue for the county to help sustain the county forestry program, and funding will support harvests and restoration activities that would be a financial loss, creating a financially and ecologically sustainable program.

In discussions with DNR staff and local experts including multiple technical advisors to Chickadee Forestry, a county wide strategy has been discussed that could provide benefits to both DNR and the county. This strategy would designate the following focus management areas around the county:
DNR lands north of Highway 104 (Chimacum, Port Townsend, Port Hadlock, Port Ludlow areas) would be considered for reconveyance or other transfer options back to the county.
DNR lands south of Highway 104 in Junior Taxing District 3 would remain in DNR management and remain largely focused on timber production and revenue to support the community.
Conservation and recreation dense areas will continue to have their own focus for expansion, including Chimacum Ridge area and Dabob Natural Area Preserve in the Tarboo watershed.
DNR lands in western Jefferson County will remain focused on timber production and conservation, as they are currently designated.

This strategy would be mutually beneficial for the county and DNR for multiple reasons. Areas north of Highway 104 have higher population densities, a more divided landscape, and are further from mills. The combination of these factors increases pressure and difficulties for DNR to manage land as effectively in the north county as in the south county. Additionally these lands are less fertile and productive for timber, so they are less desirable for timber production solely, but present opportunities for multiple management objectives including lighter touch forest management, ecological restoration, and providing recreational opportunities to the community.

Additional considerations for the county on which parcels would be best suited to transition from DNR to county forest include; health risks (fire, disease), connectivity with other county lands or other conservation/recreation lands, recreational opportunities, the ecological significance of rare and imperiled plant communities, and conservation initiatives, particularly those related to older forest preservation. All these considerations can go hand in hand with timber production in a way that benefits the landscape and community.

There are also advantages to the county managing some of these northern parcels as has been demonstrated in the development of the forest management program. One of these is the local partnerships that we have continued to focus on through this forestry program development including multiple county departments, local land management organizations, and local operators. As a state agency, DNR is tasked with efficiently managing forests on a larger scale more efficiently, with a focus on fiduciary targets within environmental constraints. The county can manage smaller parcels with a more nuanced and customized approach. Rural county staff maximize capacity through partnerships and collaboration among departments and organizations, which has been demonstrated through collaboration of the public works department including roads and parks, the fire department, public health, and private environmental organizations who have all been involved to date in providing resources and/or expertise to inform the development of forest lands. This cooperation has saved money and helped to align efforts between departments to make forest management mutually beneficial.

As a county, we have already successfully demonstrated the benefits of partnerships within the agricultural industry to support small farms, and similar opportunities are available in the forest industry to work in conjunction with DNR to adapt a smaller scale forest industry that continues to support our local economy and while providing ecosystem services.

County Recommendations Summary

Near term (5-10 year) management for Jefferson County Forest Management

- Pre-commercially harvest Gibbs Lake and Cape George properties, approximately 80 acres total
- Continue annual monitoring, train forest stewards to assist monitoring.
- Selectively harvest small properties as appropriate for risk mitigation, forest health improvement, and timber revenue.
- Continue to develop opportunities for building local capacity on small scale forest management and additional industries, including biochar, forest mulching, and waste wood opportunities.

The main consideration here is that forest management will be more difficult logistically and costly on the small properties that the county currently owns. There are recommendations on balancing some of the costs for forest health improvement in the appendix with county properties. Increasing the county land base through transferring select DNR lands will also make management of county lands more financially viable. More detail is provided in the appendix for *Jefferson County Forest Management Strategies 2023-2030*.

DNR Lands Recommended for Transfer to County Ownership

DNR Parcel Name	Acres	Type	Recommendation	Ranking
Cape George	243	Common School	TLT or Purchase	1
Teal Lake East	655	Forest Board	Reconveyance	1
Teal Lake West	532	Forest Board	Reconveyance	1
Anderson Lake	582	Common School - 542, Forest Board - 39	TLT and Reconveyance	1
Tala Point	73	Forest Board	Reconveyance	2
Termination Point	59	University	TLT or Purchase	2
West Jacob Miller	121	Common School	TLT or Purchase	2
Beaver Valley	521	Common School	TLT or Purchase	2

Based on our research and understanding of different capabilities and strengths of Jefferson County and DNR in management, we came up with this list of prioritized parcels recommended for transferring from DNR to the county based on a two phase ranking system, with 1 being the highest priority and 2 being the 2nd phase of transfer. The highest ranked properties are mainly reconveyance, which is an easier strategy than TLT and will allow the county to increase its land base quickly. Properties like Teal Lake have steady timber revenue that can help fund other property purchases in lower ranking or forest management and restoration efforts initially. Cape George is included in the higher ranking even though it requires TLT or purchase because it has an ecologically significant forest of interest for the local community to protect and is a difficult property logistically for DNR to manage. In addition to this table we conducted an in-depth analysis of DNR parcels including an updated recommendations table and financial and management scenarios for 3 DNR parcels (Cape George, Anderson Lake, and Teal Lake E) included in the Appendix*: DNR Lands Management Scenarios*

County Forest Lands: Tools for Management

Transfer of DNR Properties to County

There are multiple categories of DNR trust forests in the county and different strategies for transitioning land back to the county if desired would apply to the different trusts. The two primary types of DNR trust forest are 1) county forests (aka State Forest Transfer Lands or County Transfer Lands). These were originally county lands given in trust to DNR to manage on behalf of the county. Revenue from County Transfer forests is distributed to the county and junior taxing districts. The other main type is Common School Trusts, revenue from which goes to a general pool used to fund school construction. The two major strategies available are 1) Reconveyance or 2) Trust Land Transfer.

Reconveyance, which puts the lands back under County management, can only be applied to the County Transfer Lands. The process for reconveyance requires the county to request the parcel and pay for an appraisal, the lands would technically become 'parks' although there is flexibility in management so that forest management actions can occur if in line with a park management plan.

Trust Land Transfer is a second option. Under TLT, parcels are transferred to either DNR as part of a Natural Area, or any government agency (city, county, federal) or Tribe. This program is funded by the state legislature in the state capital budget. The TLT process involves generating a proposal for the parcel, which is then ranked for available funding. Emphasis is given to projects with high conservation and recreation potential. Trust Land Transfer has been used to include *both County Transfer* and Common School Parcels in the Dabob Natural Area Preserve, and to create and expand Devil's Lake Natural Area. One benefit of the TLT program is that the Trusts are compensated through replacement parcels of roughly equal value. Proposed changes to the TLT program would create more flexibility for asset management using TLT by broadening the scope to all Trust types.

As noted above, Kitsap has already successfully reconveyed lands and DNR staff have been supportive and informative in providing information and exploring management options that would be mutually beneficial for the county and DNR. Arno Bergstrom, Kitsap County's Stewardship Forester, has been a key advisor for this process. Acquisition of more forest land for Jefferson County land base will allow for a more stable flow of timber revenue, but still focused on balancing long term forest health improvement, ecological restoration, and timber production. More information is provided in the "Ecological Forest Management'' section below. The appendix provides further information on DNR lands and analysis.

Ecological Forest Management

Timber production has always been a part of this landscape's cultural identity. After all, trees grow better in our region than in most places in the world. The intention of this forest management program is to identify and build a program that focuses on multiple interrelated goals- both financial and ecological- that can help serve as a model for local collaboration. This has already been demonstrated effectively in the agricultural sector, and the forestry sector provides a very similar opportunity. Our objectives are to work with the native landscape and foster management methods that support ecological functions and mimic natural forest development patterns, providing sustainable sources of timber and healthy, ecologically complex forests.

Ecological forestry is a strategy for addressing this approach to forest management to address multiple objectives. According to Jerry Franklin : "Ecological forestry recognizes that forests are ecosystems with diverse biota, complex structure, and multiple functions, and not simply collections of trees valuable primarily for production of wood. In doing so, it seeks to maintain the fundamental capacities (integrity) of the forest ecosystems to which it is applied" *(Source: Ecological Forest Management. Johnson,* *Franklin, Johnson. 2018.)* In general, forest management on the county level will continue to focus on balancing long term forest health improvement, ecological restoration, and timber production through selective thinning models that retain a range of species and age classes of trees. County forests will be managed on longer rotations of 80+ years and include mixes of ages of stands and mixed densities to benefit different wildlife and ecosystem functions based on specific site considerations. Examples of ecological forest management prescriptions and timelines will be outlined in the appendix.

Further Reading:

- "Ecological Forest Management" Jerry Franklin Interview
- "What if we can have our cake, and eat it too?" Paula Swedeen

Woodshed Development

The "Woodshed," is a term we've used to capture the idea of a local wood economy. The woodshed has two meanings: first, to evoke the idea of a literal woodshed where one stores wood on their property as part of the idea that we want to promote more local use of wood to make it accessible to local citizens, and second, to represent the an idea analogous to the idea of a watershed, where a "woodshed" represents the local region where wood comes from. Timber production has been a significant part of this region's cultural identity and we hope to help revitalize the concept of local wood much like local farms have revitalized the idea of local food. While the county will still sell the bulk of harvested wood to larger mills, we hope to also increase capacity to support small mills and local direct sales with smaller harvests that don't necessarily make sense to ship out of the county to the commercial market. This requires building a local chain of custody and a network of operators that support each other, but it also requires a local market of buyers to support the industry.

Chickadee Forestry's principal, Malloree Weinheimer, has been working with local organizations and operators including Northwest Sawmill, Woodsong Tree Company, North Hills Logging, and Wayland Constructive to adapt a model that can fit smaller projects and sell small scale wood back to the community, as well as adapt operations appropriate to scale for the sizes of property in the county lands, which will ultimately also help serve small forest landowners in the region. In 2021, wood from the Chimacum County Park harvest was sold to the Port of Portland for the new wing of the Portland International Airport, which will recognize Jefferson County as one of the contributors. There are more efforts underway to help open more opportunities for local wood sources as well which will be shared as they develop.

Ecosystem Services

Part of the incredible contribution a healthy forest makes is the ecosystem services they provide; such as water quality/quantity, air quality, habitat diversity and carbon sequestration. Many of these services can now be monetized in support of conservation, climate adaptation and improved forest management.

One of the mature markets for ecosystem services is the forest carbon market. Participating in the carbon market is mostly the purview of larger landowners (10,000 acres and above). This is due to the cost of developing a quality carbon program for a landowner. Whether it is the forest sampling, verification, ongoing record keeping or the loss of timber revenue, most small forest landowners find it cost prohibitive to participate in regulated or voluntary forest carbon markets. While there are differences between voluntary and compliance markets, there are still significant commitments to participating in a quality carbon program for small landowners.

Recently DNR has discussed a carbon project with a few of the county beneficiaries suggested for participation. While DNR's desire to support conservation and the lengthening of harvest rotations while continuing to support public schools and other beneficiaries is laudable, the program currently lacks significant detail regarding quantities of carbon sequestered and potential revenue going to counties over time. More information can be found at Introduction to Carbon Markets – which provides an overview of the types of carbon markets currently available and how they function.

While the DNR program may take time to evolve, there are other sources for revenue to support climate adaptation, carbon sequestration and habitat protection. Below are programs both national and statewide that may be more appropriate for the Jefferson County forest program at this time. These programs may provide support for land ownership transfers or purchases as well as funds for conservation.

Further Reading:

- WA State Natural Climate Solutions - There are 5 different categories for forest preservation and water quality.
- Climate Commitment Act – This program provides for forests and water for salmon recovery.
- Inflation Reduction Act - State and private forestry conservation programs can receive $2.2 billion to promote natural carbon sequestration, including planting trees.

County Considerations Regarding DNR Management

Following the discussions that arose around the DNR harvests during the summer of 2022 on some of what the Center for Responsible Forestry has termed, "legacy forests" (the remaining stands of forests that are pre-1920), the Jefferson County Board of County Commissioners requested a deeper dive into how the county can mitigate future problems of this kind and foster collaboration in future management of DNR lands managed for county revenue. This conversation is ongoing and will continue to develop, but this report will provide context of where we are at currently.

Additionally, the proposal of the nearly 4,000 acres of forest land as part of DNR's carbon program also raised many questions from the community for the county to consider As a result of reviewing DNR lands and the carbon program proposal, consulting technical advisors and DNR staff, and working to take in multiple stakeholders viewpoints into consideration, these are the following conclusions to date that we have come to as recommendations:

- The county recognizes and supports the potential for a viable carbon program through DNR in the future, however the proposed project boundaries need to be fully developed. The current proposed project will need more discussion and consideration with the county before final approval. For example, parcels containing significant older forests could be included in this program.

- Continue to collaborate with DNR to create a comprehensive plan for forest management parameters on all county trust lands that focuses on the retention of stands with high ecological value and balances long term forest health improvement and timber production. Aim for joint management agreement reached in 2023.

Forests for the Future Report

A previous effort by the County's Working Lands Group was completed in 2012 with the Forests for the Future report (FFF) (SOURCE). FFF assessed the landscape at a broad scale- generating a map that split east Jefferson County into two zones of forest management approach- "Interim Hold/Manage" which is a zone roughly north of Highway 104 and the Dabob Peninsula and "Working Forest Landscapes" which was the zone south and west of 104 from Blyn in the north to Triton Cove in the south.

The FFF report provided a very useful framework and context for this recent work. In particular we adopted the names used for parcels or groups of parcels that links them to local roads or landmarks, for example Teal Lake, City/Skidder, Duckabush Lower. The following list highlights major updates since the FFF:

- There have been some minor updates to the DNR land base with parcel additions particularly in the East Blyn and Spencer Creek.
- Many parcels labeled "Existing or in process TLT" have been included in the current Dabob Natural Area Preserve Boundary.
- Through TLT and other mechanisms, some parcels have gone to the County (Quimper Corridor, South Shine, Thorndyke 160)

- TLT is in process for an additional Devils Lake parcel with funding earmarked in the 2023 state budget
- A boundary expansion of Dabob Natural Area Preserve has been proposed to include parcels to the north (Tarboo East) as well as to the south (Silent Lake, Camp Harmony, Eaton and Lone 40 parcels).

The basic zoned approach described in the FFF report continues to make good sense and is reflected in the proposals in this report. Many of the considerations summarized in the report, including recreational use, adjacency, threat of conversion evaluated in that report hold true. This report builds on the FFF by updating the status of parcels and providing further evaluation and context in terms of forest management. We evaluated DNR parcels individually to reflect new considerations including more in-depth forest structure and detailed forest management options appropriate for the county scale, presence of ecologically significant communities, and current or potential for inclusion in the DNR carbon project.

Rare and Imperiled Forests in East Jefferson County

The unique rainshadow zone of the eastern Olympic Peninsula has given rise to a series of lowland conifer forests whose range appears to be very limited within east Jefferson County and Island County. The extent, quality and connectivity of these forests has been significantly impacted by human alteration of the landscape, primarily conversion to industrial timber plantations and development. Because of their rarity and limited distribution, these forest types have been given conservation status rankings by the Washington Natural Heritage Program.

East Jefferson County has three forest types which are ranked as imperiled globally or critically imperiled statewide. These imperiled conifer forests feature an overstory of Douglas-fir mixed with Western Hemlock and Western Redcedar. The presence of Evergreen huckleberry (*Vaccinium ovatum*) in combination with Sword fern (*Polystichum munitum*), and Pacific rhododendron (*Rhododendron macrophyllum*) are key indicators for identifying the three different imperiled forests. The Washington Natural Heritage Program has done surveys in some of the DNR parcels in this study, particularly in the areas around Dabob Bay, and has generated spatial data of the occurrences of these rare and imperiled forest types.

These forest types require special management consideration because under sustainable forest certification programs such as FSC and SFI they cannot be harvested. DNR lands are certified through SFI (Sustainable Forestry Initiative) and are required uphold their standards to stay certified as well as the Washington State Forest Practices Rules. These two requirements combined hold DNR to some of the highest standards for forest protection in the country for a public land management entity to continue to monitor and protect these rare plant communities.

Conclusion

Through this research we have aimed for a balanced approach at every angle. We looked at options and strategies to help answer the main question: how can Jefferson County support healthier forests for generations to come, provide sustainable timber and jobs to our local economy, and provide our community and visitors with increased recreational opportunities? There are still questions and considerations that we were unable to address fully in the timeline for this project, but the work is ongoing and we have found there is sufficient evidence that this is a viable approach and can continue to be expanded. Based on our research we think there are practical options and objectives that are complementary between DNR and Jefferson County to continue to build a larger land management strategy for the region where Jefferson County is a more active forest land manager. Furthermore, we believe Jefferson County has the opportunity to continue to build on a standard of what county forest management can achieve as a partner on the landscape.

Appendix

Jefferson County Advisors
Jefferson County Forest Management Priorities 2023-2030
DNR Lands Management Scenarios
USFS Variable Density Thinning Primer
2023 DNR Parcels Reference List
Forests for the Future Report, 2011
Jefferson County Property Maps