

Strategic Thinking

Planning

Innovation

Environmental Scanning

Strategic Management

Strategy for the Future



... a project of the WUI Fire Working Team

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Strategies for tomorrow have a different focus, require a different vocabulary to describe, and have different operating implications.

Derek Abell, Sloan Management Review, 1999

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OVERVIEW & BACKGROUND

The first steps toward future planning were taken in Phoenix AZ in December 2001. Members of the NWCG Working team for Wildland/Urban Interface Fire. The Working Team (WT) is responsible for the direction and planning of the National Wildland/Urban Interface Fire Program, begun in 1986 and jointly funded by a public-private partnership.¹

Future strategy formulation was undertaken in an effort to reassess the direction of the National Program

Built on Past - -meetings included June 2000 in Hartford CT. see historical timeline in Annex 1

SECTION 1

The Strategic Planning Process

The framework of the planning process is outlined in the following section. Originally presented as a presentation by Dr. Al Hyde of the Brookings Institution, the following process points provided a robust agenda for strategic planning, both initially and continuing. To provide a reference framework for continuing planning, the WT was provided with copies of Art of the Long View by Richard Swartz.ⁱⁱ

Can We See Into the Future?

Obviously, the answer cannot be not a literal one. Our visions of the future rely on awareness of the past (an awareness of succession of events) and our sensitivity to current internal and external environments. While we cannot predict specific events that will occur in the future, we can, from our awareness and sensitivity, postulate several events that might occur but, more importantly, we can raise our awareness of the effects of certain types of events that could shape our futures. The resulting succession of awarenesses provides a framework for preparing for multiple futures.

What Strategy is not!

Strategy and *Planning* are contiguous but not synonymous. Strategic management is more about adaptive learning than creating new knowledge. The National WUI Program generates a wealth of information, data, and anecdotes. The use of this information is essential in planning, but strategy formulation requires knowledge (learning) that can be derived only from the processing of the information and data. This body of information is gathered by scanning the environments surroundings – both internal to the organizations involved and external to the organizations and the National WUI Program.

The information that comes from a scan of environmental perceptions is valuable in looking at major changes possible or probable in organizational structure, policy and decisions, and organizational culture. Environmental scanning is more about forecasting than strategy development.

Thinking as we are has brought us to where we have already been. In order to go somewhere else, we must think in a different way.

- Albert Einstein

When we look at how our present has developed based on the events and reactions to past events, we begin to wonder if the solutions of the past are adequate for tomorrow. One of the core values of the WUI Working Team has always been innovation – in procedures, scope, goals, and methods.

Innovation changes all the rules

What Strategy seeks?

Strategy is as much about perspective as it is position. Strategy distinguishes between continuous improvement and sustained innovation. Strategy differentiates between preparing for the present and future.

Guidelines for a “Strategy Process”

- Starts with the future and works back
- Challenges current thinking & conventions
- Top managers support change, not originate it
- Assumes the pace of change is accelerating
- Emphasizes “innovation” and questions “improving” upon the status quo
- Involvement in the strategy process essential to change
- Seeks change in perspective, demands learning
- Time frames for strategy in months, not years
- Plans for the long view --are in decades, not years
- Anticipates surprise, expects different outcomes

Strategy, as a process, seeks innovation, intention, involvement, and integration. Participants involved in strategic planning must distinguish between where the organization needs to do things better and where it needs to do things differently. As part of management and leadership, strategy should create a vision, articulate purpose, help set priorities and focus change efforts.

Strategy redefines change efforts (especially important for the next generation of leaders) and emphasizes learning & investment by the Working Team. Any future strategy must provide a framework for communication within the Working Team and the Working Team’s consultation with its partners, customers, suppliers, and stakeholders.

The Change Agenda examined in this session included the following milestones:

- Making Change Happen
- Current/Future Issues
- Strategic Positions
- Making Change Work
- Sustaining Innovation

Strategic Positions

12-15 month “priorities”

- Goal- Understanding that Improvement is insufficient and that innovation is necessary
- Objective - 12-15 month “stretch objective” with measurable target
- Responsibility - Each element of the position has a management sponsor
- Engagement - Each element has “face validity” - the workforce understands its importance, expects change, and knows the difference between success or failure
- Resources - Each element has a “cost” that must be accounted for even if it means reallocation of budget resources.
- Learning - Strategic positions are more than change efforts, they create organizational knowledge.

Based upon successful completion of the assessment of the present, we then began to examine the possible futures – our most likely outcomes and our most desirable outcomes. Here are the structural parts of our deliberations:

- **Future (To What We Need To Be)**
 - Visionary Organization (Focused on the Future)
 - New Capabilities (Growth)
 - Value to our “Customers” (Public Trust)
 - Effective Alliances (Relationships with our Partners)
 - Ethics (Respected Organizational Behaviors)

Strategic Agenda- Future Thinking

- **Part 1 -**
 - **P.E.S.T.E Analysis**
 - Ranking of T/S/E x Factors
 - Group Assessment/Discussion of Technology Scan
 - Generation of ‘New Technology’ Scenarios
- **Part 2**
 - **360 Appraisal -**
 - Suppliers, Partners, Competitors, Customers-Public
 - Assessing Current State
 - Projecting Future Expectations
 - Redefining Value ???

SECTION 2

Strategy for the Future – How We Get There

Strategic Planning Issues

First, we assessed our past and present situations.

- Current Situation (From What We Are)
 - Core competencies
 - Track record
 - Corporate Image - Value of Brand Culture

The group spent an hour discussing in depth backgrounds, past and current projects, and key concerns for the future: Each member was asked to discuss in depth their background, progression of organizational specialization, project responsibilities, and liaison roles, and current projects and program initiatives involvement. As closing comments, members addressed their most significant concern about the future of the working group's role in WUI. Responses were as follows:

1. Current fire policies and regimes will demonstrate our “cultural incompatibility with our environment”—creating significant impediment to our ability to do resources management
2. Wrong path of the National Fire Plan which will be ineffective – essentially throwing money at problems does not work
3. As each fire year becomes worse, will be critical to find new ways – must be able to think outside the box – to escape our current paradigm
4. Increasing difficulty in capturing public attention and making a difference in peoples attitudes – how to do this is critical
5. How do we improve communications and social side of the equation – people are still making stupid decisions
6. Success of current programs will result in losing our ability to focus on the future – too much emphasis on current solutions- as opposed to grappling with systemic needs
7. How to obtain a broader perspective on risk reduction – make our efforts multi-faceted— Grapple with cultural and social perspective- learn to “listen to the public”
8. How do we understand how we (the key agencies) are perceived from a fire perspective? Do we have creditability, trust.. both external and internally?
9. What do use for true benchmarks? We see success currently – but are we moving too rapidly or not fast enough? How do we establish benchmarks for success at the local level where the action needs to be?

10. Given the attention span of the public and the congress, how do we avoid becoming a non-problem, to ensure program and resource continuity?

SECTION 3

Strategic Agenda- Future Thinking – Part One

- **P.E.S.T.E Analysis**
 - Ranking of T/S/E x Factors
 - Group Assessment/Discussion of Technology Scan
 - Generation of ‘New Technology’ Scenarios

The P.E.S.T.E. ANALYSIS

POLITICAL

1. Changing organizational priorities (based on self interest) yield confusion.
2. Conflicting building and fire codes and associated groups dilute the dialogue on safety and due to confusion, the existing codes are weakened.
3. In the US over 50 agencies and organizations deal with WUI in some form or fashion, with little to no coordination. This has to improve in the future if we are to have a solid program that the public understands.
4. With 34,000 communities in the US, and 11,374 of those at risk from wildfire, and of those only 7,000 of those are actual communities, how do we get focused?
5. Merging of all federal, state and local firefighting resources to save money and increase efficiency – turf

ECONOMIC

1. As the economy struggles, public will tend to ignore WUI issues because they will be focused on basic needs.
2. Federal Budgets go the other way, they get tighter and tighter and funding for the project comes under more scrutiny
3. Fire resources will be involved in increasing incidents other than fire.
4. More demands on local fire departments and communities.
5. Economic forecasts of recession thru 2005 will kill momentum for WUI or N F Plan funding.

SOCIAL

1. Fire Awareness improves but social behavior remains static
2. Public continues to turn to fire service during crisis, not taking action to improve their position
3. We have wildfire strikes home, firesafe, Firewise, firefree, fireup, riskwatch and a host of other programs that cause misinformation and confusion with the public and stakeholders.
4. Continued perception (public and government officials) that agencies are responsible for keeping wildland fires away from residential development.
5. Areas of the US without a history of regular fire disturbance in the WUI will continue to grow ever more complacent.

TECHNOLOGICAL

1. Methods of communicating the problem as well as the solutions must be prepared for the new age of technology, mass production and delivery.
2. Too much information available from too many sources, audiences can't focus on the heart of the message.
3. Increased understanding of how w-u fires ignite homes indicating that w-u fire disasters can readily (physically) be avoided even during severe, “worst-case” wildfires.
4. Recognition that greatest mitigation occurs by ignitability mitigation rather than by emergency response capabilities.
5. New materials for protecting homes in the path of wildfire will be developed.

ENVIRONMENTAL

1. Climatic and vegetation trends increase the frequency of severe fire weather and in some areas increase wildfire intensities.
2. Drought years will surely cause significant wildfire seasons impacting the wildland urban interface.
3. Fuels treatments not the answer everyone is counting on
4. Intervening wet years will cause the problem to appear to have been solved.
5. Global warming will foster increasing weather extremes and more frequent occasions of extreme weather.

Based upon successful completion of the assessment of the present, we then began to examine the possible futures – our most likely outcomes and our most desirable outcomes. Here are the structural parts of our deliberations:

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 - Ethics (Respected Organizational Behaviors)

The next section outlines the five major scenarios developed by the Working Team.

SECTION 4

Scenarios: Multiple Futures - Multiple Options

- What If???
- The “world” changed - we didn’t yet and we must
- The “world” is changing- we must also change
- We are off base in this or that area- we must change now and be prepared for greater change
- The “world” will change- we must change to prepare for it.
- *If the question is not why but when?*

Defining Scenarios

- Has a Timeframe
- Assesses Environmental Factors & Uncertainty
- Depicts an alternative future --
- Links causes, results, driving forces,
- Generates strategies
- 2012, 2022, 2032
- Political, Economic, Social, & Technology Driving Forces
- Multiple Alternatives
- Defines mission change
- Program Focus
- Realigns Resources

Scenario 1

A decade of “Big Fires” Scenario

Major Drought – Extremes in Storm Systems

More Lightning & Wind – Fire in Multiple Theaters (2-3 regions simultaneously)

10-12 Million acres burned across the nation

Air quality is seriously impacted

Forces overwhelmed – pushed to “stand back and watch”

Public is confused- Expect fires be extinguished – but very frustrated

Political Leaders demand action-

Version 1 – Flaming countryside-resistant housing -- Push to retrofit Houses that are ignition resistant – roof retrofitting is “norm” – subsidies, building codes, construction norm, insurance incentives.

Parallel – Phollyxia --

Version 2- Tale of haves and have nots – 40% (high rent district) have self protection - But low rent district – no change. “You get what you pay for”

Parallel – US Health Care Insurance

Scenario II

“Commercialization of Fire Security”

No big change in fire activity
Increased interest in homeland security a factor
Homes become a 3rd arena –
Home Fire Security industry is created – Commercialization continues
Solution thrown to private sector – expect R&D solutions- applications
Fed role is diminished – local issue – subsidized by property values that take reflect self-protection.. Further separates haves & have nots -

Parallel – Suburban School Districts, Cable TV

Scenario III

Recession/Depression – “Slow growth USA”

Alternating periods of drought & wet
5 million acres average FIRE activity
Growing seasons up – few major storm events
Fuels up sustained increase
Theaters shift from west to south and back again
Minor air quality issues

But War on terrorism – prolonged budget deficit –Federal, S & L budgets squeezed
Economy chronically depressed- national fire plan is unfunded- resources squeezed – consumed by Homeland security which doesn’t see wildland fire as a legitimate threat
Public too busy seeking employment – to retrofit houses- local govt lack resources for planning – can’t raise property taxes and can’t subsidize improvements
Political leaders focusing on economy – social problems – not national resource problems
Numerous agencies – in effort to justify their existence –move into wildland urban interface subject area.- with conflicting messages

Parallel – S& L Public Health Infrastructure

Scenario IV

“My Blue WUI -An Optimist’s World-“

Able to correlate the fire programs –
Consistent message to the public-- Blended in positive approach
New materials/more resistant homes – defensible space becomes a norm”

Able to get 50 agencies to communicate same message-
Personal Responsibility – Local Issue – Planning is essence --
Identify 7-11,000 communities truly at risk and
Able to make the program work for those who really need it –
Prescribed burning not the only method – vegetation mgt begins to have an impact.

Parallels- Florida Fire Planning, Urban Structural Fire building standards

Scenario V

“WUI as a Non-problem --Status Quo”

Global warming will foster increasing weather extremes and more frequent occasions of extreme weather--Recognition that greatest mitigation occurs by ignitability mitigation rather than by emergency response capabilities

Merging of all federal, state and local firefighting resources to save money and increase efficiency - turf issues supposedly eliminated-
Areas of the US without a history of regular fire disturbance in the WUI will continue to grow ever more complacent--Economic forecasts of recession thru 2005 will kill momentum for WUI or any long term NF Plan funding.

Quandary -- Recognition of the risk increases- but complacency actually increases. Transfers to a “Homeowners responsibility-Not my problem –“

Parallel – Shadow of the AIDS epidemic

Other Scenarios

SECTION 5

Strategic Agenda- Future Thinking – Part Two

- **360 Appraisal -**
 - Suppliers, Partners, Competitors, Customers-Public
 - Assessing Current State
 - Projecting Future Expectations
 - Redefining Value ???

The Working Team, at its subsequent meeting in Tampa FL in February 2002, tackled the 360 Appraisal of where the members thought the WT was in relation to those entities and environment around us. Working from the central question “Who are Players?”, the Team attempted to define the Stakeholders, the Alliances and the Strategies that surrounded them.ⁱⁱⁱ

<p>The Suppliers --Producers</p> <p>Building Suppliers GIS-Planning Tools Landscape Contractors/ Gardeb Supply Centers Media/Public Education Mavens</p>		<p>The Complementors--Other Players</p> <p>WUI WT Players Ind Contractors Consulting Entities Media – TWC Rapid Response – Area Fire Depts</p>
	<p>-Us-</p> <p>The Agencies Key Partners *</p> <p>DOI WFA FS FEMA DOD/Mil Int States Locals NASF/NGC</p>	
<p>The Stakeholders</p> <p>--Political Entities American Red Cross Human Emerg Svc Org Insurance NAHB – Builders Assoc Codes –NFPA/ICC Planners – APA Zoning Architects Landscapeers Engineers National Emer Mgt Assoc CFSI Natl Assoc State Fire Marshalls VFDs- NVFC IFC Fire Chiefs</p>		<p>Consumers</p> <p>--The WUI & Impacted Publics Axiom- “WUI –set of conditions- transitory state - not a location”</p> <p>A WUI Communities & Neighborhoods –</p> <p>1) Incorporated Homeowners 2) Unincorporate Dwellers</p> <p>Business – Commercial/Industrial</p> <p>Utiliy Infrastructure</p> <p>Recreating Public Traveling Public</p>

The following lists are a compilation of the responses from the members of the Working Team at the Tampa FL meeting.

“Us” – the agencies and our key partners

- 1) From our perspective – what are important needs and issues right now?
 - a) Basic information – scope and identification, where/what are losses, values, numbers, costs
 - b) Avoidance of conflict with current programs
 - c) Plan for integration with other related programs
 - d) Spread the Firewise Communities/USA message
 - e) Find funding for local/state Firewise mitigation/planning/education programs
 - f) Follow up and evaluation of our direction
 - g) Getting more state agencies supporting the program
 - h) Interagency cooperation and coordination
 - i) Consistent message
 - j) Phenomenon of increasing wildland/urban interface encroachment
 - k) Budgets
 - l) Future planning
 - m) Loss of priority of the National Fire Plan by Administration and Congress
 - n) Push of privatization of federal sector
 - o) Change to conservative/Republican Administration.
 - p) Coordinated message
 - q) Gaining partner to carry out mission
 - r) Changing perceptions and behavior to minimize losses
 - s) Reaching grassroots level with messages
 - t) Measuring effectiveness
 - u) Accountability/measurement
 - v) Networking
 - w) Funding
 - x) Public awareness of a problem
 - y) Public involvement in the process
 - z) Finding community leaders to pick up the torch
- 2) From our perspective – how do **you** think needs & issues will change over the next decade (2012)?
 - a) Leadership – which is the appropriate organization to forge the future
 - b) Filling in the gaps created by insufficient funding and insufficient initiation of programs
 - c) Resistance may increase regarding our message
 - d) How do we implement new concepts?
 - e) What will be “Firewise 2” or “Firewise 3”?
 - f) Introducing new members and keeping message fresh and alive
 - g) No real improvement or change in interagency coordination and cooperation
 - h) Decreasing budgets
 - i) Potential for political gridlock
 - j) Public awareness will raise slowly
 - k) Public involvement will fluctuate with fire seasons
 - l) Some communities will be the model but fewer will be the non-doers
 - m) Federal priorities
 - n) Continued maintenance of successful programs will be challenging
 - o) Focus on wildfires will increase – need continues

- p) Being able to adapt messages to changing circumstances
 - q) Sustaining grassroots interest, commitment and action
 - r) Documenting the value/benefit/effectiveness of mitigation
 - s) Balancing multiple objectives (social needs, other hazards, env. Issues)
 - t) Need to defend against lawsuits
 - u) Changing demographics
- 3) Other Issues/Priorities
- sustainability; Smart Growth; social equity; helping people understand the nature of wildfire vs. structural fire; increased competition for hazard/safety dollars

Suppliers/Producers

- 1) What do they think is important now?
 - a) Clarity of messages (Ad Council)
 - b) Technical/factual basis for decisions (standards folks)
 - c) Staff support for the continuation of the national program and the Firewise Communities/USA- NASF
 - d) Appropriate tools for communities that are doing things (keep ideas open – adaptable)
 - e) How do they market Firewise?
 - f) Less federal dollars available
 - g) Easy source for the message – library for where the information is. (good and bad examples)
 - h) Statistical and research information needs to be available
 - i) Need success stories and innovative models
 - j) Marketable/profitable products (includes media)
 - k) Keeping building/housing costs low
 - l) No more “excessive” regulation
 - m) New markets for products and services
 - n) Consistent message
 - o) Maintaining significance
 - p) Competition with other pertinent issues
- 2) What about the future?
 - a) Concerned about amount of support available to do their jobs adequately.
 - b) Accessibility to information that is being generated.
 - c) As trends change, needs will change
 - d) Slowing economy is the biggest concern
 - e) New technologies provide challenges and opportunities
 - f) Code issues/changes
 - g) Safety/security will be easier to sell or become selling points
 - h) Keeping the message and the program current

Our Stakeholders (Political Entities & Key Interest Groups/Associations)

- 1) From our stakeholders perspective, what’s most important?
 - a) Non-interference in current activities
 - b) Assistance in coordination with those activities in the scope of everything else going on
 - c) Leadership, focus, and role definition
 - d) Our needs (WT) are identified in some cohesive plan and simplified request for stakeholders to help us – what are our identified needs?

- e) Priority of the interface in the national agenda
 - f) Cost-benefit analysis of the program
 - g) Continuing the funding – where will it come from?
 - h) Consistent message
 - i) Prove that it works!
 - j) Communication between disciplines
 - k) Is WT listening to us?
 - l) Competition with Homeland Security activities
 - m) Economy – declining
 - n) Accountability
 - o) Statistics (show successes)
 - p) Positive results
 - q) Perceived need to address the risk – why should I be concerned?
 - r) Insurance – keep insurance available and affordable
 - s) Builders – keep housing affordable/marketable
 - t) Make me/us aware I should be a stakeholder!
 - u) Direct competition (other values)
- 2) What about the future?
- a) Support to programs begun now going into the future – how to sustain it
 - b) Re-evaluation or re-emphasis of importance of programs
 - c) Cost-effectiveness of programs
 - d) Priority of interface in national agenda (revisited)
 - e) Justifying program's continuation
 - f) Re-educating changing leadership
 - g) Acceptance of the issue – how are my constituents responding to the Firewise message?
 - h) Value of the issue vs. competing issues
 - i) Maintenance of programs
 - j) Competition for dollars

Our Competitors/Complementors/Other Players

- 1) What are the issues now?
- a) Government angst over terrorism
 - b) Military law enforcement funding vs. Public attitude
 - c) Technology for immediate applications
 - d) Minimize wildland fire as a disaster while emphasizing other disasters
 - e) Competing for similar funding
 - f) See us (WT) as too aggressive
 - g) Proof of the need for the program and its value
 - h) Competition for priority
 - i) Conflicting social and planning principles and values (e.g., new urbanism movement)
 - j) “We know better how to sell this stuff”
 - k) Community/individual responsibility for taking action
- 2) What about the future?
- a) Perception that we have limited mitigation options in natural or human-caused events – only so much we can do.
 - b) Shrinking funding will increase competition
 - c) Funding continues to be spent in response, limiting mitigation funding
 - d) Increasing or decreasing need depending on perspective

- e) Public apathy
- f) Keeping the balance of education/info/infrastructure/mitigation
- g) Political issues bog down/deemphasize the importance of the program

Consumers/Customers/Public

- 1) What are issues now?
 - a) Security vs. inconvenience – perception that this is a gov't program that is limiting lifestyles or rights
 - b) Fear of increased costs for building and retrofit
 - c) Too many “have to” issues out there – child safety, seatbelts, AIDS, lead paint, etc.
 - d) Perception of inability to affect the outcome.
 - e) Competing messages
 - f) Public wants one consistent message!
 - g) Want simple, affordable solutions – with minimal interruption to lifestyle.
 - h) The threat – how real is it?
 - i) Expense of mitigation
 - j) Same old message
 - k) Conflicting values (east vs. west)
 - l) Economic security an overriding concern – where does all this fit into hierarchy of needs?
 - m) Focused on personal security and safety, but not from natural disasters
 - n) Protect my house!
 - o) Tell me/show me what I can do
 - p) What fire problem?
 - q) It can't happen to me (but) if it does happen to me – I have insurance.
 - r) How well is my community protected and how would I know? (what are measuring sticks)
- 2) What about the future?
 - a) Limited ability to commit to this “new” area of personal responsibility
 - b) Increased costs of everything – building materials, housing, etc.
 - c) When it rains, no problem noticed
 - d) Want a return on any investment they make
 - e) Public apathy
 - f) Distrust/mistrust of party line
 - g) Increased politicization of the issue
 - h) East vs. west
 - i) Isolationism vs. community activism/organization
 - j) Increased hero syndrome – “Don't call me, I'll call you”
 - k) Assuming big/more wildfires
 - i) We need more response
 - ii) Need better land management
 - iii) Need more info on what to do to my home
 - iv) Lawsuits
 - l) Increased focus on economic security – thus less ability to mitigate or spend for safety
 - m) Focus on personal security and safety

SECTION 6

CONCLUSIONS AND STRATEGIES

ANNEX 1

Timeline for National WUI Program

The following pages represent an earlier assessment of the National WUI Program completed by the Working Team at a June 2000 meeting in Hartford CT. As such, they are not part of this strategy effort but are included here for reference and review.

National Wildland/Urban Interface Fire Program Historical Timeline

	1986	1987	1988	1989	1990
WUI Program	<ul style="list-style-type: none"> Formed as an initiative following unusually severe fire season in Florida and California in 1985. Initial emphasis on fire fighter safety and homeowner safety. 	<ul style="list-style-type: none"> Wildland Fire Conference – Denver CO 	<ul style="list-style-type: none"> Wildland Fire Conference – Missoula MT 	<ul style="list-style-type: none"> First International Wildland Fire Conference – Boston MA 	
WUI Products & Reports *	<ul style="list-style-type: none"> Wildfire Strikes Home Wildfire Strikes Home 	<ul style="list-style-type: none"> Oregon Fires Wildfire Video Sampler 	<ul style="list-style-type: none"> Wildfire Strikes Home newsletter appears <ul style="list-style-type: none"> Building Interagency Cooperation Wildfire '87 Building Interagency Cooperation Protecting Your Home Against Wildfire 	<ul style="list-style-type: none"> Creating Fire Resistant Environments Fire Fighter Safety in the WUI Fire Behavior in the WUI Wildland Fire Fighter Safety Checklist 	<ul style="list-style-type: none"> Black Tiger Fire: Case Study Wildfire Strikes Home, 2nd Edition Black Tiger Fire: Case Study Wildfire '90
WUI Leadership	Program Mgr.: Gary Tokle, NFPA Jim Smalley, NFPA John Marker, USFS Al West, USFS John Bethea, FL Forestry		US Dept of the Interior joins program leadership and sponsorship Bob Swinford, USFS, becomes Forest Service liaison	Program Mgr.: Bill Baden, NFPA Jim Smalley, NFPA	Judith Leraas-Cook, USFS, becomes Forest Service liaison
Major Interface Fires		<ul style="list-style-type: none"> Siege of '87 (So OR, No CA) Hangman Hills, Spokane WA Ojai CA 	<ul style="list-style-type: none"> Yellowstone National Park 	<ul style="list-style-type: none"> Lowman ID Stephan Bridge Road, Grayling MI 	<ul style="list-style-type: none"> Black Tiger, Boulder CO Paint Fire, Santa Barbara CA
Significant Related Events					

* COLOR KEY to Products & Reports: Printed Publication Video Internet Other

	1991	1992	1993	1994	1995
WUI Program		<ul style="list-style-type: none"> WUI Program Committee formulates target groups (insurance, landscape architects, builders, planners) and long range plan 		<ul style="list-style-type: none"> NWCG charters WUI Program team as Advisory Group 	Firewise Web site established (www.firewise.org)
WUI Products & Reports	<ul style="list-style-type: none"> Wildfire Control for Small Community and Volunteer Fire Depts. The Meeting (Fire Protection Planning in Interface Areas) 	<ul style="list-style-type: none"> Firestorm '91 Operation Water Oakland CA Fire: Case Study Firestorm '91 Operation Water Fire in the Hills: Oakland CA Oakland CA Fire (Slide Program) 	<ul style="list-style-type: none"> Firewise Landscaping (3-part series) Firewise Landscaping Checklist Laguna CA Fires 	<ul style="list-style-type: none"> Everyone's Responsibility: WUI Fire Protection Everyone's Responsibility: WUI Fire Protection Firewise Landscaping Workshop (2-part series) Firewise Landscaping Regional Workshops 	<ul style="list-style-type: none"> Wildfire PSA Package (video and scripts) Video Catalog of WUI Materials
WUI Leadership		USFS Liaison: Judith Leraas-Cook Smalley leaves NFPA, remains as contract writer/producer for WUI video projects		Chair: Bill Baden, NFPA	
Major Wildland Interface Fires	<ul style="list-style-type: none"> Spokane WA Oakland CA Butte Fire 		<ul style="list-style-type: none"> Topanga Canyon, Malibu, Laguna Beach CA 	<ul style="list-style-type: none"> South Canyon Fire CO 	
Significant Related Events					<ul style="list-style-type: none"> Federal Fire Policy WUI Policy Neil Sampson's "Living with Nature: Are We Willing to Pay the Price?"

* COLOR KEY to Products & Reports: Printed Publication Video Internet Other

	1996	1997	1998	1999	2000
WUI Program		<ul style="list-style-type: none"> IAFC, NASFM, and NEMA join Advisory Group www.firewise.org reorganized; hits reach 30,000+ in six weeks Communications and marketing plan established (use Internet more for distribution of information) 	<ul style="list-style-type: none"> Planning begins on FIREWISE COMMUNITIES WORKSHOPS 	<ul style="list-style-type: none"> WUI Advisory Group designated Working Team by NWCG Pilot Tests of Firewise Communities Workshop in Deerfield Beach FL and San Diego CA 	<ul style="list-style-type: none"> FIREWISE Communities Workshops in WA, MN, GA and AZ
WUI Products & Reports	<ul style="list-style-type: none"> Developing a Cooperative Approach to Wildfire Protection Developing a Cooperative Approach to Wildfire Protection SIAM becomes part of WUI Project 	<ul style="list-style-type: none"> Wildland/Urban Interface Fire Hazard Assessment Methodology Guide (completing task assigned by Western Governors' Assn) 	<ul style="list-style-type: none"> Firewise Construction Checklist Making Your Home Firewise Building a Firewise Home 		<ul style="list-style-type: none"> SIAM Firewise Communities Poster unveiled
WUI Leadership	Chair and USFS liaison: Laurie Perrett, USFS Billy Terry, USFS Liaison	Bill Baden retires. Jim Smalley, NFPA Program Mgr.	Chair: Pat Durland, BLM	Janet Anderson-Tyler, USFS Liaison	Chair: Don Smith, CT Forestry
Major Interface Fires	<ul style="list-style-type: none"> Skeleton Fire OR 	<ul style="list-style-type: none"> FL 	<ul style="list-style-type: none"> FL 	<ul style="list-style-type: none"> Port St Lucie FL 	<ul style="list-style-type: none"> FL, CO, ID, MT Los Alamos NM Worst Fire Season in 80 years
Significant Related Events		<ul style="list-style-type: none"> Second International Wildland Fire Conference – Vancouver BC 	<ul style="list-style-type: none"> Institute for Business & Home Safety (IBHS) starts Wildfire Peril Committee, supports Firewise effort 	<ul style="list-style-type: none"> American Red Cross, American Planning Assn. join Firewise effort ESRI contributes software and technical assistance to Firewise workshop ISO proposes WUI homeowners incentive program State Farm Insurance advises clients that wildfire mitigation measures needed to continue coverage 	<ul style="list-style-type: none"> Revised NFPA 921 to include chapter on wildland fire investigation IBHS moves wildfire projects to Land Use Planning Committee National Assn of Home Builders joins Firewise effort Firewise agreements begins with Australia & New Zealand Firewise Communities Workshops in FL

Future Goals and Objectives**

	2001	2002	2003	2004	2005
WUI Program	<ul style="list-style-type: none"> • FWC Workshops in CO, CA, PA, TX, AK, MT, and MO • FWC/USA Recognition Program Pilot test criteria 	<ul style="list-style-type: none"> • <i>FWC/USA Recognition Program Pilot test criteria</i> • <i>FWC Workshops in OK, NM, HI, NY, SD, UT</i> • <i>National Technical Assistance Program launch</i> 	<ul style="list-style-type: none"> • <i>FWC Workshops in TN, WA, OR, ID, NM</i> 	<ul style="list-style-type: none"> • <i>National FWC Conference in Washington DC</i> 	
WUI Products & Reports	<ul style="list-style-type: none"> • <i>FWC CD-ROMs complete</i> • <i>FWC info available via ArcIMS on the web</i> • <i>Revised FWC Workbook</i> 	<ul style="list-style-type: none"> • <i>FWC/USA Recognition Program roll-out</i> • <i>FWC Tools and support materials</i> • <i>FWC/USA report from Pilot Communities</i> • <i>Firewise kiosks and mobile exhibits launched</i> • <i>Revised Everyone's Responsibility</i> • <i>Firewise Communities – A Photographic Tour</i> • <i>Firewise Communities/USA Implementation Tool Kit</i> 	<ul style="list-style-type: none"> • <i>FWC US Postage Stamp</i> • <i>Summary of Firewise Communities Workshops</i> • <i>FWC Documentary film</i> • <i>Firefighter Safety in the WUI video</i> • <i>Fire Behavior in the WUI video</i> • <i>Incident Command in the WUI video</i> 	<ul style="list-style-type: none"> • <i>FWC Workshop available via Internet</i> 	
WUI Leadership	<i>Dan Bailey, Nancy Porter USFS representatives to WUI Program</i>	<i>Chair: David Halstead, NEMA</i>		<i>New Chair:</i>	
Major Interface Fires					
Significant Related Events	<ul style="list-style-type: none"> • <i>NFPA 1051 includes WUI Coordinator and WUI Specialist in Professional Qualifications</i> • <i>Regionally sponsored FWC Workshops in OR, AK, FL, WA</i> • <i>Museum of Science & Industry Disasterville</i> 	<ul style="list-style-type: none"> • <i>Revised NFPA 299 becomes NFPA 1144</i> • <i>Coordinated public service campaign with the Ad Council</i> • <i>NFPA Risk Watch Curriculum includes Firewise info</i> 			

	exhibit (IBHS) • Homeowner Retrofit guide published (IBHS)					
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* COLOR KEY to Products & Reports: [Printed Publication](#) meeting

Video

Internet

Other

** as of June 00 strategy

ANNEX 2

Questionnaire Forms used in the 360 Appraisal

Group A

Us

(The Agencies & Our Key Partners)

A. From **our** perspective –what are the most important needs & issues right now?

- C1. _____
- C2. _____
- C3. _____
- C4. _____
- C5. _____

B. What about the future -- How do **you** think needs & issues will change over the next decade (2012)

- F1. _____
- F2. _____
- F3. _____
- F4. _____
- F5. _____

Other Issues/Priorities **You** think we need to be concerned about?

Group B

Our Suppliers & Producers

A. From **our suppliers'** perspective –what do they think are the most important needs & issues right now?

- C1. _____
- C2. _____
- C3. _____
- C4. _____
- C5. _____

B. What about the future -- How do **they** think needs & issues will change over the next decade (2012)

- F1. _____
- F2. _____
- F3. _____
- F4. _____
- F5. _____

Other Issues/Priorities **they** think we need to be concerned about?

Group C
Our Stakeholders
(Political Entities & Key Interest Groups/Associations)

A. From **our stakeholder's** perspective –what do they think are the most important needs & issues right now?

- C1. _____
- C2. _____
- C3. _____
- C4. _____
- C5. _____

B. What about the future -- How do you think stakeholders see needs & issues changing over the next decade (2012)?

- F1. _____
- F2. _____
- F3. _____
- F4. _____
- F5. _____

Other Issues/Priorities Stakeholders might be concerned about in this arena?

Group D
Our CompetitorsOther Players

A. From our **potential competitor's** perspective –what do they think are the most important needs & issues right now?

- C1. _____
- C2. _____
- C3. _____
- C4. _____
- C5. _____

B. What about the future -- How do you think these other players in WUI see needs & issues changing over the next decade (2012)?

- F1. _____
- F2. _____
- F3. _____
- F4. _____
- F5. _____

Other Issues/Priorities Competitors might be concerned about in this arena?

Group E
Our Customers/The Public

A. From **the public's** perspective –what do you think they feel are the most important needs & issues right now?

- C1. _____
- C2. _____
- C3. _____
- C4. _____
- C5. _____

B. What about the future -- How do you think **the public's view** about needs & issues will change over the next decade (2012)

- F1. _____
- F2. _____
- F3. _____
- F4. _____
- F5. _____

Other Issues/Priorities you think the **public** will be concerned about in this arena?

ENDNOTES

ⁱ The National WUI Program is funded by the USDA Forest Service, the Department of the Interior (BLM, BIA, NPS, and FWL) and managed through a cooperative agreement between the USDA Forest Service and the National Fire Protection Association.

ⁱⁱ Bibliog reference

ⁱⁱⁱ The forms used by individual Working Team members appears in Annex 2.