



Status Report

Date: 2/17/12

Subcommittee: CSSC

Accomplishments Since Last Report:

The CSSC developed a timeline with key milestones to complete Phase III of the Cohesive Strategy. It is intended to provide the WFEC with a broad overview of the significant actions that will be completed during the next year. A more complete timeline with specific details for each group will be developed over the next few weeks to ensure that everyone is on the same page regarding primary responsibilities, tasks and timelines.

Planned Activities for Next Reporting Period:

The CSSC will be finalizing a draft Action Plan template that will help guide the regions and the CSSC as they develop their respective regional and national Action Plans. The template will be sent to WFEC for comment and concurrence and then forwarded to the RSC Chairs. The CSSC will also begin to develop a Contingency Plan that will include alternative actions that will help us meet our CS commitments (both in terms of timelines and deliverables) and be responsive to any questions we may get from the Hill or others in the event that we experience a bad fire season,. Finally, the CSSC is working on a draft of the “barriers” that inhibit the work of all the partners to address wildland fire risks at the local, regional and national levels.

Issues Identified:

None

WFEC Decisions/Approvals Needed:

Review the broad timeline and approve, or approve with edits, the deadlines, major tasks to be accomplished and deliverables.

References:

Contact Information:

Sandy Cantler 202-205-1512

Kirk Rowdabaugh, Director, Office of Wildland Fire Coordination
WFEC liaison to the CSSC
202-606-3447



Status Report

Date: February 10, 2012

Subcommittee: Western RSC

Accomplishments Since Last Report:

The Western Region has refined the program of work for 2012, and will be sent as a separate document; The Program of Work has been approved by the entire Western RSC. The West has held two conference calls resolving the addition or modification of RSC and/or Work Group members; we have reviewed the trade-off analysis process and time lines proposed by the NSAT and concur with the definitions, process and schedules; and we have agree how to address the 65 pages of comments received by stakeholders in the West regarding the Western Assessment

Planned Activities for Next Reporting Period:

Depending on the outcome of the approval of the Western Program of Work we will begin categorizing the feedback to the western assessment, begin forming the Western Communications sub-group and continue the dialog with the NSAT on the tradeoff analysis timelines and involvement.

Issues Identified:

The West has developed a comprehensive program of work for 2012, it will be important for the WFEC and CSSC to approve both the plan and associated costs so the west can proceed or make the appropriate adjustments. It will also be important for WFEC to approve the concept of trade off analysis as proposed by the NSAT, without that approval we will continue to be working under the assumptions that this is indeed the model we're using in Phase III.

WFEC Decisions/Approvals Needed:

References:

Western Program of Work, NSAT Tradeoff Analysis timelines and definitions.

Contact Information:

Joe Stutler, Alan Quan or Joe Freeland



Status Report

Date: 2/17/12

Subcommittee: NE RSC

Accomplishments Since Last Report:

2/9/12 – Conference call with NE RSC. Updated members on CSSC meeting and revised Phase III timeline. Compiled subcommittee of NERSC composed of four members to work with NSAT on “linkages”. Discussed METI proposal for NE and a conference call has been set up with Steve Solomon from METI for 2/16. Discussed collaboration between NSAT and NERSC during Phase III with Danny Lee.

Planned Activities for Next Reporting Period:

Upcoming Conference call with NE RSC on Thursday, 2/23. During this call members are requested to identify additional working team members. Members will be updated on status of NE workplan and budget request. Further discussion of communication and outreach needs.

Issues Identified:

NE RSC needs to have more dedicated resources for Phase II than we did in Phase I. This need was clearly recognized by all members of the RSC.

WFEC Decisions/Approvals Needed:

Endorsement of the Northeast RSC proposed 2012 workplan and budget recommendation

References:

Contact Information:

Brad Simpkins
(603) 271-2214 office
(603) 419-9140 mobile
brad.simpkins@dred.state.nh.us



Status Report

Date: February 13, 2012

Subcommittee: Southern RSC

Accomplishments Since Last Report:

The South is refining the proposed work plan for 2012 and will be send as a separate document as soon as it has concurrence from the RSC. The South has submitted either suggested names or additional modification of RSC members. The RSC will also be discussing the current CSSC proposal for phase III and beyond and consider funding and support needs for the South to accomplish the activities. A proposed funding request will be submitted once concurrence is received from the RSC members.

Planned Activities for Next Reporting Period:

Much of an enhanced work plan (defining the specifics based upon the breadth of expectations) is pending the approval of the funding request which would either point to an aggressive schedule of activities to be identified, or a simpler review of materials provided by the NSAT once phase III officially commences.

Issues Identified:

The primary issue is understanding the extent to which WFLC, WFEC and CSSC see the regions participating in the activities from phase II and phase III and setting up the ongoing activities moving into full implementation after phase III.

WFEC Decisions/Approvals Needed:

Funding request and associated direction on the extent and breadth of activity to be accomplished through the RSC and across the region.

References:

Southern work plan

Contact Information:

Mike Zupko



Proposal

Date: February 9, 2012

Subcommittee: CSSC

Description of Issue or Assignment:

The CSSC has day-to-day process oversight and guidance responsibilities to the NSAT and RSCs. Attached is a summary Program of Work with key milestones to be accomplished by the CSSC, NSAT and RSCs. There are many more activities and tasks to be completed. This is intended to provide a broad overview and highlight the significant steps along the way. Because firm dates have not been established yet, all of the proposed WFLC and WFEC meetings are not included. However, it is expected that the CSSC, NSAT and RSCs will be providing progress updates and seeking feedback from WFLC and WFEC at key points throughout the process.

Discussion of Proposed Recommendation(s):

The CSSC is recommending that the WFEC concur, or concur with edits, with the summary Program of Work and key milestones.

Identify Considerations:

The CSSC, NSAT leads, RSC Chairs and WFEC Liaisons met in Washington, DC for two days to discuss the Program of Work and key milestones. The attached document represents their collective thinking and agreement on the tasks that need to be accomplished, who will have primary responsibility for accomplishing them and the dates they will be accomplished.

Rationale for Recommendation(s):

See Above

Recommendation(s):

The CSSC is recommending that the WFEC concur, or concur with edits, with the summary Program of Work and key milestones.

Decision Method used:

- Subcommittee Consensus
- Modified Consensus (explain, i.e. majority, super-majority)
- Chair Decision

Contact Information:

Sandy Cantler 202-205-1512; Alan Quan 928-443-8210



Proposal

WFEC Decision:

- WFEC Approves
- WFEC Approves with Modifications (not required to resubmit for WFEC approval)
- Need More Information (required to come back to WFEC for approval)
- WFEC Does Not Approve

Roy Johnson, DFO

Date

Notes regarding decision:

Key Milestones of Phase III

NSAT	
CSSC	
Communications	
RSCs	

NOTE: The CSSC, NSAT and RSC's will continue to work closely together on all of the tasks listed in the table. However, each group does have primary responsibility for completing certain tasks as indicated by the color coded boxes. The CSSC will continue to provide process oversight and guidance to the NSAT and RSCs. The NSAT will be the lead on all science analysis and modeling, the RSCs will lead the region-specific efforts including implementing their Programs of Work/Regional Action Plans and the Communications Team will implement the Communications Strategy including messaging and outreach.

Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	
Step A) Characterize Risk with a description of contributing factors to risk, & B) Establish Linkages – Identify how actions influence contributing factors					Step D) Specific Alternatives & Step E) More Complete Analysis		Step F) Synthesis of Alternatives into a final Report			-			
	Hold Regional Workshops – via webinar/conf calls to inform Steps A & B	Step C) Exploratory Analysis – ID opportunities & barriers				Step G) Peer Review and Regional Action Plan Updates							
	Communications – Revamp CS portion of the website	WFLC Mtg Apr 17-18				WFLC Conf Call		WFLC Mtg Late Oct/early Nov				WFLC Mtg	
	Stakeholder Analysis – Identify Key Contacts and Communication Networks												
Develop National Performance Measures & ID Data Gaps								Draft Nat'l Report & Obtain Concurrence from WFEC/WFLC – Much of the content will be from the NSAT/RSC regional analysis and reports. CSSC is responsible for compiling a national report for WFEC consideration. Draft report to Secretaries in Feb 2013.			Draft Report to OMB		
Develop a National Action Plan: Review the regional issues identified in the assessments that require national-level consideration. Determine a course of action to address issues. <u>Deliverable: National Action Plan</u>													
Stakeholder Interaction – Activities to be determined by each RSC													

Develop Regional Performance Measures						
Develop Regional Action Plans - Identify immediate opportunities, implement immediate opportunities, and identify actions to make progress in achieving the 3 national goals. <i>Deliverable: Regional Action Plan from each region – RSCs report to WFEC (December 2012)</i>						

Details on NSAT Steps above (in green cells)

Interactions with the RSCs and WGs occur iteratively throughout the process. Specifically the interactions are planned to occur during:

1. **Step A Characterize Risks and Step B Establish Links** – The NSAT will use the products of Phase I and II as well as national and regional data sets to characterize values and fire on the landscape to derive an estimate of risk. The NSAT will also translate the proposed actions of the regional assessments into factors that can be modeled as influencing the values of interest to the regions. During these steps the NSAT intends to interact with appropriate individuals from the RSC/WGs to understand the linkages between the actions as proposed and the factors that contribute to risk. The process will likely be a webinar/conference call process in mid March. The expectation is that several (4 to 6) members from each RSC/WG could effectively interact with the NSAT in this process. The purpose of the interactions is to show the characterization of risk, describe what information is used in the process, how the interactions are modeled between factors contributing to risk and the actions within the strategies.
2. **Step C Exploratory Analysis** – Drawing from information in the regional assessments of Phase II, the NSAT will develop an initial set of alternatives to explore with the RSC/WGs. The intent is to share draft model outcomes and explore how modeled outcomes are linked with available data. The expectation is that maps and tables and graphics will be used to display the spatial relationships and potential outcomes. The process will likely be a face-to-face meeting for two days in mid to late April. The anticipated outcome from the interactions is to point to potential opportunities where risks might be managed effectively and barriers that might prevent achieving risk reductions. The information will be helpful in modifying models as well as contributing to potential modifications to the actions proposed in the regional alternatives.
3. **Step D Specific Alternatives and Step E More Complete Analysis** – Interactions are anticipated between the NSAT and the RSC/WGs as more specific alternatives are developed. This interaction is anticipated to continue throughout the process of completing more specific analyses (Step E). The interactions are anticipated to begin with sharing information via webinar/conference call and are likely to include a face-to-face meeting. Interactions will likely occur in early June and early July. The outcome of the interactions will be to describe the specific alternatives that can be analyzed in the detailed analyses, explore the potential decision space for reducing risk, understand how local contributions are anticipated to manage risks, understand the costs for the alternatives, and the role that external drivers (climate change, population increases, etc.) are likely to have on contributing factors and consequences. These outcomes will be an outgrowth of the interactions and will be captured to the extent possible in models, data, and summary of descriptions.
4. **Step F Synthesis and Report** – The synthesis step will involve interactions among the RSC/WGs and NSAT to highlight the stories that can be told from the analyses – national and regional stories. This step will also involve interactions among NSAT, RSCs, CSSC, and WFEC – where national and regional stories will be discussed and considered for inclusion in the Phase III report. Stories will highlight the risks, opportunities to manage risks, barriers to risk management, and outcomes (benefits/consequences) likely from the alternatives for each region. Report content will originate from the NSAT (science information and understanding) and the RSCs (interpretation of outcomes and intent). The interactions will offer opportunity to provide comment on content for the final report. These interactions are expected to be via a webinar/conference call and occur between mid July and mid September. The final interactions will occur in mid September to allow time for final edits and report writing.
5. **Step G Action Plans and Peer Review** – While the science work is being peer reviewed interactions occur to help define next steps along the path to managing wildland fire related risks at the regional and national scales. .

**Western Region
Program of Work
2012**

It is clear from the completion of the Phase II report, the efforts of Communications Framework and the National Science Team there are high expectations of the respective Regional Strategy Committees and Work Group to stay engaged, active and continue to contribute to the overall completion of the Cohesive Strategy through Phase III and beyond. Accordingly, the Western Region proposes the following Program of Work for 2012 which mirrors the commitments made during the Phase II Next Steps for Cohesive Strategy.

The major program items are identified as follows:

1. Identify specific regional alternatives and display in a Western Region Phase III Report. Specific tasks will include:
 - a. Face to face meetings with NSAT, RSC, Work Group, and experts/highly qualified practitioners in specific fields needed to supplement and/or fill gaps in the range of expertise and experience already within the NSAT, RCS, and Work Group to review results of tradeoff analysis
 - b. Drafting, vetting and completion of the Phase III report from the west, will include conference calls, regional dialogues (using teleconferences and other interactive means), and at least 2 face to face meetings of the West and submission by September 2012,
2. Continue and expand outreach within the region utilizing the communications framework to gain participation that we may have missed in Phase II.
 - Create a Communications Strategy Work Group within the Region to implement a communication and outreach strategy which is consistent with the Communications Framework This group will coordinate closely with the National Communication group. Specific tasks would include forming a 5-7 person work group, supplemented with non-RSC/WG expertise and capacity, as needed, with the necessary skills to implement the National Communications Framework Strategy stylized for the West.
 - Continue to share the Regional Assessment, exchange new information in an effort to better understand the complexities and challenges that exist within the West. Specific task would also include categorizing the received comments into the five bins or silo's and providing feedback to the stakeholders.
 - Expand outreach efforts to identify additional stakeholders to involve now and in the future within all of the affected communities of place and interest. The Communications Strategy Work Group would lead this effort with assistance from agencies/interest represented by the RSC membership.
 - Continue the monthly updates to stakeholders or more frequently if significant turning points are identified. This would be accomplished by either the Western Lead or in conjunction with the Communications Strategy Work Group.

- Continue engagement with CSSC, WFEC, NST, Communications Group and WFLC with our efforts, along with the other regions.
3. Continue to identify immediate opportunities,
 - Create sub-regions, or organize around the three overarching goals, or utilize existing organizations i.e. State Foresters/Regional Foresters, NGO's, Fire Chiefs to specifically "take on an issue" and either resolve or develop a path for resolution on an objective, sub-objective or activity that can be achieved during the short term. Use this premise to staff out those regional and national elements of the action plan that can be developed regardless of the development of alternatives and a trade- off analysis.
 - Through regional dialogues and other means, identify groups and individuals that have demonstrated "on the ground" success along the lines of the three goals and recruit them to provide lessons learned for others.
 - Use the RSC, Work Group as well as groups and individuals that have demonstrated "on the ground" success along the lines of the three goals to expand on and develop application recommendations for regional alternatives and action plans.
 4. Complete Regional and National Science-based Risk Analysis Reports, and
 - Review and build on the portfolio of actions and activities identified in Phase II.
 - Engage the Science Team to provide feedback to the linkage development from the Western Assessment actions to contributing risk factors of the three goals for the trade-off analysis as the analysis is being developed; the time frame will be from March thru May, 2012.
 - Coordinate closely with the NSAT on the development of regional alternatives, this is envisioned to be an iterative process over the course of May through July of 2012.
 - Use the RSC, the Work Group, as well as groups and individuals that have demonstrated "on the ground" success along the lines of the three goals to engage in interactive steps between the region and NSAT in alternative development and trade- off analysis model validation.
 5. Complete regional action plans and assist with the national action plan
 - In 2012 this will largely take the form of development of recommended solutions or implementation tasks for those actions within the purview of the RSC, those actions that are national in scope would be prioritized by the CSSC and staff work on the development of tasks related to the solutions would require participation from Regional Committee participants. In 2013 the regions will need to complete the action plans to reflect the overall progress thus far and reflect the trade- off analysis exercise to the degree practical.

**Program of Work
2012
Budget Request**

1. Communications, outreach, and identify immediate opportunities: Based on the experience with the Western Region efforts during Phase II and the need to have both expertise and discretionary time to produce a quality product, the Western Region is requesting to provide this service utilizing stakeholders (when available and having the skills sets necessary) and contractual actions. We estimate the cost not to exceed \$250,000. See specific tasks above.
2. After reviewing the time commitments in Phase II and the expectations that those time commitments will continue in Phase III, the Western Region requests the ability to provide full time leadership during the next phase and extend into the implementation of the action plans. The need for consistent leadership, communications, and coordination with the other Regions, CSSC, and WFEC, WFLC, NSAT, Communications Team and stakeholders will be a critical component. We estimate the cost not to exceed \$150,000.
3. Other budget assumptions: The existing membership of both RSC and WG will remain essentially the same, with some additions or replacements. The cost for time commitments to the Phase III effort will be covered by the respective agencies and interests, wherever possible; the same travel cost arrangements for Phase II will apply during the Phase III efforts. It is realistic to expect that investments contributed by all agencies and interests participating in the Western portion of the Cohesive Strategy will exceed the total requested budget (\$400,000) in the 2012 Program of Work for the West
4. The 2012 total budget request for the Western Region to accomplish the identified program of work will not exceed \$400,000.

Northeast Regional Strategy Committee Proposed 2012 Work Plan

February, 2012

General considerations:

- Further refine and clarify expectations of Phase III
- Continue to hold conference calls with full RSC at least twice per month; more if needed
- Re-engage all members of the RSC and find replacements for the voids created due to retirements, etc.
- Re-constitute and broaden participation on the Working Group, with particular emphasis on ensuring membership appropriately reflects the Northeast region fire community.

Communication:

- Develop precise briefing paper explaining Phase III of the Cohesive Strategy that can be distributed to stakeholders.
- Ensure members of RSC and working group are disseminating timely information to and receiving timely feedback from the constituents they represent.
- Utilize the Communications/Implementations Framework
- Develop list of stakeholders contacted in Phase II and determine who is missing, as well as those contacted that did not engage in process; find appropriate contact for that entity and make personal contact via phone or in-person if possible.
- Provide suggestions for a specific Cohesive Strategy website that can be easily navigated; have links from other websites to provide for easy access to information and updates.
- Describe how previous efforts connect to the CS (Quadrennial Fire Review, National Fire Plan, Forest Action Plans, etc.)
- Communicate to stakeholders how and why the CS matters to them, tailoring to specific audiences, from high level administrators to line personnel.
- Engage with WFEC and CSSC.

Regional Alternatives and Priorities:

- Refine and possibly expand alternatives or potential management scenarios in NE Phase II Report.
- Work with NSAT in identifying linkages to fire risk in the Northeast
- Engage and provide timely feedback to National Science and Analysis Team.
- Develop more specific objectives and action items based upon feedback from NSAT.
- Develop appropriate performance measures for strategies.

- Once alternatives are defined and refined, determine how they can be implemented.

Resources Requested:

- Assistance from NA S&PF and/or Region 9 Communications specialist(s) to develop briefing paper and provide communications expertise.
- Continued leadership of working group from NA S&PF and R9 staff
- Equivalent of a fulltime GS-12 person to assist the NE RSC throughout Phase III. Recommended attributes include someone who already knows the fire situation in the Northeast, already has a good knowledge of the key stakeholder groups in this area, and is a self-starter who can work without constant oversight. The person would assist the NE RSC with the following tasks:
 - Coordination (RSC to working group, RSC to NSAT, RSC to contractor, stakeholder, etc.)
 - Administration (note-taking, setting up conference calls, keeping track of task accomplishment, setting up meetings, developing agendas, etc.)
 - Liaison between RSC and communication/outreach contractor (such as METI)
 - Participating in key stakeholder meetings in NE region representing RSC
 - Building and maintaining email distribution list(s) and sending out weekly RSC updates at least every other week
 - Writing first drafts, incorporating edits, etc. through the ability to collect and interpret the thoughts and inputs of the RSC members

Recommended budget for fulltime Northeast Coordinator not to exceed \$100,000 (excluding travel costs) based on an approximate 9-month GS-12 (2012-RUS) position with associated benefits.

- Contractor assistance for communication, outreach and feedback to and from stakeholders. Recommended budget not to exceed \$100,000
- Total requested budget not to exceed \$200,000.

Southern Regional Strategy Committee - Cohesive Strategy

Work Plan
Funding Request
2012 – 2013
(1 year timeframe)

1. Dedicated Lead - The need for consistent leadership and dedicated time is apparent for successful interaction throughout phase III (and beyond). Constant communications among the Southern federal, state and local agencies and organizations, and interaction with private landowners, practitioners, communities, additional stakeholders and others is critical. Coordination with the NSAT, other Regions, CSSC, WFEC, WFLC, communications team and national interests will be equally critical. This would also give us a primary point of contact to coordinate actions around immediate opportunities (short-term and start of mid-term). We estimate the cost not to exceed \$240,000/year including travel and administration for a dedicated lead for the RSC and Southern strategy to not only coordinate the multiple players, but fully engage the many entities in order to implement the proposed work plan. For continuity and implementation of the action plan after phase III, *we recommend this be extended a second year.*
2. Communications and Outreach – We see the needs in the South very different than the other regions. Whereas the collaborative history among agencies and partners in the South is strong in fire response, much of the time and opportunity rests in partnering with communities and private landowners to help mitigate risk and enhance opportunities for restoration/resiliency on non-federal lands. A “branded” cohesive strategy message will resonate much less than determining sub-regional and even local needs and desires that can be tied into one of the three goals of the cohesive strategy. This will need to be driven at the regional level, often informally, due to the primary audience not being federal landowners. We estimate the cost not to exceed \$150,000.
3. Stakeholder Engagement – This is similar in nature to much of the communications and outreach, though formal “stakeholder involvement” may still be necessary specific to some groups more closely tracking the cohesive strategy. We could see the structure and proposed process being developed by a national contractor such as METI, though the implementation on the ground should come from regional and local contacts and utilizing regional products from communications and outreach described above. We estimate the cost not to exceed \$60,000.

Assumptions:

- a) The existing membership of both RSC and WG will remain essentially the same, with some additions or replacements.
- b) The cost for time commitments to the Phase III effort will be covered by the respective agencies and organizations, wherever possible;
- c) The same travel cost arrangements for Phase II will apply during the Phase III efforts. Federal agencies will cover their own travel and non-federal travelers will have access to travel assistance. We do propose, however, that for the dedicated regional lead travel is handled directly through the contractual agreement.
- d) It is realistic to expect that in-kind and time investments contributed by all agencies and organizations participating in the Southern portion of the Cohesive Strategy will meet or exceed the total requested budget in the 2012-2013 Southern RSC Work Plan.

(The intent of the current work plan is to spell out the broad areas of activity. Depending on the breadth of expectations from WFLC and WFEC and associated funding, we will then develop specific activities.)

Southern Regional Strategy Committee - Cohesive Strategy
FINAL DRAFT WORK PLAN (02-15-12)

1. Develop an Outreach and Communications Strategy
 - a. Engage stakeholders in the process and build stakeholder group – develop interaction process to fully represent all lands
 1. Follow up with past stakeholders on status and develop input mechanism
 2. Identify groups currently not engaged to become part of input mechanism
 - b. Build communications strategy regionally and leverage agency/RSC member expertise and connections
 1. Develop an internal communications mechanism to ensure all agency and organizational levels are aware of CS and opportunities for action
 2. Develop an external communications mechanism through creation of a communications sub-committee and utilization of existing communications frameworks in each agency/organization
 - c. Determine extent of external support (i.e. Regional contractor(s) with local contacts and knowledge of Southern issues and/or METI)
2. Refine and Enhance Alternatives from Southern Phase II report , if necessary
3. Identify Key Issues, Opportunities (short-term, mid-term and long-term)
 - a. Identify existing efforts that support implementation of key issues and opportunities
 - b. Further develop immediate opportunities (short-term) and construct implementation timeline
 - c. Prioritize key issues and associated activities, including alternatives
 1. Evaluate key authorizations and determine methodology for effectively utilizing (or overcoming) action based on existing authorities
 2. Research inherent hurdles to implementation of opportunities and actions on all lands.
 3. Develop activities for implementation of mid-term and long-term strategies
 - d. Continue tracking and sharing (communications and outreach) successful accomplishments across all lands
 - e. Define role for the Southern Working Group in implementation of strategies and actions on all lands
4. Engage Science Team to Adjust and Update Current Southern Strategy and Management Scenario Implementation
 - a. Develop PIII feedback process with science team to minimize time requirement of RSC and WG members
 - b. Strategize how input from science team will impact current proposed management scenarios
 - c. Determine role of stakeholders in science team process
 - d. Develop final southern cohesive strategy implementation framework regionally and by agency/member group
 - e. Develop performance measures for tracking success
 - f. Encourage Science Team to use existing reports, data , studies and systems in their analysis (SWRA, State Assessments, Fire in the South, Forest Futures, etc.).
5. Develop Implementation Strategy (regional “action plan” per CSSC notes) and Roles and Responsibilities with Science Team Informed Management Scenarios (post trade-off analysis – phase III and following)

(The intent of the current work plan is to spell out the broad areas of activity. Depending on the breadth of expectations from WFLC and WFEC and associated funding, we will then develop specific activities.)