

Evaluating Wildland Fire Danger and Prioritizing Vegetation and Fuels Treatments¹

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Abstract

We present a prototype decision support system for evaluating wildland fire danger and prioritizing subwatersheds for vegetation and fuels treatment. We demonstrate the use of the system with an example from the Rocky Mountain region in the State of Utah, which represents a planning area of about 4.8 million ha and encompasses 575 complete subwatersheds. In a logic model, we evaluate fire danger as a function of three primary topics: fire hazard, fire behavior, and ignition risk. Each primary topic has secondary topics under which data are evaluated. The logic model shows the state of each evaluated landscape with respect to fire danger. In a decision model, we place summarized fire danger conditions of each evaluated landscape in the context of the amount of associated wildland-urban interface (WUI). The logic and decision models are executed in EMDS, a decision-support system that operates in ArcGIS. We show that a decision criterion such as relationship to WUI can significantly influence the outcome of a decision to determine treatment priorities. For example, we show that subwatersheds that were in relatively poor condition with respect to fire hazard, behavior, and ignition risk may not be the best candidates for treatment. Additional strategic or logistical factors such as proximity to population centers, presence of endangered species, slope steepness, and road access all might be taken into account in selection

of specific watersheds within a management area for treatment. Thus, the ecological status of each ecosystem can be placed in one or more social and human values contexts to further inform decisionmaking. The application introduced here can be readily expanded to support strategic planning at national and regional scales and tactical planning at local scales.

Keywords: Decision support, EMDS, fire behavior, fire danger, fire hazard, forest restoration, ignition risk, landscape evaluation, monitoring, NetWeaver, wildland-urban interface.

Introduction

Wildland fuels have accumulated in many western forests of the United States for at least the past 70 years owing to 20th century settlement and management activities (Agee 1998, Hessburg and Agee 2003), and, to some extent, changing climatic conditions (Burkett and others 2005, Schoennagel and others 2004). As demonstrated by recent wildland fires, added fuels are fostering more intense wildfires that are more difficult to contain and control. Consequently, valuable property and natural resources have been destroyed, costs of fire management have escalated, fire-dependent forest ecosystems have deteriorated, and risks to human life and property continue to escalate (U.S. GAO 2002, 2003, 2004).

Historically, fires of varying size, frequency, and intensity maintained spatial patterns of forest vegetation, as well as temporal variation in those patterns (Agee 2003, Hessburg and others 2005, Schoennagel and others 2004, Turner 1989). In fact, many agents interacted to shape vegetation patterns and their spatio-temporal variation, including forest insect outbreaks, forest diseases, fires, weather and climatic events, and intentional aboriginal burning (Hessburg and others 2005, Whitlock and Knox 2002). Their interactions resulted in characteristic landscape patterns and caused variation in forest structural attributes, species composition, and habitats that resonated with the dominant disturbance

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processes. Patterns of forest vegetation were directly linked with the processes that created and maintained them (Hessburg and others 2005, Pickett and White 1985, Turner and others 2001).

Circumstances are quite different today. Patterns and processes are still tightly linked, but not as before. Human influences have created anomalous vegetation patterns, and these patterns support fire, insect, and disease processes that display uncharacteristic duration, spatial extent, and intensity (Ferry and others 1995, Hessburg and others 2005, Kolb and others 1998). For example, 20th century fire suppression and prevention programs significantly reduced fire frequency in many dry mixed coniferous forests. Contemporary wildland fires are now larger and more intense on average than those of the prior 2 or 3 centuries (Healthy Forests Restoration Act 2003; (U.S. GAO 2002, 2003, 2004, and references therein). In short, settlement and management activities have altered spatial patterns of forest structure, composition, snags, and down wood at patch to province scales. As a result, significant changes in fire frequency, severity, and spatial extent are linked to changes in forest vegetation patterns at patch to province scales (Agee 1998, 2003, Ferry and others 1995, Hessburg and Agee 2003).

Here, we present a decision-support system for evaluating wildland fire danger and prioritizing subwatersheds for vegetation and fuels treatment. In our descriptions, we adopt the nomenclature of the National Wildfire Coordinating Group (NWCG 1996, 2005) and Hardy (2005). The decision-support system consists of a logic model and a decision model. In the logic model, we evaluate danger as a function of three primary topics: fire hazard, fire behavior, and risk of ignition. Each primary topic has secondary topics under which data are evaluated. The logic model shows the state of each evaluated landscape with respect to fire danger. In the decision model, we place the fire danger summary conditions of each evaluated landscape in the context of the amount of associated wildland-urban interface (WUI). The logic and decision models are executed in EMDS (Reynolds and others 2003), a decision-support system that operates in ArcGIS. We show that a decision criterion such as relationship to WUI can significantly

influence the outcome of a decision to determine treatment priorities. We demonstrate use of the system with an example from the Rocky Mountain region in the State of Utah, which represents a planning area of about 4.8 million ha and encompasses 575 complete subwatersheds. We discuss considerations for extending the application to support strategic planning at national and regional scales and tactical planning at local scales.

This decision-support system is comparable in some aspects to the National Fire Danger Rating System (NFDRS) (Burgan 1988, Deeming and others 1977), but there are important differences and advances, too. For example, the NFDRS summarizes fire danger information pertaining to fire hazard, fire behavior, and ignition risk, the primary topics of fire danger, at a regional scale using annual weather and forest conditions information. The fire danger variables computed by FIREHARM and used in this application reflect a broader set, are computed at a stand or patch scale, and summarized to subwatersheds, and the variables are computed as probabilities of exceeding a severe fire threshold using 18 years rather than a single year of data.

Methods

Study Area

We selected one map zone as a proving ground for our modeling approach, but these methods could be applied to any and all United States map zones. Map zones were developed in the United States by the Earth Resources Observation and Science (EROS) Data Center (<http://www.nationalmap.gov>). They are broad biophysical land units represented by similar surface landforms, land cover conditions, and natural resources; there are 66 in the continental United States (Figure 1). Map zone 16 falls almost entirely within the State of Utah. Within this study area, we evaluated wildland fire danger for the 575 subwatersheds that were entirely contained within map zone 16 (Figure 2). The average size of subwatersheds was 8,300 ha, and size ranged from 2,800 to 18,000 ha. For reference, a subwatershed represents the 6th level in the watershed hierarchy of the U.S. Geological Survey (Seaber and others 1987).

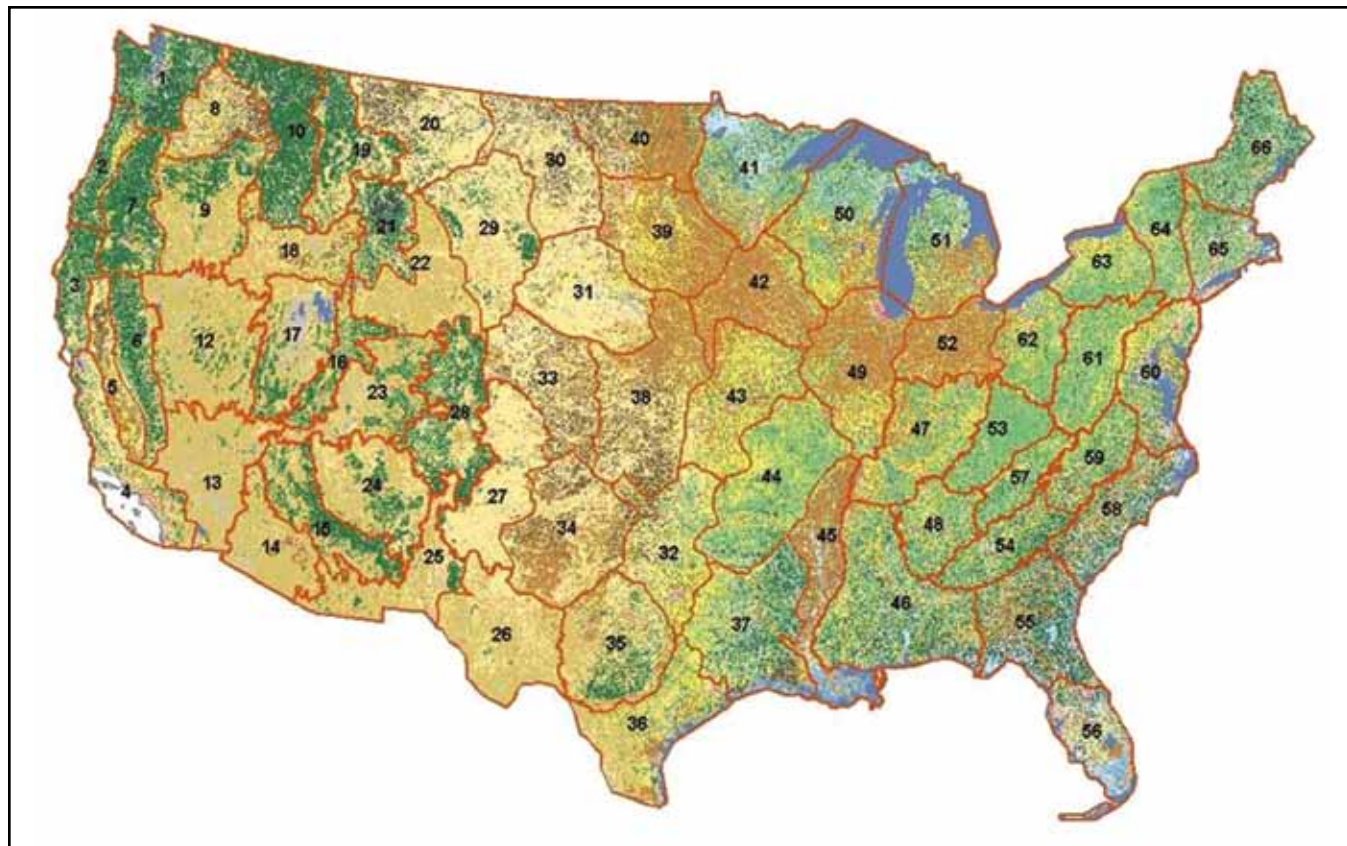


Figure 1—Map zones of the United States from the Earth Surface Resources and Science (EROS) Data Center. There are 66 map zones in the continental United States. The study area is map zone 16.

Data Sources

Most spatial data used in this study came from the LANDFIRE prototype project mapping effort. The LANDFIRE project created spatial data layers of topography, biophysical environments, vegetation, and fuels at 30-m resolution for two map zones in the Rocky Mountains (map zones 16 and 19). All layers were available at the <http://www.landfire.gov> Web site.

The fuels layers used in this study included two surface fuel classifications: (1) the 13 fire behavior fuel models (FBFM) of Albini (1976), defined by Anderson (1982), and mapped using methods described by Keane and others (1998, 2000, 2007); and (2) the default fuel characterization classes defined in the Fuel Characterization Classification System (FCCS) described by Sandberg and others (2001) (<http://www.fs.fed.us/pnw/fera>) and mapped using methods described by Keane and others (2007). The FBFMs, which do not represent actual surface fuels, provided an indication

of the expected surface fire behavior whereas the FCCS classes indicated the characteristics of the actual surface fuelbed, information useful for fire effects simulation (Ottmar and others 2004). In the next update of our fire danger model, we will incorporate the expanded set of 40 recently derived fire behavior fuel models of Scott and Burgan (2005). Note that when we refer to “fire behavior” we are referring to the physical characteristics of the combustion process (Rothermal 1972). When we refer to “fire effects” we are referring to the direct and indirect consequences of the combustion process (DeBano and others 1998).

The canopy fuels layers used were the LANDFIRE canopy bulk density and canopy base-height layers. Canopy bulk density (CBD) represents the mass of available canopy fuel per unit volume of canopy in a stand (Scott and Reinhardt 2002), and it is defined as the dry weight of available canopy fuel per unit volume of the canopy including the spaces between the tree crowns (Scott and

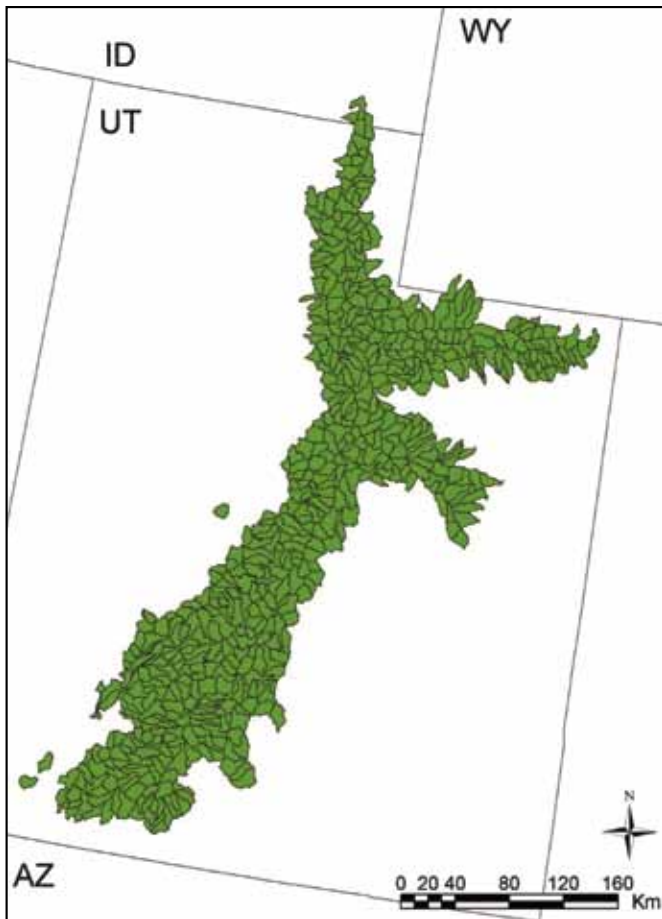


Figure 2—Subwatersheds of map zone 16 in State of Utah, U.S.A. The average size of subwatersheds was about 8,274 ha (min 5,000 ha, max 10,000 ha). A subwatershed represents the 6th level in the established U.S. Geological Survey watershed hierarchy (Seaber and others 1987).

Reinhardt 2001). Canopy base height (CBH) represents the level above the ground at which there is enough aerial fuel to carry the fire into the canopy, and it is defined as the height from the ground to the bottom of the live canopy (Scott and Reinhardt 2001) but may also include dense, dead crown material that can carry a fire. These two map layers were developed for the forested lands of map zone 16 using a predictive landscape modeling approach that integrated remotely sensed data, biophysical gradients, and field reference data (Keane and others 2007). The canopy fuel characteristics were calculated for numerous plots distributed throughout the map zone using the FUELCALC model (Scott and Reinhardt 2001), and each plot was described from a set of predictor variables computed and mapped

specifically for the LANDFIRE project. The predictor variables were related to CBD and CBH using a classification and regression tree (CART) approach.

Fire behavior was simulated with these surface and canopy fuel layers assuming 90th percentile weather conditions using the FIREHARM (Keane and others 2004) program to estimate surface fire spread rate, flame length, and fireline intensity based on the Rothermel (1972) fire spread model and crown fire intensity and spread based on the Rothermel (1991) and the Scott (1999) crown fire algorithms. FIREHARM is a computer program that calculates four fire behavior variables (fireline intensity, spread rate, flame length, crown fire potential), five fire danger variables (spread component, burning index, energy release component, Keetch-Byram drought index [Burgan 1993], ignition component), and five fire effects variables (smoke emissions, fuel consumption, soil heating, tree mortality, scorch height) for each day across an 18-year climate record (6,574 days), and for every polygon in a user-specified landscape. Daily values across the 18-year period can be used to estimate probabilities that fire behavior, fire danger, or fire effects variables may exceed important thresholds. These probabilities can be mapped onto the landscape in a geographic information system (GIS), and maps can be used to prioritize, plan, and implement fuel or fire treatments.

In addition, LANDFIRE provided a fire regime condition class (FRCC) digital map created by simulating historical landscape conditions and comparing these simulations with current vegetation conditions derived from satellite images. FRCC is an ordinal index with three categories that describe how far the current landscape has departed from presettlement-era conditions (Hann 2004) (see <http://www.frc.gov> for complete details).

Several other data layers were used to derive ignition risk. Relative plant greenness was estimated from an AVHRR image from June 1, 2004 (Burgan and Hartford 1993). These data were obtained from the USDA Forest Service, Rocky Mountain Research Station, Missoula Fire Sciences Laboratory. The effects of long-term drought were estimated from Palmer Drought Severity Index data obtained from the National Climate Data Center. Available PDSI data represented a span of 20 years (1971-1990), and

data were derived from a 2.5-degree continental scale grid of PDSI reconstructed by Cook and others (2004). Lightning strike data were obtained from the National Lightning Detection Network (Vaisala 2010).

Broad Outline

We evaluate relative fire danger in individual subwatersheds of an entire map zone. We show how evidence for fire danger can be modeled as a logic-based discourse in a decision-support system to support national, regional, and local landscape analysis and planning. Results of evaluations are expressed in terms of evidence for low wildfire danger in each subwatershed. This information is used subsequently in a decision model to prioritize subwatersheds for treatment, considering additional logistical information.

Implementation Steps

Under the fire hazard topic (Table 1), we estimated for each elementary topic (lowest level in the model where data are evaluated) the percentage area and degree of aggregation of observations exceeding a specified threshold value using spatial data layers provided by the LANDFIRE project and a spatial analysis program (FRAGSTATS, McGarigal and others 2002, Table 2). For each elementary topic under fire behavior and ignition risk, we estimated the probability that conditions within a given watershed exceeded a specified threshold value based on spatial layers of fire spread rate and intensity generated by the FIREHARM model using the Rothermel (1972) spread model. We constructed a logic model within the EMDS modeling system to show how all elementary topics contributed to an evaluation of fire danger. We evaluated evidence for low wildfire danger within watersheds of a map zone to provide an ecological basis for determining treatment priority. A decision analysis was then run in a separate but related decision model to incorporate ecological and logistical considerations for planning fuels treatment across the study area.

Logic Model Design

We graphically designed the logic model for evaluating the relative danger of wildland fire (hereafter, fire danger) with the NetWeaver Developer (Rules of Thumb, Inc., North

East, PA) modeling system. Note that the use of trade or firm names in this publication is for reader information and does not imply endorsement by the U.S. Department of Agriculture of any product or service. We present the formal logic specification both as a topic outline for readability and compactness (Table 1) and as a dendrogram (Figure 3). Each topic in a NetWeaver model represents a topic for which a premise or proposition is evaluated. For example, the overall fire danger topic, representing the top level in the model, evaluates the proposition that wildland fire danger is low (Table 1, Figure 3). All other propositions in the model similarly take the null form; i.e., the test for all topics is always for a low condition.

The complete evaluation of fire danger depends on three primary topics—fire hazard, fire behavior, and ignition risk—each of which incrementally contribute to the evaluation of fire danger, as indicated by the union operator (Table 1). Moreover, because the union operator specifies that premises incrementally contribute to the proposition of their parent topic, low strength of evidence for one topic can be compensated by strong evidence from others. Notice that if the fire danger topic is thought of as testing a conclusion, then the three topics on which it depends can be thought of as its logical premises. Similarly, each of the three topics under fire danger has its own logic specification that includes a set of secondary topics or premises. The full logic structure (Table 1), considered in its entirety, constitutes what we referred to earlier as the logical discourse. Note that this logic model represents one of many possible logical configurations, and the current configuration is readily adapted. Any of the primary and secondary topics may be modified, and topics may be added or removed with relative ease. Likewise, thresholds of elementary topics (discussed below) can be modified to fit customized or evolving evaluations as a function of adaptation and learning.

Primary Topic—Fire Hazard—

Evaluation of fire hazard (Table 1, Figure 3) depends on the union of topics addressing surface fuels, canopy fuels, and fire regime condition class, each of which depends on two additional elementary topics that directly evaluate data (Tables 1, 2). Evaluation of each elementary topic under

Table 1—Logic outline for evaluation of wildfire danger^a

Model topic	Primary topic ^b	Secondary topic	Elementary topic	Proposition ^c (stated in the null form)	Data inputs ^d
Fire danger (union ^e)	Fire hazard (union)	Surface fuels (union)	Fire behavior fuel model Fuel characterization class	Danger of severe wildfire is low	
				Fuel conditions do not support severe wildfire	FBFMarea, FBFMaggregation FCCarea, FCCaggregation
	Canopy fuels (union)	Canopy bulk density Canopy base height	Canopy bulk density Canopy base height	Condition of surface fuels is not conducive to severe wildfire	
				Expected fire behavior is not severe	
				Observed fuel load classes are not conducive to severe wildfire	
				Condition of canopy fuels is not conducive to severe wildfire	
	Fire regime condition class	Fire regime condition class	Fire regime condition class	Canopy bulk density is not conducive to severe wildfire	CBDarea, CBDaggregation CBHarea, CBHaggregation FRCCarea, FRCCaggregation
				Canopy base height is not conducive to severe wildfire	
	Fire behavior (union)	Fire behavior (union)	Fire behavior (union)	Expected fire behavior associated with wildfire is relatively benign or low impact	
				Likelihood of high spread rate of surface fire is low	Spread rate
Likelihood of high flame length is low				Flame length	
Likelihood of high fire line intensity is low				Fireline intensity	
Likelihood of high crown fire spread potential is low				Crown fire potential	
Ignition risk (union)	Ignition risk (union)	Ignition risk (union)	Likelihood of wildfire ignition is low		
			Likelihood of long-term drought is low	Palmer index	
			Likelihood of short-term drought is low	Keetch-Byram index	
			Relative plant greenness for the subwatershed is high	AVHRR-NDVI	
			Relative lightning strikes in the subwatershed are low	Lightning strike	

^a The logic outline specifies how data related to wildfire danger (Table 2) are interpreted in NetWeaver[®], a logic modeling system.
^b The level of each primary, secondary, and elementary topic in the outline is indicated. The overall topic of the model is wildfire danger. Evaluation of overall fire danger depends directly on the evaluation of the primary topics—fire hazard, fire behavior, and ignition risk. Terms in parentheses following a topic indicate the logic operator used to evaluate the propositions under a topic. For example, fire danger is evaluated as the union of hazard, behavior, and ignition risk. Subtopics shown under “Elementary topics evaluated” indicate the elementary topics occurring at lowest level in the logic model where data are evaluated (Table 2).
^c Each proposition evaluates a set of premises (see footnote b) or data relative to a specific landscape unit. For this analysis, subwatersheds were the landscape units.
^d Definitions of data items are presented in Table 2.
^e The union operator treats the premises of a proposition as factors that incrementally contribute to the proposition.
^f Advanced very high resolution radiometer (AVHRR) is used in producing normalized difference vegetation index (NDVI).

Table 2—Definition of data inputs evaluated by elementary topic, data source, and reference conditions for each datum^a

Datum	Definition	Data source	Reference conditions ^b	
			No evidence	Full evidence
AVHRR-NDVI	AVHRR-NDVI ^d relative greenness value on June 1, 2004	Missoula Fire Lab ^e	0.00	1.00
CBDaggregation ^f	Aggregation index for canopy bulk density > 0.15 kg/m ³	LANDFIRE ^g (derived)	93.02	75.97
CBDarea	Likelihood ^c of canopy bulk density > 0.15 kg/m ³	LANDFIRE	0.79	0.29
CBHaggregation	Aggregation index for canopy base height < 3.1 m	LANDFIRE (derived)	72.99	36.92
CBHarea	Likelihood of canopy base height < 3.1 m	LANDFIRE	0.38	0.04
crownfirePotential	Likelihood of index for crown fire potential > 7	FIREHARM ^e (derived)	1.00	0.89
FBFMaggregation	Aggregation index for fire behavior fuel model > 9 ^h	LANDFIRE (derived)	35.83	3.05
FBFMarca	Likelihood of value for fire behavior fuel model > 9	LANDFIRE	1.00	0.02
FirelineIntensity	Likelihood of fireline intensity > 400 kW/m	FIREHARM	0.97	0.59
FlameLength	Likelihood of flame length > 1.2 m FIREHARM		0.92	0.09
FCCaggregation	Aggregation index for fuel loading > 56 Mg/ha ⁱ	FCCS ⁱ (derived)	89.73	33.00
FCCarea	Likelihood of fuel loading > 56 Mg/ha	FCCS	0.80	0.03
FRCCaggregation	Aggregation index for fire regime condition class ^j	FIREHARM (derived)	99.50	97.76
FRCCarea	Likelihood of fire regime condition class > 2	FIREHARM	0.28	0.01
Keetch-byramIndex	Likelihood of a Keetch-Byram drought index value > 400	FIREHARM	0.84	0.46
LightningStrike	Probability of cloud-to-ground lightning strike indexed by the maximum value ^k	NLDN ^m	1.00	0.00
PalmerIndex	Likelihood of summer Palmer drought severity index value < -2	NCDC ^o	37.00	0.00
SpreadRate	Likelihood of a wildfire spread rate > 8.0 kph	FIREHARM	1.00	0.89

^a Data items in this table correspond to data listed for elementary topics evaluated in Table 1. Each datum represents an observation for a subwatershed, the unit of analysis in this study.

^b Reference conditions for no evidence and full evidence define critical values for which the fuzzy membership function of the associated elementary topic (Table 1) indicate no support and full support, respectively, for the proposition. The range of the reference conditions is the median 80-percent range of data for the variable of interest. An observed value for the associated datum that falls in the open interval defined by the two reference conditions maps to partial support for the proposition based on linear interpolation. Data with the suffix, Area, are not evaluated with respect to reference conditions; however, they are compared to minimum and maximum conditions within conditional tests to determine the logic for evaluation of elementary topics (see text for additional explanation).

^c Each likelihood was estimated as the proportion of raster grid cells in the subwatershed area that exceeded the specified threshold for the attribute. All likelihoods were estimated from 30-m resolution data, except those for LightningStrike, and PalmerIndex, which were estimated from available 1-km resolution data.

^d The normalized difference vegetation index (NDVI), obtained from NOAA-11, AVHRR satellite image, represents relative greenness, and, in this usage, the effect of apparent moisture level on vegetation drying or curing. For further details, see Burgan and Hartford 1993, White and others 1997, and <http://www.fs.fed.us/land/wfas/wfasII.html>.

^e Obtained from the USDA Forest Service, Rocky Mountain Research Station, Missoula Fire Laboratory, Missoula, MT, rbarlette@fs.fed.us.

^f An aggregation index was computed with FRAGSTATS (McGarigal and others 1995) for each attribute of hazard (see also Table 1) by reclassifying data in the 30-m resolution raster grid for the attribute to 0 (attribute ≤ threshold) or 1 (attribute > threshold).

^g LANDFIRE (<http://www.landfire.gov/>) is a multipartner wildland fire, ecosystem, and fuel mapping project, one of whose partners is the Missoula Fire Sciences Laboratory of the USDA Forest Service, Rocky Mountain Research Station, Missoula, MT, who provided the data. Data sources labeled "LANDFIRE" indicate base data layers provided by the LANDFIRE project. Data sources labeled "FIREHARM" indicate data derived from base LANDFIRE layers by the FIREHARM model (Keane and others 2004) of the LANDFIRE project. With the exception of the data source for crownfirePotential, data sources labeled (derived) indicate an aggregation statistic that we derived from the LANDFIRE base layers with the FRAGSTATS (McGarigal and others 1995) spatial analysis package. In the case of crownfirePotential, (derived) indicates a composite index that we developed from FIREHARM crown fire ignition and crown fire spread outputs.

^h Fire behavior fuel models represent 13 distinct distributions of fuel loadings found among surface fuel components (live and dead), fuel size classes, and fuel types. The fuel models are described by the most common fire carrying fuel type (grass, brush, timber litter, or slash), fuel loading, and surface area-to-volume ratio by size class and component, fuelbed depth, and moisture of extinction. Further detail about the original fire behavior fuel models can be found in Albini 1976, Anderson 1982, and Rothermel 1972 and 1983.

Table 2—Definition of data inputs evaluated by elementary topic, data source, and reference conditions for each datum^a (continued)

ⁱ Fuel Characteristic Class System (Sandberg and others 2001, http://www.fs.fed.us/pnw/fera/nfp/haze/FCCS-lower48.zip)
^j Fire regime condition class is a qualitative measure of departure from historical vegetation and fire regime conditions (Schmidt and others 2002).
^k In contrast to the Palmer drought severity index, the Keetch-Byram drought index represents the short-term effects of precipitation and temperature on duff, litter, and soil drying in the top 20 cm. An index value of 400 corresponds to a deficit of 10 cm of water in the top 20 cm.
^l The lightning strike probability is based on actual strikes triangulated and recorded over 15 years (1990 to 2004, Schmidt and others 2002).
^m Data were obtained from the National Lightning Detection Network (NLDN, http://ghr.msfc.nasa.gov/).
ⁿ The Palmer drought severity index is used to characterize effects of long-term drought. An index value of -2 corresponds to moderate drought conditions. Continuous maps of PDSI for the continental United States were interpolated by Cook and others (2004) based on their reconstructions of drought at grid points on a 2.5-degree grid of the continent.
^o Web site for the National Climate Data Center (NCDC), NOAA. (http://www.ncdc.noaa.gov/paleo/newpdsi.html).

hazard involved two class metrics computed by the FRAG-STATS program: (1) the proportion of subwatershed area exceeding a specified threshold value, and (2) an index that shows the degree of spatial aggregation of observed values exceeding the threshold value. Threshold values were based on the fire literature, and, where literature values were lacking, were based on our judgment. Use of the metrics to evaluate the elementary topic for canopy bulk density (CBD) is presented below as an example; methods for evaluation of each of the other elementary topics under hazard are analogous.

Within the elementary topic for CBD, the logic first tests the value of CBDarea; the percentage of the subwatershed area with CBD exceeding a threshold value of 0.15 kg/m³ (Table 2):

- If CBDarea is < 0.29 , (i.e., < 29 percent of the subwatershed area exhibits CBD values > 0.15 kg/m³), then evidence for low CBD is fully satisfied, else
- If CBDarea is > 0.79 , (i.e., > 79 percent of the subwatershed area exhibits CBD values > 0.15 kg/m³), then there is no evidence for low CBD, else
- Evidence for low CBD is evaluated as a function of CBDaggregation.

The value 0.29 represents the lower bound of the median 80-percent range for the set of all CBDarea data in map zone 16. The value 0.79 represents the upper bound of the median 80-percent range (Table 2). If the last condition above was satisfied, then we tested the observed value for CBDaggregation against a fuzzy membership function (Figure 4). This was done to determine the strength of evidence for a low degree of aggregation of high CBD values (i.e., values of CBD exceeding the threshold value of 0.15 kg/m³) relative to a set of reference conditions that defined the median 80-percent range of the CBDaggregation data from the set of all subwatersheds (Table 2). Notice that each elementary topic (Table 2) is similarly evaluated against the median 80-percent range of its associated datum, hence our characterization of fire danger as relative.

- If CBDaggregation is ≤ 76 , (i.e., ≤ 76 percent of the maximum value of aggregation), then evidence for low aggregation of high CBD values is fully satisfied, else

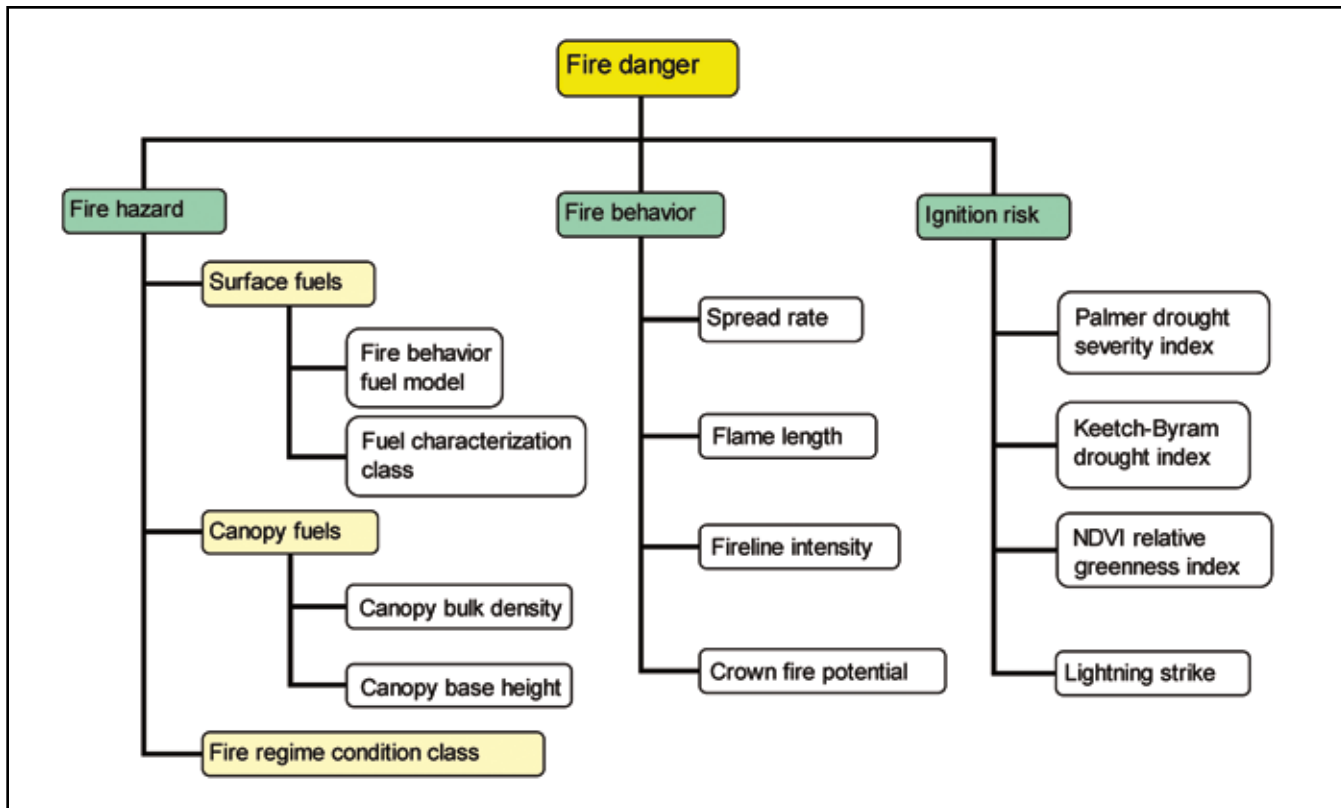


Figure 3—Dendrogram showing how the overall fire hazard topic is organized and evaluated. The complete evaluation of fire hazard is made up of three parts—evaluation of fire hazard, fire behavior, and ignition risk, which are primary topics. Under each of these three primary topics are secondary and elementary topics. Under fire hazard are the topics surface fuels, canopy fuels, and fire regime. Under behavior are the elementary topics spread rate, flame length, fireline intensity, and crown fire potential. Under ignition risk are the secondary topics fire weather and ignition potential.

- If CBDaggregation is ≥ 93 , (i.e., ≥ 93 percent of the maximum value of aggregation), then there is no evidence for low aggregation of high CBD values, else
- Observed values of CBDaggregation fall within the open interval (76, 93), and evaluate to partial support for the proposition, based on a linear interpolation between 76 and 93. The open interval (76, 93) represents the median 80-percent range of the data.

Primary Topic—Fire Behavior—

Evaluation of fire behavior depends on the union of topics addressing spread rate, flame length, fireline intensity, and crown fire potential (Table 1), each of which is an elementary topic that directly evaluates data (Tables 1, 2). The spread rate topic evaluates the proposition that likelihood of spread rate of surface fire > 8.0 kph within the subwatershed is low. The flame length topic evaluates the proposition

that likelihood of flame length > 1.2 m within the watershed is low. The fireline intensity topic evaluates the proposition that likelihood of fireline intensity > 400 kW/m within the watershed is low. The crown fire potential topic evaluates the proposition that likelihood of crown fire spread potential > 7 within the watershed is low. This last metric is an index based on crown fire ignition and crown fire spread potentials (Keane and others 2004) and represents the ratio of crown fire behavior to surface fire behavior based on Rothermel (1972, 1991) surface and crown fire algorithms.

None of the fire behavior elementary topics are entirely independent of the other topics; rather, one or more of these topics is used in the calculation of the others. For example, flame length influences the spread rate calculation, and fireline intensity influences flame length. In fact, fireline intensity is double weighted in our model because of the

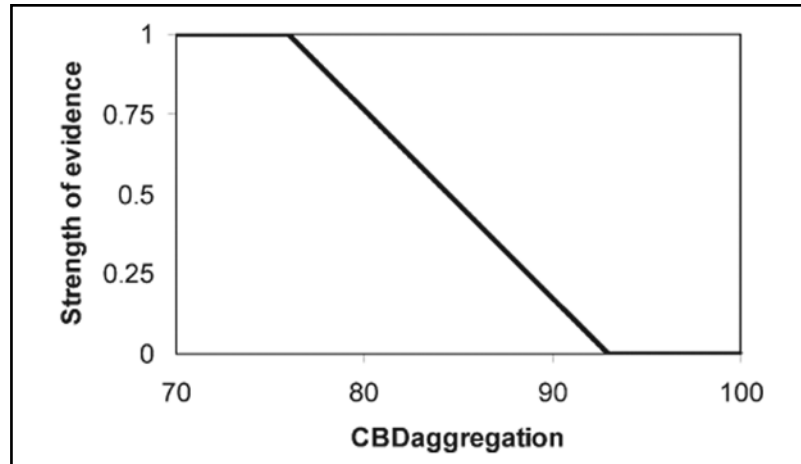


Figure 4—The fuzzy membership function used to evaluate strength of evidence for the proposition of low canopy bulk density. The proposition is fully satisfied when the observed value of CBDaggregation ≤ 76 , and there is no evidence for the proposition if CBDaggregation ≥ 93 (Table 2). Observed values of CBDaggregation that fall within the open interval (76, 93) evaluate to partial support for the proposition, based on linear interpolation between 76 and 93.

equivalence of flame length and fireline intensity (Chandler and others 1983). We used both in the model because intensity relates best to fire effects, and flame length is easily observed and often asked for. Each selected elementary topic is used here to provide a more comprehensive picture of expected fire behavior. Whereas complete independence among the topics would be desirable, there is no set of fire behavior attributes with such independence, and there is also no independent set that provides a comprehensive picture of expected fire behavior.

Primary Topic—Ignition Risk—

Evaluation of ignition risk depends on the union of four elementary topics—Palmer drought severity index (Palmer 1965), the Keetch-Byram drought index (Keane and others 2004), the advanced very high resolution radiometer normalized difference vegetation index (AVHRR-NDVI) relative greenness index (Keane and others 2004), and lightning strike probability (Tables 1, 2). First, the probability of a summer Palmer drought severity index value < -2 is evaluated. A value of -2 corresponds to moderate drought in the Palmer rating system. This elementary topic is included because it allows consideration of the effects of long-term drought on vegetation and fuels. Second, the probability of a Keetch-Byram drought index (KBDI)

value > 400 is evaluated. The topic considers the short-term effects of precipitation and temperature on duff, litter, and soil moisture in the top 20 cm. An index value of 400 corresponds to a deficit of 10 cm of water in the top 20 cm; Burgan (1993) suggested that severe fire behavior often occurs when the KBDI exceeds this value.

The AVHRR-NDVI relative greenness value on Julian day 152 (June 1, 2004) is then considered as a topic that indirectly represents fuel condition by incorporating vegetation drying or curing in a measure of relative greenness. June 1 is used to represent the height of the growing season in the study area; the greenest values indicate lesser chance for fire ignition. Future versions of this modeling system would include dates to capture the span of the fire season of each unique map zone.

Finally, lightning strike probability is evaluated, which we base on actual strikes triangulated and recorded over 15 years (1990 to 2004). The probability of human-caused ignitions is also important but omitted in this implementation. We constructed a logic module for evaluating the likelihood of human-caused ignitions, but it is not implemented in this version because wall-to-wall human ignition density data were unavailable for map zone 16. In a future version, we will incorporate a direct evaluation based on recorded

human-ignition densities, or an indirect measure of likelihood involving road density maps and maps of human congregation sites.

Priorities for Fuels Treatment

A decision model for determining priorities of subwatersheds for fuels treatment was graphically designed with Criterium DecisionPlus (InfoHarvest, Inc., Seattle, WA), which uses both the analytic hierarchy process (AHP, Saaty 1992) and the Simple Multi-Attribute Rating Technique (SMART, Kamenetsky 1982) to support planning activities such as priority setting, alternative selection, and resource allocation. We used a decision model structure that was nearly identical to that of the logic model (Figure 3). In the context of decision models based on the AHP, the concept of topics is replaced by criteria. Thus, in the decision model for fuels treatment, the first level of the model contained the three criteria, fire hazard, wildfire behavior, and ignition risk. However, for purposes of setting treatment priorities for subwatersheds, we also added a fourth criterion, percentage of subwatershed area classified as wildland-urban interface (WUI), to illustrate expanding the scope of analysis to include additional logistical factors that can influence decisions about priorities. Note that numerous other criteria and subcriteria could be included to account for other logistical considerations that might influence decisions about treatment priorities.

Weights for each criterion at the first level of the decision model were derived from the standard pair-wise comparison procedure of the AHP (Saaty 1992) in which a decisionmaker is asked to judge the relative importance of one criterion versus each of the others. We provided the judgments on relative importance for our example application. Weights for sets of subcriteria under each criterion (the second level of the decision model) were derived in the same manner. For purposes of subsequent discussion, criteria at the lowest level of an AHP model are commonly referred to as attributes of a decision alternative, and these attributes correspond to the elementary topics of the logic model (Table 1).

A SMART utility function was specified for each attribute of a subwatershed, and this function represented

the mirror image of the fuzzy membership function of its corresponding elementary topic; i.e., the fuzzy parameters defining no support and full support (Table 2) were now used to define utility values of 1 (full utility) and 0 (no utility), respectively, on the SMART utility scale of [0, 1]. Note, however, that the WUI criterion is both a primary (first level) criterion of the decision model and an attribute of a subwatershed for which there is no corresponding elementary topic in the logic model. In this case, the critical values corresponding to full and no utility were separately specified as 67 and 0 percent, respectively, and represent the maximum and minimum of observed WUI percentages.

Analysis

Fire danger evaluation (Table 1) for all subwatersheds in the study area was performed with the NetWeaver logic engine (Miller and Saunders 2002) in EMDS (Reynolds and others 2003). Continuous data related to recent burns in map zone 16 were not available and were not implemented in this version of the fire danger model. This component should be added as data become available. Priority setting for fuels treatments among subwatersheds was performed with Priority Analyst, an engine for running Criterium DecisionPlus models in EMDS.

Results

We describe results in terms of the strength of evidence in support of the overarching proposition of low fire danger or of subordinate propositions under fire danger. Recall that all propositions take the null form; for example, low strength of evidence based on the underlying evaluation implies that the proposition of low fire danger has poor support.

Fire Danger

There were pronounced differences in fire danger between subwatersheds in the northern and southern portions of the study area (Figure 5). Support for the proposition of low fire danger was generally moderate in the north and low in the south, which also contained small pockets of very low support. Dangerous wildfire conditions were largely driven by conditions conducive to severe fire behavior. Figure 6 shows the partial products of the entire evaluation process;

from viewing this composite, it is possible to see the various contributions to overall fire danger. We summarize the results of the partial products immediately below.

Fire Hazard—

Throughout much of the northern half of map zone 16, evaluation of fire hazard showed moderate to full support for the proposition of low fire hazard. The outstanding exception was the northern peninsula of subwatersheds extending to the east, where most of the subwatersheds showed low support for the proposition (Figure 6). Likewise, in much of the northern half of the map zone, evaluation of fire regime condition class showed moderate to full support for the proposition of low departure of vegetation and fuel conditions from historical ranges. The southern half was mixed in its support but with a considerable number of subwatersheds showing low, very low, and no support.

The canopy fuels evaluation was composed of the partial evaluations of canopy bulk density and canopy base height. In general, the canopy fuels evaluation showed subwatersheds displaying conditions favorable to severe wildfire in both the northern and southern portions of the map zone. Evaluation of canopy base height showed conditions conducive to severe wildfire in the northern peninsula of subwatersheds extending to the east and especially in the southern subwatersheds. Evaluation of canopy bulk density showed conditions favorable to severe wildfire throughout the map zone, but most especially in the northern peninsula of subwatersheds extending to the east.

The surface fuels evaluation was composed of the partial evaluations of fire behavior fuel model and fuel loading. In general, the surface fuels evaluation showed subwatersheds displaying conditions favoring severe wildfire in both the northern and southern portions of the map zone, but most especially in the northern peninsula of subwatersheds extending to the east (Figure 6). Here, fuels were dominated by shrub types with grassland-savanna fuel types also common. Evaluation of fire behavior fuel model showed that with the exception of the northernmost peninsula of subwatersheds extending to the east, the northern half of the map zone showed moderate to full support for the proposition that expected fire behavior would be low. In the subwatersheds of the southeastern portion of the

map zone, the evaluation suggested that expected wildfire behavior would be severe. The evaluation of fuel characterization class showed highly mixed results throughout the map zone, with the exception of the northernmost peninsula of subwatersheds extending to the east where surface fuels were conducive to severe wildfire.

Fire Behavior—

The fire behavior evaluation consisted of the partial product evaluations of fire spread rate, flame length, fireline intensity, and crown fire potential (Table 1, Figure 6). Throughout the map zone, there was low to very low support for the proposition that expected wildfire behavior would be low.

The evaluation of wildfire spread rate showed that expected spread rate of surface fires would be high under 90th percentile conditions especially in the central and northern sectors. In the flame length evaluation, the likelihood of high flame length was high in the southern half of the map zone and in the southernmost peninsula of subwatersheds extending to the east in the northern sector. The evaluation of fireline intensity produced results similar to those of the flame length evaluation, and crown fire potential results were similar to those of the spread rate evaluation (Figure 6).

Ignition Risk—

The ignition risk evaluation consisted of the partial product evaluations of the Palmer drought severity index, the Keetch-Byram drought index, NDVI-relative greenness, and the relative number of cloud-to-ground lightning strikes. Throughout the southern half of the map zone, there was low support for the proposition that likelihood of wildfire ignition is low. In general, higher overall ignition risk was driven by the tendency for more severe annual summer drought and lower relative greenness in the southern portion of map zone 16, and moderate to full support for relatively fewer lightning strikes in the northern and central sectors of the map zone.

Priorities for Fuels Treatment

The map for fuels treatment priorities (Figure 7a) took into account most of the same factors as used to produce the map for fire danger and its components (Figure 6) but with

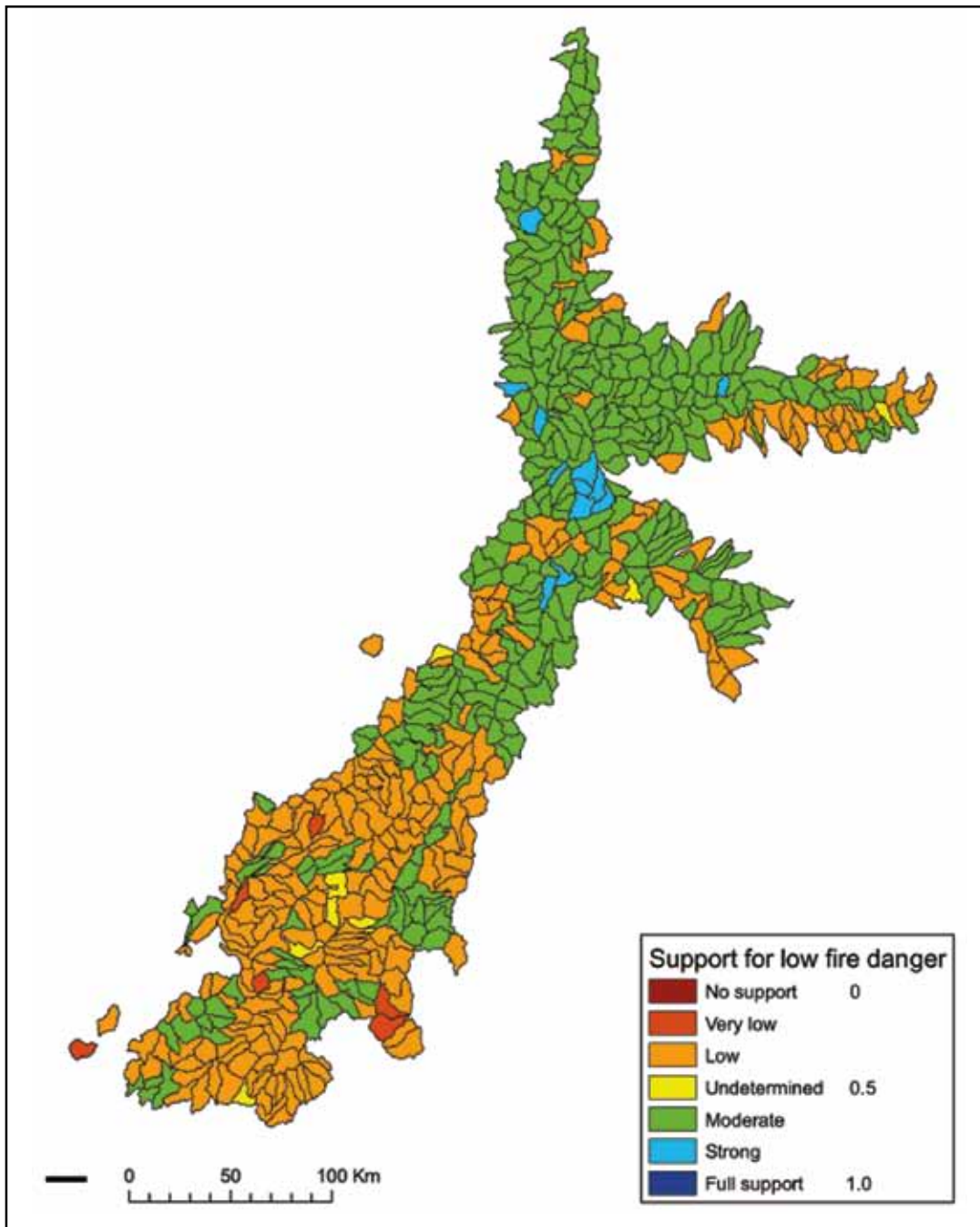


Figure 5—Evaluation of fire danger for map zone 16. Full support denotes complete support for the proposition of low fire danger.

weighting of criteria and subcriteria by a fire ecologist and also considering the influence of wildland-urban interface (Figure 7b). Ideally, when developing operational decision models for management, derivation of weights would be performed by a panel of managers and scientists. Indeed,

we emphasize the importance of such collaborative development in our conclusions. Here, for illustration purposes, and considering a simple decision model in which three of the four decision criteria are more technical in nature, development of weights by a fire ecologist seemed appropriate.

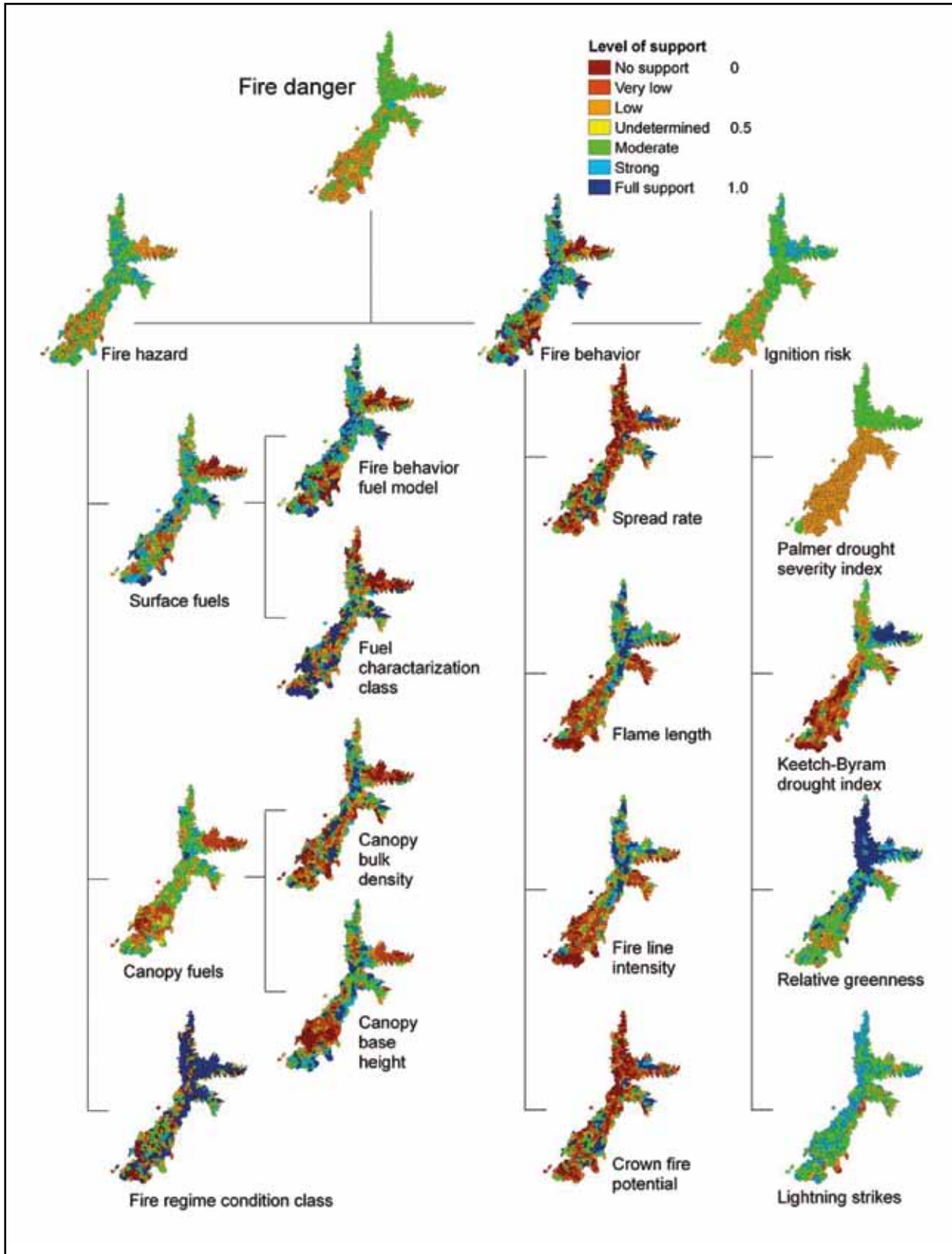


Figure 6—Composite of all partial product evaluations leading to the full evaluation of fire danger (Figure 5) for map zone 16.

The majority of subwatersheds with a priority rating of high or very high occurred in the southern two-thirds of the map zone (Figure 7a). The map of treatment priorities (Figure 7a) was strongly conditioned by the presence of wildland-urban interface in a subwatershed because of the emphasis placed on this criterion in the decision model. Normalized weights on primary criteria, derived from the pair-wise comparison process, were: wildland-urban interface, 0.50; fire behavior, 0.27; fire hazard, 0.15; and ignition risk, 0.08. A more detailed view of a small region in Figure 7 (Figure 8) shows the correspondence between wildland-urban interface and decision scores for fuels treatment for subwatersheds. Indicated subwatersheds with wildland-urban interface ≥ 10 percent (Figure 8b) were classified as very high priority (Figure 8a). Model output from the Priority Analyst (Figure 9) shows how the four primary decision criteria contribute to the overall decision score for a sampling of 10 subwatersheds. The three highest ranked subwatersheds (Figure 9) are also labeled in Figure 8b. Notice that the three highest ranked cases could be distinguished from the next seven cases by the level of influence of the wildland-urban interface. Furthermore, although the relative contribution of fire behavior was fairly consistent across the top 10 cases, the contributions of fire hazard and ignition risk were relatively low among the top three.

Discussion

The relative nature of our evaluation of fire danger has at least three important implications. First, the observed data value for each elementary topic in the logic model and for each attribute in the decision model was evaluated against reference conditions that were defined by the data themselves (Table 2). As a result, basic evaluations at the lowest level of each model were relatively objective. A second consequence of defining reference conditions in this manner was that the models were maximally sensitive to the data, thus assuring a high level of discrimination among outcomes over the set of subwatersheds in map zone 16. Finally, this method of deriving reference conditions means that the values used depended on the spatial extent of the assessment area. For example, reference conditions appropriate to an assessment of the entire Southwestern United

States would be at least somewhat broader than those for map zone 16 alone.

Evaluation outcomes and their underlying premises are affected by the scale of input data, whether they are at a relatively fine (e.g., 30- to 90-m pixels) patch scale or, in the case of the PDSI data used here, the continental scale. For map zone 16, evaluating the likelihood that a subwatershed experienced drought in the past 20 years was derived from a 2.5-degree continental-scale grid of reconstructed PDSI (Figure 10). Although there was wide variation in the probability of experiencing a long-term drought (PDSI < -2) for the continental United States (0 to 37 percent, Figure 10), map zone 16 exhibited a relatively narrow range of probabilities from 14 to 23 percent; or about 25 percent of the continental-scale variation. Thus, one might be concerned that the contribution of long-term drought to the evaluation of ignition risk at the scale of a map zone may be neutral, as if adding a constant. This was not the case. Figures 11a and 11b illustrate the influence of including continental-scale drought data in the map zone evaluation of fire danger. Differences can be seen among subwatersheds within evaluations of fire danger (Figure 11a) and ignition risk (Figure 11b) when comparing the same evaluations with and without PDSI. For map zone 16, PDSI does provide information on long-term drought that is beneficial to managers.

In addition to considering the scale of input data, the contributions of topics at each level to overall fire danger should be considered when interpreting an evaluation. For example, 10 subwatersheds that share a similar overall result for evaluation of fire danger (i.e., moderate support, 0.56, for the proposition of low fire danger) are shown in Figure 12, but they differed by evaluation result at the primary topic and lower levels. Use of the union operator in the design of the knowledge base made it possible for relatively high fire hazard within a subwatershed to be offset by relatively low predicted fire behavior in the event of a wildfire (e.g., see subwatershed 224, Figure 12). Similarly, subwatershed 339 (Figure 12) displayed evidence for low fire behavior but high ignition risk. An important strength of the logic model is that the full range of variability is expressed among subwatersheds at the level of an elementary topic, and each elementary topic contributes to evaluations of

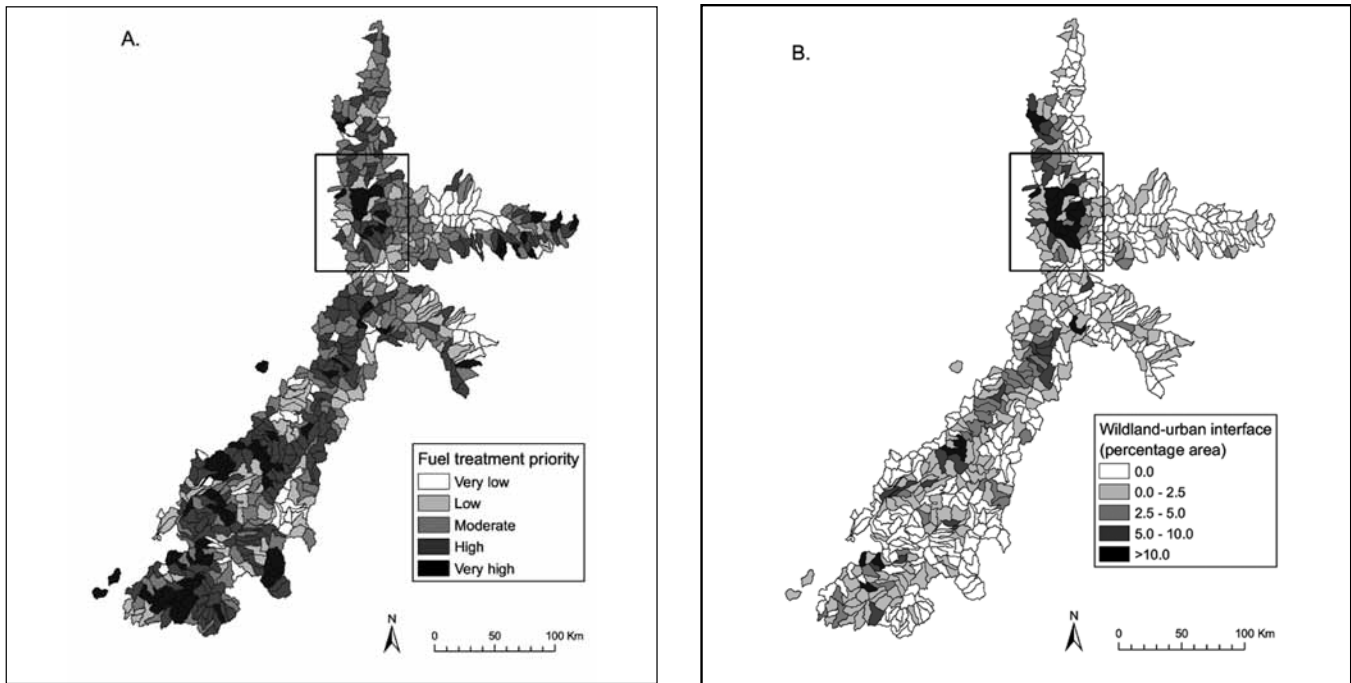


Figure 7—Priorities for fuels treatment in subwatersheds of map zone 16. (A) Priorities of subwatersheds. This map, which reflects the influence of both weighting decision criteria and consideration of proximity to the wildland-urban interface, should be compared with Figure 5. (B) Percentage of wildland-urban interface in each subwatershed. Both maps are symbolized using a natural breaks algorithm in ArcMap to define the classes in the legend. Bounding boxes in A and B indicate corresponding detailed views in Figure 8.

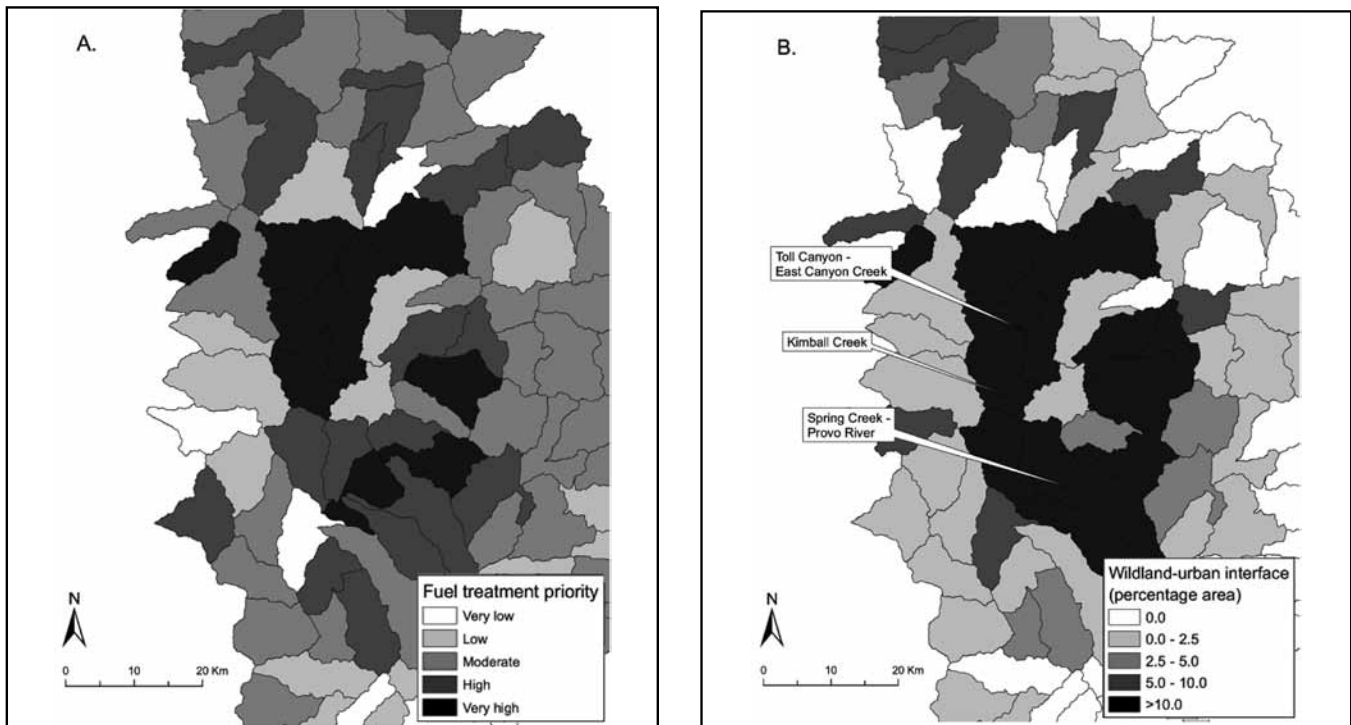


Figure 8—Detailed views of example subregions from bounding box in Figure 7, (A) priorities and (B) percentage of wildland-urban interface. Both maps are symbolized using a natural breaks algorithm in ArcMap to define the classes in the legend.

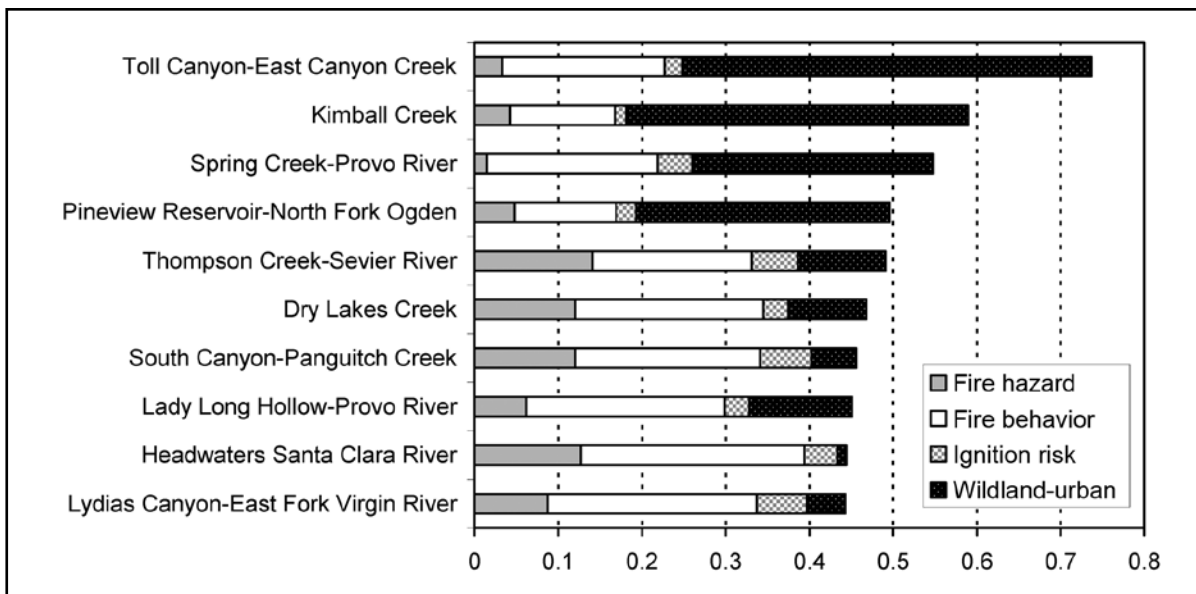


Figure 9—Contributions of primary decision criteria to decision scores for priority of fuels treatment in subwatersheds of map zone 16.

secondary and primary topics within a subwatershed and among subwatersheds. Thus, it is important to keep in mind that variability of support for a subwatershed at the elementary topic level in the hierarchy should be considered when interpreting a primary or secondary topic level evaluation result for any subwatershed and among subwatersheds.

The present study illustrates application of EMDS for evaluating wildland fire danger and prioritizing vegetation and forest fuels treatments at the spatial extent of a U.S. Geological Survey (USGS) map zone. With the national LANDFIRE mapping effort (<http://www.landfire.gov>) complete for the continental United States (CONUS), it is technically feasible to conduct an analysis of fire danger for all subwatersheds in the CONUS in the same manner as we have illustrated here. Moreover, it is a relatively simple matter, given such a base analysis, to summarize such watershed-scale evaluations to various intermediate broader scales such as States, geographic regions, forest boundaries, or forest planning zones as a basic input to broad-scale planning and resource allocation.

At the other extreme, the present study provides a starting point for finer scale planning. We have examined the evidence for fire danger in subwatersheds of map zone 16, but this information, by itself, is not necessarily sufficient

for fuels treatment planning. As shown above, subwatersheds that exhibit a similar moderate level of fire danger do not necessarily share the same evaluation results for primary topics (Figure 12). Thus, variability of support for propositions within a subwatershed at the level in the logic model where data are evaluated should be considered when interpreting an evaluation result among subwatersheds at the level of the primary or secondary topics.

To that end, subwatersheds in the worst condition with respect to fuels may not be the best candidates for fuels treatment. In particular, additional strategic or logistical factors such as proximity to population centers, presence of endangered species, slope steepness, and road access all might be taken into account in selection of specific watersheds within a management area for fuel treatment. Such an approach was illustrated by Reynolds and Hessburg (2005) using the Priority Analyst component of EMDS, which uses a decision engine for such purposes. In that study, they considered the compositional and structural integrity of forests along with contemporary fire risks, and the technical and economic feasibility of restoration. Carefully designed decision models can not only assist with a more circumspect approach to selection of individual treatment units, but can also show which of several treatment options may be most

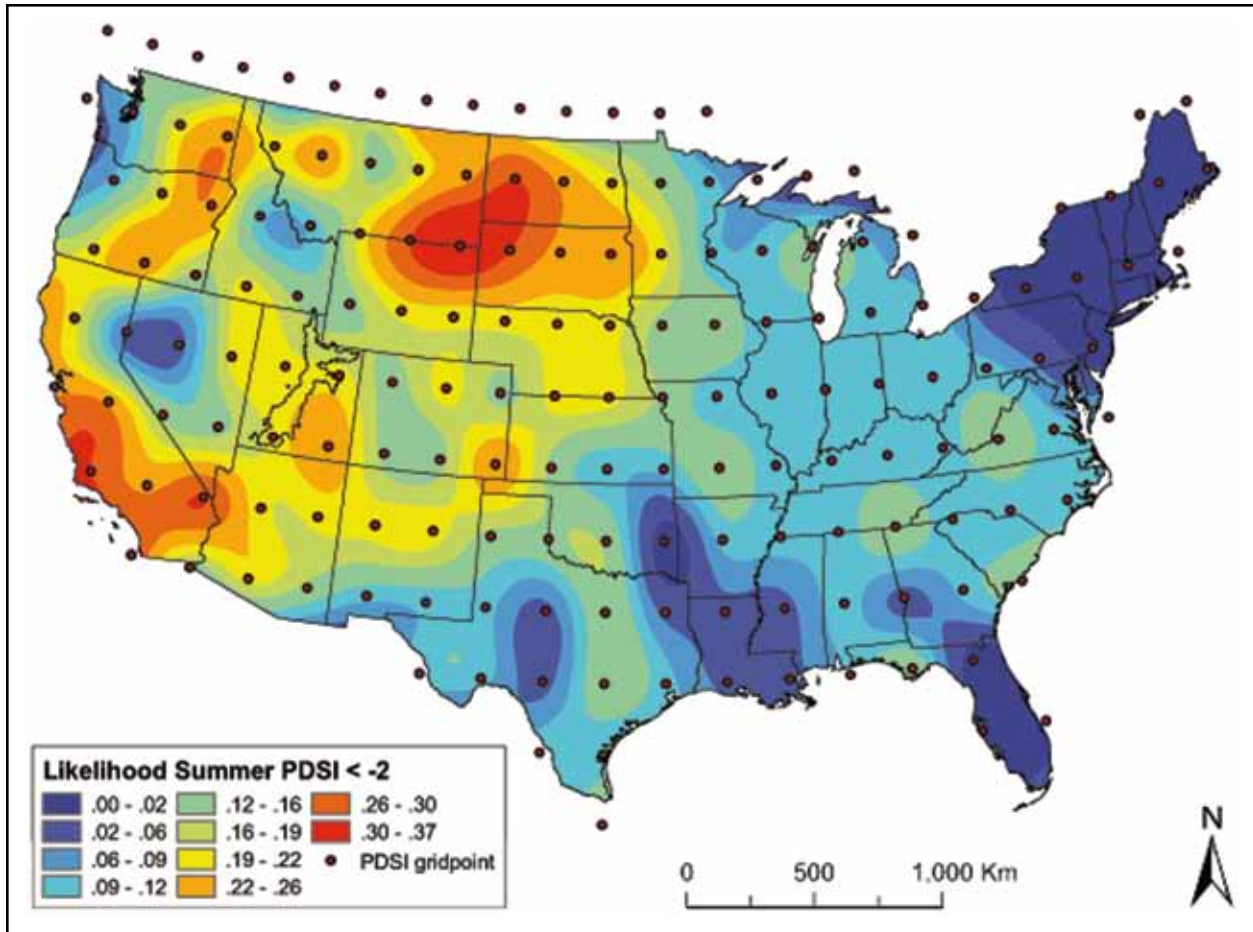


Figure 10—Grid points of the Palmer Drought Severity Index (PDSI) and drought map for the average of 20 years (1971-1990).

suitable in a given unit, thus also providing support for the tactical level of planning.

Similarly, evaluation of treatment priorities related to fire danger is not necessarily limited to fuel and fire characteristics; it can also incorporate human impacts and social or economic, or other value considerations. One such consideration, when evaluating the context of fire danger, may be the pattern of wildland-urban interface in the study area (Figure 7b). Readers might fairly ask, “Given that the structures of the logic model for danger evaluation and the decision model for treatment priorities are so similar in this example, why bother with two separate models?” First, and perhaps most obviously, the two models produce very different interpretations of the data (compare fire danger in Figure 5 with treatment priority in Figure 7a). The logic model is a relatively objective interpretation of fire danger,

given that parameters used to interpret observations (Table 2) were derived from field data, and given that the logic is presented in a relatively pure form insofar as all topics (with the exception of fireline intensity and flame length) are equally weighted. Although weights can easily be applied to topics in a logic model, they also add an additional level of subjectivity that is more effectively managed within the context of decision models, such as those based on the analytic hierarchy process, for example, that are more specifically designed to deal with such issues (Reynolds and others 2003). Logic models also offer the opportunity to synthesize and summarize potentially complex information, thus simplifying the structure of a decision model. In this study, for example, the decision model used summarized information about the topics under fire hazard that would otherwise have been difficult to adequately represent in an intrinsically

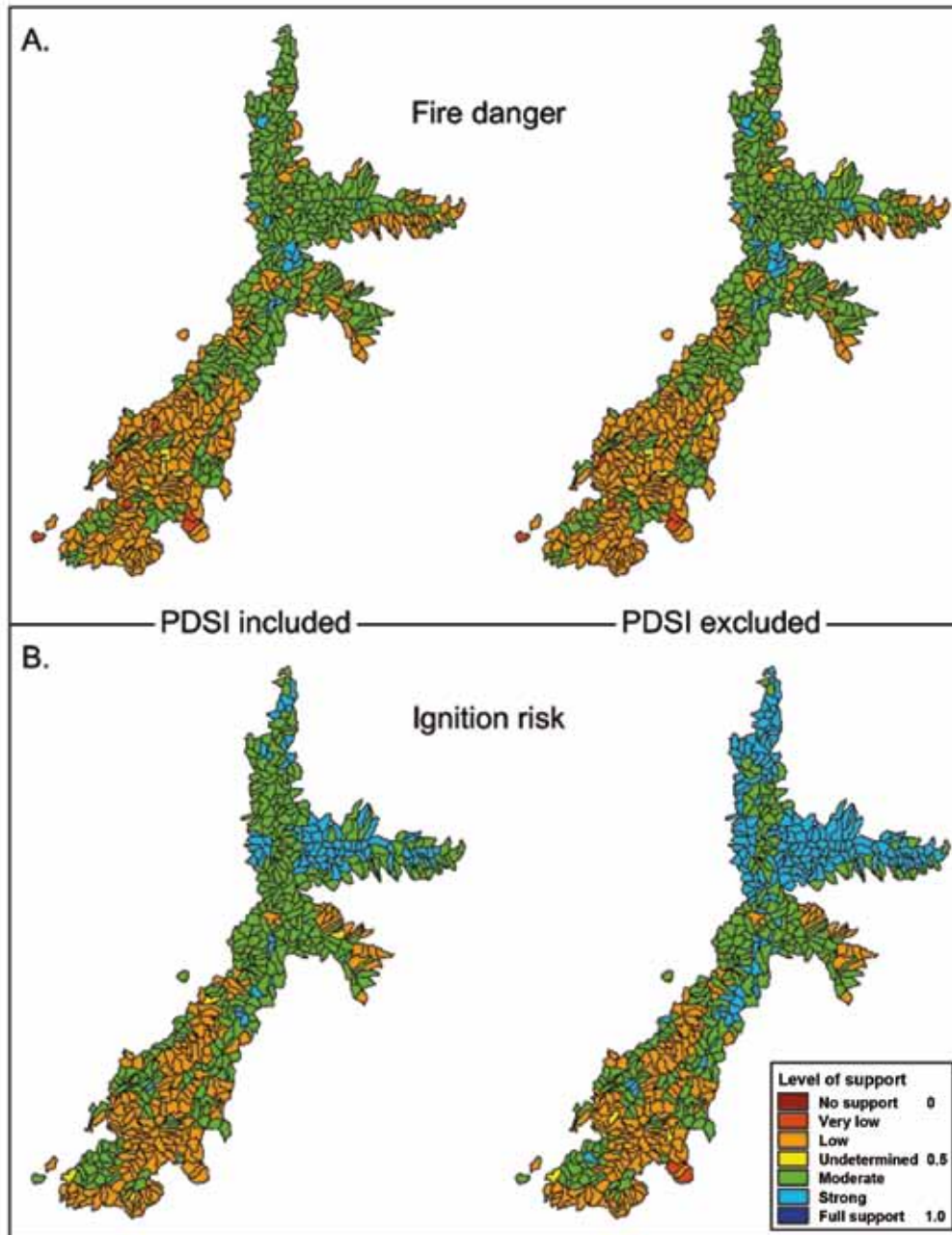


Figure 11—Comparison of (A) overall fire danger and (B) ignition risk evaluations with and without the Palmer Drought Severity Index (PDSI) elementary topic evaluation.

linear decision model (see, for example, the description of the CBD topic in “Primary Topic—Fire Hazard”).

Finally, the two types of models are very complementary in the sense that the logic model focuses on the question, “What have I got?”, whereas the decision model focuses on the question, “Now that I know what I have, what should I do about it?” Notice that logistical issues are

not pertinent to the first question, but they may be extremely important for the second. An important consequence of separating the overall modeling problem into these two complementary phases is that each phase is rendered conceptually simpler. The logic model evaluates and keeps separate the status of the components of each ecological system under evaluation; in this case, the components of

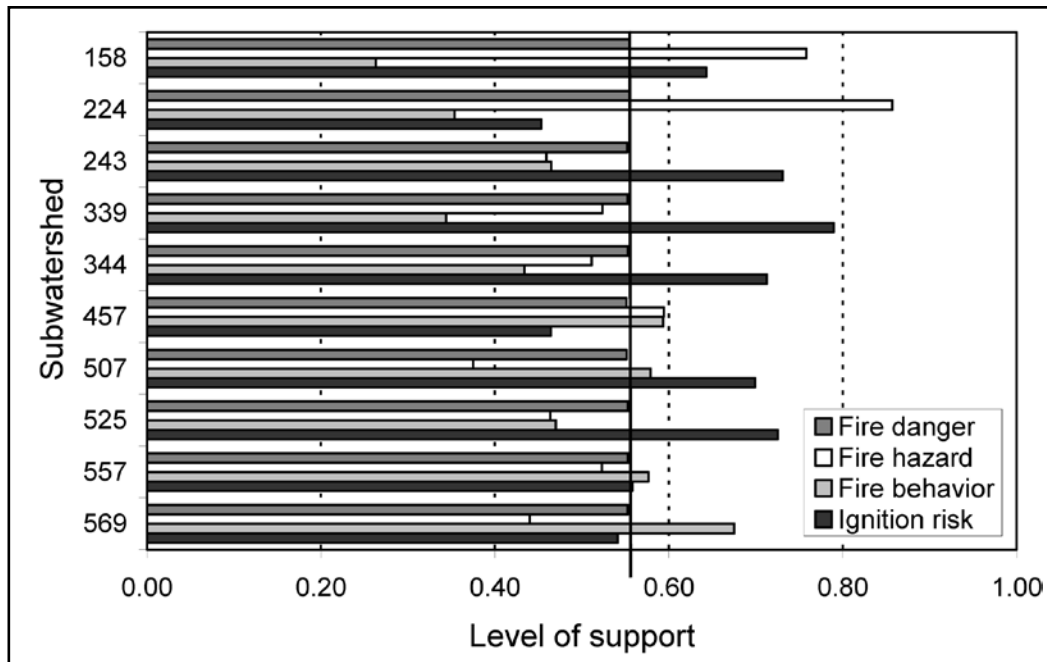


Figure 12—Comparison of 10 subwatersheds in map zone 16, each of which displayed moderate support (strength of evidence=0.56 in the interval [0,1]) for the proposition of low fire danger. Note that level of support varies considerably by primary topic (fire vulnerability, fire behavior, ignition risk).

wildland fire danger of each subwatershed in the map zone. The decision model takes the ecological status of each ecosystem and places it in one or more social contexts that are designed to further inform decisionmaking. The decisions will be based only partially on the ecological status information. They will also be based on social context and human values, in this case, proximity to and amount of wildland-urban interface, which captures a measure of the potential risk of fire damage to people and their structures. After priorities have been derived by the decision model concerning what to do about the existing fire danger conditions, the decisionmaker can look back at the decision and see the relative contributions of the ecological states and their social context(s) to the overall decision. This transparent model design and structure aids in decision explanation, and it allows decisionmakers to consider, in the sense of scenario planning, the effects of alternative weightings of important decision criteria.

As George Box (1979) noted, “All models are wrong; some are useful.” Thus, as with any model intended to support significant management decisions, our model of fire danger requires both verification and validation because all

models are necessarily simplifications of reality. The present model has, in fact, been substantially verified in the sense that it performs as expected based on our own analyses and has been vetted in several meetings over the past year involving substantial numbers of prominent fire managers and fire scientists who agree that the representation of fire danger is reasonable. In contrast to verification, validation is a more rigorous process in which model accuracy is objectively evaluated by comparing predicted and actual outcomes, ideally with statistical procedures. Readers unfamiliar with logic-based models may wonder if validation is even possible. However, models based on logic are no better or worse in this respect than their probabilistic counterparts. Although a detailed discussion of this assertion is beyond the scope of this report, it may be sufficient to note that metrics expressing strength of evidence have commonly been treated as subjective probabilities (Zadeh 1968). Finally, model validation was not feasible within the temporal scope of our study. Realistically, even a preliminary validation in this context would require 5 to 10 years. If the model for fire danger were to be adopted as a tool to support strategic planning for fuels treatment, then we certainly recommend

that explicit provisions for validation be an integral part of any ongoing assessment process designed to support it.

Conclusions

Given the widespread increase in danger of wildland fire throughout the Western United States over the past 70 years or more, the sustainability of western forest ecosystems is clearly at stake. Decision-support systems such as EMDS can play a role in assisting with restoration to improve or maintain their sustainability. Issues surrounding decisions about fuels management are complex and often require abstraction, but logic and decision models are well suited to representing the inherent complexities and abstractness of the problem, thus rendering the analytical problem more manageable. This particular application of EMDS also is an example of how decision-support systems can not only be used as tools for technical specialists and decisionmakers, but as tools for communicating clearly and effectively with the general public who understandably have a strong interest in the topic of wildfire and want to understand and be involved in any proposed solution. Both logic and decision models are good at explaining themselves in relatively intuitive terms, and thus provide a basis for an effective public dialog.

Finally, there is an important interdependency between science, policy, and decision-support systems such as EMDS. Although logic models are sometimes used for prediction, they are fundamentally concerned with interpretation (Reynolds and others 2003). In other words, what does the information mean? Meaning can be highly normative or highly subjective, and usually falls somewhere in between the two extremes. As a result, virtually all interpretation embeds some degree of subjectivity; that is, to some degree, values and policy are inextricable aspects of logic and decision models. The practical implication is that successful application of most decision-support systems to real-world situations ultimately depends on a close collaboration between the scientific community that brings its facts to the table and the policymakers that need to reach decisions based on that information and additional social and economic considerations. Decision-support systems provide a conspicuous advantage in this context—detailed

documentation of a decisionmaking process. With ongoing monitoring and evaluation, lessons learned can be readily incorporated into decision models providing increasing effectiveness to decisionmaking and an explicit vehicle for adapting management.

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