

Appendix 6

Cost Apportionment Process

2003 Southern California Fire Siege
Letter of Management Direction

The magnitude and complexity of the 2003 Southern California Fire Siege has necessitated extraordinary measures, not only with fire fighting operations, but with Incident finance as well. These devastating wildland fires, covering an area from San Diego to San Bernardino to Simi Valley, pose a significant threat, and have already resulted in loss of life and property. The magnitude of the disaster has resulted in Fire Management Assistance Grant (FMAG) approvals, as well as State of California and Presidential disaster declarations. In declaring that a major disaster exists, President George W. Bush has ordered federal aid to supplement State and local recovery efforts.

The California Interagency Incident Finance Advisors (CIIFA) group has been activated to facilitate and coordinate the resolution of interagency incident finance issues for all of these wildfires. Two primary goals were initially identified. The first goal is to identify and implement a system that is consistent, in which similar agencies are treated the same. The second goal is to identify methods and procedures that would simplify cost apportionment and cost share agreement development processes, in recognition of the lack of adequate resources to accomplish normal methodologies.

It is important to note that this siege is a unique situation. These types of incidents do not occur on a regular basis, and any modification or deviation from normal procedures will not establish precedent for dealing with normal operations in the future.

In recognition of the above, CIIFA examined a number of alternatives. Ultimately, these alternatives and recommendations were presented to State, Federal and local government representatives for consideration and approval. Therefore, the following directions will govern interagency incident finance on all incidents within this 2003 Southern California Fire Siege:

- 1) Cost Apportionment processes will be limited to the region/state wildland agencies – California Department of Forestry & Fire Protection (CDF), U.S. Forest Service (USFS), Bureau of Land Management (BLM), National Park Service (NPS), U.S. Fish & Wildlife Service (USF&WS), and Bureau of Indian Affairs (BIA).
- 2) Local government agencies will be responsible to pay for resources and support they provide to meet their protection responsibilities within their jurisdiction.
- 3) The wildland agencies will be responsible to pay for resources and support they provide to the incident. This will include reimbursement to local government for resources ordered for perimeter control activities (Local Agreements – Assistance by Hire, or California Fire Assistance Agreement). These costs may be shared with the wildland agencies identified in #1 above.
- 4) Data collection, cost apportionment calculations, interagency negotiations and cost share agreement development will be centralized with CIIFA at California Southern Region (CSR) headquarters (South OPS) in Riverside.

/s/Ray Quintanar
Ray Quintanar, Fire & Aviation Director
U.S.D.A. Forest Service, Region 5

/s/James M. Wright
James M. Wright, Deputy Director – Fire Protection
California Department of Forestry & Fire Protection

/s/Doug Waggoner
Doug Waggoner, Fire Operations Spec.
U.S.D.I. Bureau of Land Management
California State Office

/s/Dennis Thompson
Dennis Thompson, Chief Deputy
Kern County Fire Department
CIIFA Local Government Representative

Signature Addendum:

The Bureau of Indian Affairs concurs with the Letter of Management Direction dated 10/27/2003 regarding Cost Apportionment and Cost Share Agreement development during the 2003 Southern California Fire Siege, as attested by the signature below:

/s/Ron Recker
Ron Recker, Regional Fire Manager
USDI Bureau of Indian Affairs
Date: 10/28/2003

Appendix 7

Proclamations and Declarations

**EXECUTIVE DEPARTMENT
STATE OF CALIFORNIA**

P R O C L A M A T I O N

by the

Governor of the State of California

WHEREAS, conditions of extreme peril to the people, property and environment exist within the Riverside, San Bernardino and San Diego Counties due to imminent fire danger caused by the extraordinary number of dead, dying and diseased trees resulting from prolonged drought, overstocked forests and infestation by bark beetles and other decay organisms; and

WHEREAS, the Board of Forestry and Fire Protection declared a Zone of Infestation for bark beetle control within these three counties; and

WHEREAS, the outbreak of the infestation has caused the death of trees and other vegetation on thousands of acres, resulting in conditions of imminent fire danger in these counties and the potential for erosion and other environmental damage; and

WHEREAS, Riverside, San Bernardino and San Diego Counties have proclaimed local emergencies, committed funds for tree removal and other fire abatement measures, and Riverside and San Bernardino Counties have each created a Mountain Area Safety Task Force to provide a coordinated multi-agency response to dead, dying and diseased trees and vegetation; and

WHEREAS, by reason of their magnitude these conditions are beyond the control of the services, personnel, equipment and facilities of the three counties, thereby requiring a proclamation of a state of emergency; and

WHEREAS, Riverside, San Bernardino and San Diego Counties have requested a state Proclamation of Emergency in order to expedite removal of dead, dying and diseased trees and vegetation, and to assist in providing evacuation routes and fire safe evacuation centers; and

WHEREAS, unless the risks posed by dead, dying and diseased trees and other vegetation are immediately reduced, there will be an increasingly great risk to life and property from catastrophic fire in an area with limited routes for the evacuation of people and emergency response; and

WHEREAS, the number of contractors available to perform tree removal work for private landowners is insufficient to accomplish the work within the time necessary; and

WHEREAS, under the authority of the Emergency Services Act, section 8558(b) of the Government Code, I find that a State of Emergency exists within Riverside, San Bernardino, and San Diego Counties.

NOW, THEREFORE, I, GRAY DAVIS, Governor of the State of California, in accordance with the authority vested in me by the Emergency Services Act, and in particular, sections 8625 and 8558(b) of the Government Code, HEREBY PROCLAIM A STATE OF EMERGENCY to exist within Riverside, San Bernardino, and San Diego Counties.

Pursuant to this Proclamation, I issue these orders to be effective immediately:

IT IS ORDERED that the California Department of Forestry and Fire Protection ("CDF"), in consultation with California Department of Transportation, the California Environmental Protection Agency, the Department of Fish and Game, the South Coast Air Quality Management District, the Lahonton, Santa Ana and San Diego Regional Water Quality Control Boards and other state and local agencies as appropriate, shall immediately:

- Assist local jurisdictions in the three counties to prepare public safety plans that provide adequate evacuation routes and fire safe evacuation centers;
- In cooperation with other appropriate state and local entities, expedite the clearing of dead, dying and diseased trees and other vegetation that interfere with emergency response and evacuation needs;
- Reinforce firefighting resources available in the three counties, including assuring that aircraft and fire crews will be immediately available in the event of a fire; and

- Redirect existing resources to assist landowners by giving forest stewardship advice and oversight of tree removal.

IT IS FURTHER ORDERED that all state agencies and departments shall provide personnel, equipment and facilities to assist CDF, as directed by the Office of Emergency Services in consultation with the Department of Finance.

IT IS FURTHER ORDERED that to implement this Proclamation, CDF may enter into contracts and arrangements for the procurement of materials, goods, and services. Pursuant to Government Code section 8571, the provisions of the Government Code and the Public Contract Code applicable to state contracts, including, but not limited to, advertising and competitive bidding requirements, are hereby suspended to the extent they would prevent, hinder, or delay the clearing of public evacuation corridors, fire evacuation centers, and routes for emergency response as necessary to mitigate the effects of this emergency.

IT IS FURTHER ORDERED that CDF, in consultation with all appropriate state and local agencies, shall immediately work to improve public evacuation corridors, fire evacuation centers and routes for emergency response. Pursuant to Government Code section 8567, CDF is hereby authorized to enter onto private property as it deems necessary to remove and dispose of dead, dying and diseased trees and vegetation that threaten public evacuation corridors, fire evacuation centers, and routes for emergency response.

IT IS FURTHER ORDERED that, to assist and encourage landowners to meet their responsibilities for removing dead, dying and diseased trees and clearing fuel breaks on their lands, pursuant to Government Code section 8571, the requirement for submitting notices to CDF under the provisions of Title 14, California Code of Regulations, sections 1038(b) and (c), prior to beginning timber operations for the removal of dead, dying and diseased trees or the cutting or removal of trees to create fuel breaks and the limitation on the removal of dead, dying, or diseased trees to ten percent of the average volume per acre are hereby suspended. All other provisions of these regulations shall remain in effect.

IT IS FURTHER ORDERED that to expand the number of contractors available to perform services to property owners for cutting and removing trees for fire safety purposes by authorizing use of tree service contractors licensed to perform tree removal work under Business and Professions Code sections 7000 et seq., in addition to timber operators licensed under the Public Resources Code to perform timber operations, pursuant to Government Code section 8571, the provisions of Public Resources Code section 4571(a) providing that only licensed timber operators may perform timber operations are hereby suspended. A licensed timber operator need not obtain a contractors license under the Business and Professions Code in order to carry out work under this Proclamation.

IT IS FURTHER ORDERED that the Office of Emergency Services work with the Federal Emergency Management Agency to redirect excess federal hazard mitigation funds for the purpose of reducing the fire and other hazards caused by the dead, dying and diseased trees and vegetation.

IT IS REQUESTED that the Public Utilities Commission direct utility companies with transmission lines in Riverside, San Bernardino and San Diego Counties to ensure that all dead, dying and diseased trees and vegetation are completely cleared from their utility right-of-ways to mitigate the potential fire danger.

This Proclamation and these Orders are not intended to, and do not, create any right or benefit, substantive or procedural, enforceable in law or equity, against the State of California, its departments, agencies or other entities, its officers or employees, or any other person.

IT IS FURTHER ORDERED that as soon as hereafter possible, this proclamation be filed in the Office of Secretary of State and that widespread publicity and notice be given to this proclamation.

IN WITNESS WHEREOF I have hereunto set my hand and caused the Great Seal of the State of California to be affixed this the seventh day of March 2003.

/s/ Gray Davis

Governor of California

EXECUTIVE DEPARTMENT

STATE OF CALIFORNIA



EXECUTIVE ORDER D-69-03
by the
Governor of the State of California

WHEREAS, on March 7, 2003 I proclaimed a State of Emergency to address the extreme peril to the people, property and environment within the Counties of Riverside, San Bernardino and San Diego. This emergency situation of imminent fire danger is caused by the extraordinary number of dead, dying and diseased trees resulting from prolonged drought, overstocked forests and infestation by bark beetles and other decay organisms; and

WHEREAS, the increased risk of catastrophic wildfires throughout Southern California threatens the lives, property and economic well-being of the people of the State; and

WHEREAS, the United States Forest Service and Federal Emergency Management Agency have directed funding to assist in fuel removal and forest health improvement; and

WHEREAS, the California Department of Forestry and Fire Protection (CDF), the Governor's Office of Emergency Services (OES) and the Counties of Riverside, San Bernardino and San Diego have already taken significant actions to improve routes for the evacuation of people and facilitate emergency response; and

WHEREAS, augmentation of fire suppression resources during the last two years in response to extraordinary dry fuels resulted in 55 percent fewer acres burned than the five-year average (46 percent in 2001 and 64 percent in 2002, excluding the extraordinary Pines Incident), saving the State Emergency Fund between \$60 million and \$123 million during the 2001 and 2002 seasons;

NOW, THEREFORE, I, GRAY DAVIS, Governor of the State of California, by virtue of the power and authority vested in me by the Constitution and statutes of the State of California, do hereby issue this order to become effectively immediately:

IT IS ORDERED that CDF shall secure and deploy additional resources as needed to protect the safety of persons and property from wildfires during the 2003 fire season as follows:

- * Assign a minimum crew of four firefighters to 53 CDF engines in the Counties of Riverside, San Bernardino and San Diego;
- * Assign a fourth firefighter as directed by CDF to the 41 State-funded fire engines stationed within the CDF Contract Counties of Los Angeles, Orange and Ventura;
- * Place back into service ten refurbished fire engines to be staffed with a minimum crew of four firefighters to increase CDF fire engine resources to assist with wildfire suppression in the Counties of Riverside, San Bernardino and San Diego;
- * Staff four additional CDF Conservation Camp Fire Crews in the Southern portion of the State;
- * Lease, staff and deploy a helicopter to be based in San Diego County.

IT IS FURTHER ORDERED that CDF accelerate Fire Safe Clearance Inspections by utilizing every second fire engine for

inspections when not engaged in fire fighting operations.

IT IS FURTHER ORDERED that CDF obtains additional staffing as necessary to expedite the processing of contracts and grants in order to pass federal funds through to the communities as quickly as possible.

IT IS FURTHER ORDERED that OES, in consultation with CDF, implement a program to predeploy, as conditions warrant, OES fire engine strike teams to ensure a substantial response capability to any wildland fires in the area, and that the costs of this deployment shall be reimbursed consistent with the California Fire Service and Rescue Emergency Mutual Aid Plan and the Agreement for Local Government Fire Suppression Assistance of 2002.

IT IS FURTHER ORDERED that the California National Guard prepare its fixed-wing aircraft and helicopters, and preposition ground support equipment as appropriate for immediate response to major wildfires and report to OES weekly on the status of all aircraft.

IT IS FURTHER ORDERED that the California Department of Corrections and the California Youth Authority place the highest priority for assignment of level one inmates and wards to staff Conservation Camp Fire Crews.

IT IS FURTHER ORDERED that the California Conservation Corps report to CDF daily on the status of all its crews for response to wildfires.

IT IS FURTHER ORDERED that OES review appropriate State departments to assure preparedness for response to wildfires.

IT IS FURTHER ORDERED that CDF and OES work closely with federal, state and local government agencies, bordering states, and the government of Mexico to maximize California's fire prevention and fighting capabilities.

This Order is not intended to, and does not, create any right or benefit, substantive or procedural, enforceable in law or equity, against the State of California, its departments, agencies or other entities, its officers or employees, or any other person.

IT IS FURTHER ORDERED that as soon as hereafter possible, this order be filed in the Office of the Secretary of State and that widespread publicity and notice be given to this order.



IN WITNESS WHEREOF I have hereunto set my hand and caused the Great Seal of the State of California to be affixed this the twentieth day of June 2003.

/s/ Gray Davis

Governor of California

PROCLAMATION
by the
Governor of the State of California

WHEREAS, conditions of extreme peril to the safety of persons and property exist within the Counties of Los Angeles and San Diego, State of California, caused by wildfires and high winds commencing on or about October 21, 2003, and;

WHEREAS, the Board of Supervisors for these Counties previously proclaimed a local emergency, and under the authority of the state Emergency Services Act, section 8558 (b) of the Government Code, I find that a State of Emergency exists within Los Angeles and San Diego Counties.

NOW, THEREFORE, I GRAY DAVIS, Governor of the State of California, in accordance with the authority vested in me by the Emergency Services Act, and in particular sections 8625 and 8558(b) of the Government Code, **HEREBY PROCLAIM A STATE OF EMERGENCY** to exist within Los Angeles and San Diego Counties.

IT IS FURTHER ORDERED that all agencies of the state government utilize and employ state personnel, equipment and facilities for the performance of any and all activities to alleviate this emergency.

I FURTHER DIRECT that as soon as hereafter possible, this proclamation be filed in the Office of the Secretary of State and that widespread publicity and noticed be given to this proclamation.

IN WITNESS WHEREOF I have
hereunto set my hand and caused the
Great Seal of the State of California to be
affixed this the twenty-sixth day of
October 2003.

GRAY DAVIS
Governor of California

THE WHITE HOUSE
WASHINGTON

October 27, 2003

The Honorable Michael D. Brown
Under Secretary
Emergency Preparedness and Response
Washington, D.C. 20472

Dear Mr. Brown:

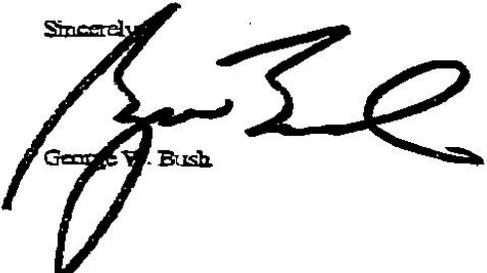
I have determined that the damage in certain areas of the State of California resulting from wildfires on October 21, 2003, and continuing, is of sufficient severity and magnitude to warrant a major disaster declaration under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 U.S.C. §§ 5121-5206 (the Stafford Act). I therefore declare that such a major disaster exists in the State of California.

In order to provide Federal assistance, you are hereby authorized to allocate from funds available for these purposes such amounts as you find necessary for Federal disaster assistance and administrative expenses.

You are authorized to provide Individual Assistance and assistance for debris removal (Category A) and emergency protective measures (Category B) under the Public Assistance program in the designated areas. You are also authorized to provide Hazard Mitigation assistance and any other forms of assistance under the Stafford Act you may deem appropriate subject to completion of Preliminary Damage Assessments. Consistent with the requirement that Federal assistance be supplemental, any Federal funds provided under the Stafford Act for Public Assistance, Hazard Mitigation, and the Other Needs Assistance under Section 408 of the Stafford Act will be limited to 75 percent of the total eligible costs.

Further, you are authorized to make changes to this declaration to the extent allowable under the Stafford Act.

Sincerely,



George W. Bush

Memorandum

To: Tim Turner, CSR Region Chief
Candace Gregory, CSR Assistant Region Chief, Adm
Fred Batchelor, CSR Assistant Region Chief, Ops
Tom Tisdale, RRU Chief
Tom O'Keefe, BDU Chief
Chuck Maner, MVU Chief
Department of Forestry
and Fire Protection

Date: June 25, 2003
F6

Telephone: (916) 657-4929

Website: www.fire.ca.gov

From: James M. Wright, Deputy Director, Chief of Fire Protection
Department of Forestry and Fire Protection

Subject: 3500 Budgeting
3550 Personal Services
FY 2003/2004 Fire Season Augmentation

On June 20, 2003, Governor Gray Davis signed Executive Order D-69-03, which directed the Department to secure and deploy additional resources to strengthen our initial attack capability. The Executive Order is attached for your review. By virtue of the Executive Order we have received the authority for a special augmentation of resources in the Southern Region due to the extreme and severe fire danger conditions that exist. The period for which this augmentation is authorized is from July 1, 2003 through the end of the "Budgeted Fire Season" (December 15, 2003).

We have received the authority to augment 53 engine companies with one additional Firefighter I in Riverside, San Bernardino and San Diego Units. The calculations for the engine staffing were based upon 2.0 additional persons per engine to provide the necessary coverage. The projections include the necessary FAE staffing to allow all two-engine stations full coverage until the end of Blue Book Staffing Level IV (December 15, 2003). We will also staff ten additional fire engine companies in the Southern Region at 4.0 staffing through the end of the budgeted season. Each engine will have three FAEs and six Firefighters assigned. O&E for the extra engine is projected at \$1200 per engine per month. The units receiving the engines are as follows:

4 engines – MVU
2 engines – RRU
4 engines – SBU

Region Chiefs, et.al.
June 25, 2003
Page Two

We also received funding authority to equip and provide staffing for four additional Fire Crews in the Southern Region for 5.5 months (allocation level IV, budgeted fire season). Bautista (RRU), Fenner Canyon (BDU), Oak Glen (RRU), and Pilot Rock (BDU) camps will receive \$18,000 in O&E for the new temporary crews.

The augmentation further includes an additional medium helicopter, with crew, to be placed in MVU. The helicopter will be on contract with a service vehicle and operators. CDF will provide the helitack crew, consisting of four FCs and nine FF1s. Additional O&E for the Helitack will be \$1800 per month.

Lastly, CDF is authorized to add a fourth firefighter to the 41 state-funded fire engines stationed within the contract counties of Los Angeles, Orange and Ventura. We will staff those engines by implementing staffing patterns when warranted.

All hiring and charges for FY 03/04 augmentation will be charged to a special assigned PCA code, 00975. Please forward this information to all personnel involved in the augmentation process.

Thank you for your cooperation. If you have any questions please call Ernylee Chamlee, Staff Chief, Operations, at (916) 657-4929.

James M. Wright
Deputy Director
Chief of Fire Protection

ec

Attachments

cc: R. Green
C. Shamrock
B. Korff
K. Fagunes

EXECUTIVE DEPARTMENT
STATE OF CALIFORNIA



PROCLAMATION
by the
Governor of the State of California

WHEREAS, conditions of extreme peril to the safety of persons and property exist within the Counties of Los Angeles and San Diego, State of California, caused by wildfires and high winds commencing on or about October 21, 2003, and:

WHEREAS, the Board of Supervisors for these Counties previously proclaimed a local emergency, and under the authority of the state Emergency Services Act, section 8558 (b) of the Government Code, I find that a State of Emergency exists within Los Angeles and San Diego Counties.

NOW, THEREFORE, I GRAY DAVIS, Governor of the State of California, in accordance with the authority vested in me by the Emergency Services Act, and in particular sections 8825 and 8558(b) of the Government Code, **HEREBY PROCLAIM A STATE OF EMERGENCY** to exist within Los Angeles and San Diego Counties.

IT IS FURTHER ORDERED that all agencies of the state government utilize and employ state personnel, equipment and facilities for the performance of any and all activities to alleviate this emergency.

I FURTHER DIRECT that as soon as hereafter possible, this proclamation be filed in the Office of the Secretary of State and that widespread publicity and noticed be given to this proclamation.

IN WITNESS WHEREOF I have hereunto set my hand and caused the Great Seal of the State of California to be affixed this the twenty-sixth day of October 2003.


GRAY DAVIS
Governor of California



PROCLAMATION
by the
Governor of the State of California

WHEREAS, conditions of extreme peril to the safety of persons and property exist within the County of Riverside, State of California, caused by wildfires and high winds commencing on or about October 21, 2003; and

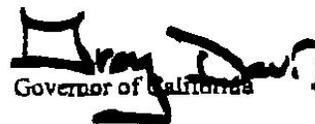
WHEREAS, the Board of Supervisors for this County previously proclaimed a local emergency, and under the authority of the state Emergency Services Act, section 8558 (b) of the Government Code, I find that a State of Emergency exists within Riverside County.

NOW, THEREFORE, I GRAY DAVIS, Governor of the State of California, in accordance with the authority vested in me by the Emergency Services Act, and in particular sections 8625 and 8558(b) of the Government Code, **HEREBY PROCLAIM A STATE OF EMERGENCY** to exist within Riverside County.

IT IS FURTHER ORDERED that all agencies of the state government utilize and employ state personnel, equipment and facilities for the performance of any and all activities to alleviate this emergency.

I FURTHER DIRECT that as soon as hereafter possible, this proclamation be filed in the Office of the Secretary of State and that widespread publicity and notice be given to this proclamation.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the Great Seal of California to be affixed this 28th day of October 2003.


Governor of California

ATTEST:

Secretary of State

11-12-03 11:55 DES DDD + 909 782 4900
NO. 990 P004-018

Appendix 8

Interview List

Even before the fires were extinguished, a team was formed to begin interviewing 68 key commanders and decision makers of the fire siege for use in developing this document. The list of potential interviewees could have been longer but the constraints of completing the writing of the document in a 10 day period prohibited additional input.

We thank these individuals for their contributions to this document and the leadership they showed under most difficult circumstances.

The following list is in random order:

Steve Gage Fire Chief, Kern County Fire Dept. MAC Member	George Motschall Assistant Director, Fire and Aviation Management USFS Southern California Service Center	Tom Hatcher Assistant Director, Fire and Aviation Management Northern California Service Center Area Commander (Cedar, Paradise)
Jody Cook Forest Supervisor Angeles NF	Jack Blackwell Regional Forester USFS Pacific Southwest Region	Bill Holmes Unit Chief CDF Amador-Eldorado
Don Garwood Deputy Chief, Fire and Aviation Management, Angeles NF	Jerry Williams National Director, Fire and Aviation Management USFS Washington Office	Tim Turner Region Chief CDF Southern Region Area Commander (Cedar, Paradise)
Gene Zimmerman Forest Supervisor San Bernardino NF	Tom Harbour National Deputy Director, Fire and Aviation Management USFS Washington Office	Andrea Tuttle Director California Department of Forestry and Fire Protection (CDF)
Aaron Gelobter Chief, Fire and Aviation Management Sequoia NF Incident Commander CIIMT #4 (Padua)	Alice Forbes Assistant National Director/Operations, Fire and Aviation Management USFS National Interagency Fire Center	Jim Wright Deputy Director, Fire Protection CDF Sacramento
Mike Dietrich Chief, Fire and Aviation Management San Bernardino NF Incident Commander, Southern California Team #1 (Grand Prix)	Dennis Hulbert Regional Aviation Officer USFS Pacific Southwest Region	Rich Green Assistant. Deputy Director Fire Protection, CDF Sacramento
Rich Hawkins Chief, Fire and Aviation Management Cleveland NF Unified Incident Commander (Cedar)	Dennis Brown Regional Aviation Safety Officer USFS Pacific Southwest Region	Ray Snodgrass Chief Deputy Director CDF Sacramento
Tim Hoover Fire Chief Camp Pendleton Fire Dept.	Dave Kohut Chief, Fire and Aviation Management Sierra NF, FEMA Disaster Plan Liaison	Tom O'Keefe Unit Chief CDF San Bernardino
Ray Quintanar Director, Fire and Aviation Management USFS Pacific Southwest Region MAC Member	Rex Mann Chief, Fire and Aviation Management Daniel Boone NF Area Commander (Grand Prix, Old)	Chuck Maner Unit Chief CDF San Diego
Ron Raley Dep. Director, Fire and Aviation Manage- ment, USFS Pacific Southwest Region	Steve Heil Deputy Chief, CDF/ San Luis Obispo Area Commander (Grand Prix, Old)	Ralph Allworth Deputy Chief, Operations CDF/Southern Region
Sherry Raley Budget Specialist USFS Pacific Southwest Region	Dan Wurl Division Chief San Bernardino County Fire Dept. Area Commander (Grand Prix, Old)	Fred Batchelor Assistant Region Chief, Operations CDF Southern Region

Terry Raley Battalion Chief Ventura County Fire Dept. Deputy Incident Commander (Piru)	John Hawkins Assistant Chief CDF Butte Incident Commander, CDF ICT #5 (Cedar)	Tom Hendrix Chief, Colton City Fire/Acting OES Coordinator, San Bernardino County
Marc Sanchez Assistant Chief, Ventura County Fire Dept. Unified Incident Commander (Simi)	Loren Snell Assistant Chief CDF Nevada-Yuba-Placer Incident Commander, CDF ICT #1 (Paradise)	Vanessa Burnett Intelligence Officer USFS Southern California Service Center
Thom Wellman Division Chief San Bernardino County Fire Dept. Unified Incident Commander (Old)	Pat Kerrigan Deputy Chief CDF Madera-Mariposa-Merced Incident Commander, CDF ICT #9 (Piru)	Kent Connington Deputy Regional Forester USFS Pacific Southwest Region
P. Michael Freeman Chief, Los Angeles County Fire Dept.	George Haines Assistant Chief CDF San Benito-Monterey Incident Commander, CDF ICT #6 (Simi)	Tim Sappok Assistant Chief CDF San Bernardino Unified Incident Commander (Old)
Gary Lockhart Chief Deputy, Los Angeles County Fire Dept.	Mike Chuchels Assistant Chief, CDF Tehama-Glen Incident Commander, CDF ICT #2 (Mountain)	Pat O'Bannon Assistant Director, Fire and Aviation Management USFS Pacific Southwest Region McClelland Deputy Incident Commander, CIIMT #3 (Old)
Judith Downing U.S. Forest Service, Regional Office	Kim Zagaris Chief, Fire/Rescue Branch California Office of Emergency Services MAC Member	Rocky Oplinger Dep. Chief, Fire and Aviation Management San Bernardino NF
Peter Hills Chief, San Bernardino County Fire Department	Dallas Jones Director California Office of Emergency Services	Kerry Elite Staff Chief, Operations CDF Southern Region
Bob Roper Chief, Ventura County Fire Department	Neil Honeycutt Assistant Chief, FIRESCOPE California Office of Emergency Services MAC Facilitator	Mike Edrington Director, Fire and Aviation Management USFS Pacific Northwest Region (Ret.)
Greg West Assistant Chief, Los Angeles City Fire Dept. Unified Incident Commander (Simi)	Les Mazaratti Dept. of Interior Coordinator Southern California Service Center Dept. of Interior MAC Representative	Bill Waterbury Assistant Director, Fire and Aviation Management Southwest Region Area Command Plans Chief (Grand Prix, Padua, Old)
Don Studebaker Dep. Chief, Fire and Aviation Management Cleveland NF, Incident Commander CIIMT #2 (Grand Prix,)	Bob Praytor Deputy Chief, FIRESCOPE California Office of Emergency Services MAC Coordinator	Paul Hefner Chief, Fire and Aviation Management Humboldt/Toiyabe NF Deputy Area Commander (Grand Prix, Old)
Hal Mortier Division Chief, Cleveland NF Incident Commander, CIIMT #3 (Old)	Dave Festerling Deputy Chief, Ventura County Fire Dept. Initial Operations Chief (Simi)	Mel Hokanson Deputy Chief, Los Angeles County Fire Dept., Unified Incident Commander (Padua)
A.D. Hill Assistant Chief, CDF San Diego Incident Commander (Otay/Mine)	Larry Pitzer Chief, San Bernardino City Fire	Tom Tisdale Unit Chief CDF Riverside
Tom Cable Chief, Fire and Aviation Management Lassen NF, Incident Commander, CIIMT #5 (Grand Prix, Old)	Brian Preciado Deputy Chief, San Bernardino City Fire	John Bridgewater District Ranger, Ojai Ranger District Los Padres NF
Mike Lohrey Operations Manager USFS Pacific Northwest Coordination Center Unified Incident Commander, (Cedar)		

Appendix 9

Acknowledgments

This project would not have been possible without the contributions of many talented people who dropped everything they were doing to participate in this endeavor. Many of them had been assigned to the fires during the siege and all of them shifted their priorities to accomplish this task in a short amount of time so the story could be told before memories faded.

Steering Committee

Name	Unit
Ray Quintanar	U.S. Forest Service, Pacific Southwest Region
Ray Snodgrass	California Dept. of Forestry and Fire Protection, State Office
Ron Raley	U.S. Forest Service, Pacific Southwest Region

Project Leaders

Name	Unit
Joe Wood	U.S. Forest Service (retired)
Wayne Mitchell	California Dept. of Forestry and Fire Protection, Northern Regional Office

Project Team

Name	Unit
Robert Lewin	California Dept. of Forestry and Fire Protection, San Luis Obispo
Dan Turner	California Dept. of Forestry and Fire Protection, San Luis Obispo
Lee Winton	California Dept. of Forestry and Fire Protection, Amador-Eldorado
Tom Hutchison	U.S. Forest Service (retired)
Ishmael Messer	Office of Emergency Services, Fire and Rescue Branch
Sheri Blankenheim	Office of Emergency Services, Planning & Technological Assistance Branch
Aaron Gelobter	U.S. Forest Service, Sequoia National Forest
Art Gaffrey	U.S. Forest Service, Sequoia National Forest
Larry Benson	California Dept. of Forestry and Fire Protection (retired)
Scott Vail	U.S. Forest Service, Eldorado National Forest
Bill Holmes	California Dept. of Forestry and Fire Protection, Amador Eldorado
Christie Achenbach	U.S. Forest Service, Rio Grande National Forest
Glen Newman	California Dept. of Forestry and Fire Protection (retired)
Julie Vogan	U.S. Forest Service, Regional Office
Gary Anderson	Bureau of Indian Affairs, Yakima Indian Reservation
Tom Foley	California Dept. of Forestry and Fire Protection, Southern Region Operations
Kelley Gouette	California Dept. of Forestry and Fire Protection, San Luis Obispo
Laurie Bartel	U.S. Forest Service, Plumas National Forest
Kris Levitoff	U.S. Forest Service, Plumas National Forest
Christie Neill	U.S. Forest Service, Regional Office
Ralph Alworth	California Dept. of Forestry and Fire Protection, Southern Region Operations
Red Taylor	California Dept. of Forestry and Fire Protection, Southern Region Operations
Kate Dore	Dore Davis Design, San Luis Obispo

Glossary of Terms

Glossary of Terms

- ANCHOR POINT** – An advantageous location, usually a barrier to fire spread, from which to start constructing a fireline.
- AREA COMMAND** – An organization established to: 1) oversee the management of multiple incidents that are each being handled by an incident management team (IMT) organization; or 2) to oversee the management of a very large incident that has multiple IMTs assigned to it. Area command has the responsibility to set overall strategy and priorities, allocate critical resources based on priorities, ensure that incidents are properly managed, and that objectives are met and strategies followed.
- AVERAGE BAD DAY** – Fire conditions experienced during typical mid-fire-season day. Used as a benchmark to gauge fire situations.
- BACKFIRE** – A fire suppression tactic. Any intentionally set fire used to consume the fuel in the path of a free burning wildfire.
- BIA** – Bureau of Indian Affairs
- BLM** – Bureau of Land Management
- CALMAC** – California Multi-Agency Command. The information coordination center established in Sacramento. Tasked to gather timely information from regions, cooperating agencies, the media, the director, interested government leaders and the public.
- CDF** – California Department of Forestry and Fire Protection
- CHIEF OFFICERS** – Agency Administrators, Fire Chiefs and other strategic level staff overseeing Incident Commanders.
- CONTAINMENT** – A fire is contained when it is surrounded on all sides by some kind of boundary but is still burning and has the potential to jump a boundary line.
- CONTROLLED** – A fire is controlled when there is no further threat of it jumping a containment line. While crews continue to do mop-up work within the fire lines, the fire fight is over.
- CONVECTION COLUMN** – The rising column of gasses, smoke, fly ash, particulates and other debris produced by a fire.
- COOPERATING AGENCY** – An agency supplying assistance including but not limited to direct tactical or support functions or resources to the incident control effort.
- CROWN FIRE** – A fire that advances from top to top of trees or shrubs, more or less independently of the surface fire.
- DEFENSIBLE SPACE** – Creating a fire safe landscape for at least 30 feet around homes (and out to 100 feet or more in some areas), to reduce the chance of a wildfire spreading and burning through the structures. This is the basis for creating a “defensible space” - an area that will help protect your home and provide a safety zone for the firefighters who are battling the flames. It is required by California law.
- DIRECT ATTACK** – A method of fire suppression in which suppression activity takes place on or near the fire perimeter.
- DIRECT PROTECTION AREA (DPA)** – That area for which a particular fire protection organization has the primary responsibility for attacking an uncontrolled fire and for directing the suppression action.
- DRAW DOWN LEVEL** – The level where the success of extinguishing a fire with initial attack forces is compromised.
- ESF4** – Emergency Support Function 4. A component of the National Response Plan developed for FEMA. A document that outlines different agency’s responsibilities in different types of emergencies.
- ESRI** – Environmental Systems Research Institute. A software company that produces software that is widely used to produce Geographic Information Systems maps on emergencies for analysis and display.
- EXTREME FIRE BEHAVIOR** – “Extreme” implies a level of fire behavior characteristics that ordinarily precludes methods of direct control action. One or more of the following is usually involved: high rate of spread, prolific crowning and/or spotting, presence of fire whirls, strong convection column. Predictability is difficult because such fires often exercise some degree of influence on their environment and behave erratically, sometime dangerously.
- FEDERAL NATIONAL TEAM** – A Type 1 National Incident Management Team coordinated by the National Wildfire Coordinating Group (NWCG). Team members may be from various agencies. The California Wildfire Coordinating Group (CWCG) sponsors five of the 16 national teams.

FEDERAL REGIONAL TEAM - A Type 2 Incident Management Team maintained by the U.S. Forest Service in the Pacific Southwest Region (Region 5, California and the Pacific Islands). Team members may be from various agencies.

FEDERAL RESPONSIBILITY AREA (FRA) - The primary financial responsibility for preventing and suppressing fires is that of the Federal Government. These lands are generally protected by the Department of Agriculture, Forest Service, the Department of Interior, Bureau of Land Management, National Parks Service, US Fish and Wildlife Service, and Bureau of Indian Affairs.

FIRE DANGER RATING - A management system that integrates the effects of selected fire danger factors into one or more qualitative or numerical indices of current protection needs.

FIRE LINE - A strip of area where the vegetation has been removed to deny the fire fuel, or a river, a freeway or some other barrier which is expected to stop the fire. Hose lines from fire engines may also contribute to a fire being surrounded and contained.

FIRE PERIMETER - The entire outer edge or boundary of a fire.

FIRESCOPE - Firefighting Resources of California Organized for Potential Emergencies. A multi-agency coordination system designed to improve the capabilities of California's wildland fire protection agencies. Its purpose is to provide more efficient resource allocation and utilization, particularly in multiple or large fire situations during critical burning conditions.

FMAG - Fire Management Assistance Grant. A federal assistance program managed by FEMA through the state Office of Emergency Services (OES). This program is designed to help state and/or local jurisdictions impacted by high cost, high damage wildland fires.

FUELS - Combustible material.

GACC - Geographical Area Coordination Center, see South Ops

GIS - Geographic Information System

INCIDENT COMMANDER - This ICS position is responsible for overall management of the incident and reports to the Agency Administrator for the agency having incident jurisdiction.

INCIDENT COMMAND SYSTEM (ICS) - A standardized on-scene emergency management concept specifically designed to allow its user(s) to adopt an integrated organizational structure equal to the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries.

INCIDENT COMMAND TEAM (ICT) - see Incident Management Team

INCIDENT MANAGEMENT TEAM (IMT) - The incident commander and appropriate general and command staff personnel assigned to an incident. Also known as an Incident Command Team.

INDIRECT ATTACK - A method of fire suppression in which suppression activities takes place some distances from the fire perimeter, and often advantage of fire barriers.

INFRARED (IR) - A heat detection system used for fire protection, mapping, and hotspot identification.

INITIAL ATTACK (IA) - An aggressive suppression action taken by first arriving resources consistent with firefighter and public safety and values to be protected.

INTERFACE ZONE - It is the area where the wildlands come together with the urban areas. Also referred to as the I-Zone.

INTERMIX ZONE - It is areas where homes are interspersed among the wildlands. Also referred to as the I-Zone.

JOINT INFORMATION CENTER (JIC) - An interagency information center responsible for researching, coordinating and disseminating information to the public and media. Formed through the MAST effort.

LRA - Local Responsibility Area

MACS - (Multi-Agency Coordination System) Is a combination of facilities, equipment, personnel, procedures, and communications integrated into a common system with responsibility for coordination of assisting agency resources and support to agency emergency operations.

MAFFS - Modular Airborne Firefighting System (Refers to the Military aircraft, C-130s, which are used as Air Tankers)

MAST - Mountain Area Safety Taskforce.

MODIS - (Moderate Resolution Imaging Spectroradiometer) - is a key instrument aboard the Terra and Aqua satellites. This instrument provided important intelligence for fire managers regarding fire perimeters and fire growth throughout the fire siege.

MOP-UP – Extinguishing or removing burning material near control lines, felling snags, and trenching logs to prevent rolling after an area has burned, to make a fire safe, or to reduce residual smoke.

MUTUAL THREAT ZONE (MTZ) – A geographical area between two or more jurisdictions into which those agencies would respond on initial attack. Also called mutual response zone or initial action zone.

NIFC – National Interagency Fire Center located in Boise, Idaho.

NPS – National Park Service

OES – The California Governor’s Office of the Emergency Services.

OSC – (Operations Section Chief) The ICS position responsible for supervising the Operations Section. Reports to the Incident Commander. The OSC directs the preparation of unit operational plans, requests and releases resources, makes expedient changes to the Incident Action Plan as necessary and reports such to the Incident Commander.

PREDICTIVE SERVICES – Those Geographic Area and National-level fire weather or fire danger services and products produced by wildland fire agency meteorologists and intelligence staffs in support of resource allocation and prioritization.

PREPAREDNESS LEVELS – A national system of preparedness for incidents. The levels are 1 through 5. They are:

Preparedness Level 1 – Few or no active fires under 100 acres. Minimal or no commitment of fire resources. Low to moderate fire danger. Agencies above draw down levels.

Preparedness Level 2 – Numerous fires under 100 acres. Local commitment of resources for initial attack. Moderate fire danger. Agencies above drawdown levels and requests for resources outside local area are minimal.

Preparedness Level 3 – High potential for fires 100 acres & above to occur, with several 0-99 acre fires active. Fire danger moderate to very high. Mobilization of resources within the region and minimal requests outside of region. Agencies above or having difficulty maintaining draw down levels.

Preparedness Level 4 – Fires over 100 acres are common. Fire danger is high to very high. Resource mobilization is coming from outside the region. Agencies at minimum draw down levels.

Preparedness Level 5 – CALMAC is fully activated. Multiple large fires are common in the north and or the south. Fire danger is very high to extreme. Resources are being mobilized through the National Coordination Center. Activation of National Guard or military done or under consideration.

SANTA ANA WINDS – Is a type of Foehn wind. A Foehn wind is a warm, dry and strong general wind that flows down into the valleys when stable, high pressure air is forced across and then down the lee side slopes of a mountain range. The descending air is warmed and dried due to adiabatic compression producing critical fire weather conditions. Locally called by various names such as Santa Ana winds.

SOUTH OPS – The multi-agency geographic area coordinating center for southern California. Located in Riverside, it is staffed by CDF, State OES and Federal fire agencies.

STRIKE TEAM - An engine strike team consists of five fire engines of the same type and a lead vehicle. The strike team leader is usually a captain or a battalion chief. Strike Teams can also be made up of bulldozers and handcrews.

SPOT FIRE OR SPOTTING – A small fire that is ahead of the main fire that is caused from hot embers being carried to a receptive fuel bed. Spotting indicates extreme fire conditions.

RED FLAG WARNING – Term used by fire weather forecasters to alert users to an ongoing or imminent critical fire weather pattern.

REHABILITATION – The activities necessary to repair damage or disturbance caused by wildfire or the wildfire suppression activity.

STATE RESPONSIBILITY AREA (SRA) - The California Board of Forestry and Fire Protection classifies areas in which the primary financial responsibility for preventing and suppressing fires is that of the state. CDF has SRA responsibility for the protection of over 31 million acres of California’s privately-owned wildlands.

SLOP-OVER – A fire edge that crosses a control line or natural barrier intended to confine the fire. Also called breakover.

UNIFIED COMMAND – In ICS, unified command is a unified team effort which allows all agencies with jurisdictional responsibility for the incident, either geographical or functional, to manage an incident by establishing a common set of incident objectives and strategies.

WFSA – Wildland Fire Situation Analysis

WILDLAND/URBAN INTERFACE – The line, area, or zone where structures and other human development meet or intermingle with undeveloped wildland or vegetative fuels.