



NATIONAL UNIVERSITY SYSTEM
INSTITUTE FOR POLICY RESEARCH



San Diego County Falls Further Behind

***An Update on Fire Protection Investment in Southern California
and an Analysis of Recommendations Made in Response to
2003 and 2007 Wildfires***

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EXECUTIVE SUMMARY AND KEY FINDINGS

- 1) San Diego County spends **SIGNIFICANTLY** less on fire protection and emergency medical services than either Orange County or Los Angeles County. Cumulatively, fire departments in the San Diego region spend \$36.69 less per capita than fire departments in Orange County and \$66.02 less than departments in the Los Angeles region.
- 2) The gap in government funding continues to grow. San Diego's investment increased 15 percent since FY 2005. Los Angeles County-wide investments increased 21 percent and Orange County-wide investments grew 36 percent.
- 3) Since Fiscal Year (FY) 2006, the largest fire departments in San Diego County have seen a slight decrease in the number of budgeted positions. In contrast, the largest fire departments in Orange County and Los Angeles County have added a significant number of budgeted positions.
- 4) While many of the 302 recommendations made after the Cedar and Witch fires have been implemented, many of the most critical, those involving increased staffing or investing in additional equipment, have not been carried out.

INTRODUCTION

The 2003 Cedar and 2007 Witch fires in San Diego County rank among the most devastating in California and U.S. history. Combined, the California Department of Forestry and Fire Protection (CAL FIRE) estimates that 5,720 structures were lost.¹ The National University System Institute for Policy Research (NUSIPR) pegged the economic cost of the 2007 fires at \$2 billion. Seventeen people lost their lives in the two firestorms.

These fires were not once-in-a-lifetime occurrences. Dry conditions and strong winds in the late summer and fall are normal parts of Southern California's weather cycle. Historical records suggest that there have been fires larger than either the Witch or Cedar fires.² What is unique is that an increasing number of people live along the wildlife urban interface. As a result, the potential cost to both human life and property from these events is growing.

In analyzing how the region had, or had not, responded to this threat, in July 2008 the Institute examined the level of spending on fire and emergency medical services (EMS) among various jurisdictions in San Diego, Orange, and Los Angeles counties. According to budget figures and financial reports provided by local governments to the California State Controller's Office, the local entities in San Diego County that are responsible for fighting fires spend considerably less on a per capita basis than their counterparts in Los Angeles and Orange counties. Moreover, the gap in investment was growing.

This update, partially underwritten by grant from San Diego Gas & Electric, updates that study in three critical ways.

First, we draw upon new budget information, refined population estimates, and new figures from the State Controller to update figures for per capita expenditures.

Second, we begin to explore how the level of expenditures relates to staffing. Examining the five largest fire departments in each of the counties, we compare the number of positions they had in FY 2006 with their budgeted strength in FY 2009.

Third, we catalogued 303 recommendations made in seven reports released in the aftermath of the firestorms and ascertain whether they had been *implemented* or *ignored*, or whether their acceptance was still *incomplete* as of September 2009.

This report is broken into two parts. In the first part, we comparatively examine spending and staffing in the three counties, underscoring the different levels of per capita investments among the fire departments in the three counties. In part two we look at the recommendations that followed the Cedar and Witch fires, examining how San Diego decision makers addressed the advice provided by firefighting professionals after those two natural disasters.

¹ . 20 Largest California Wildland Fires (By Structures Destroyed), CAL FIRE.

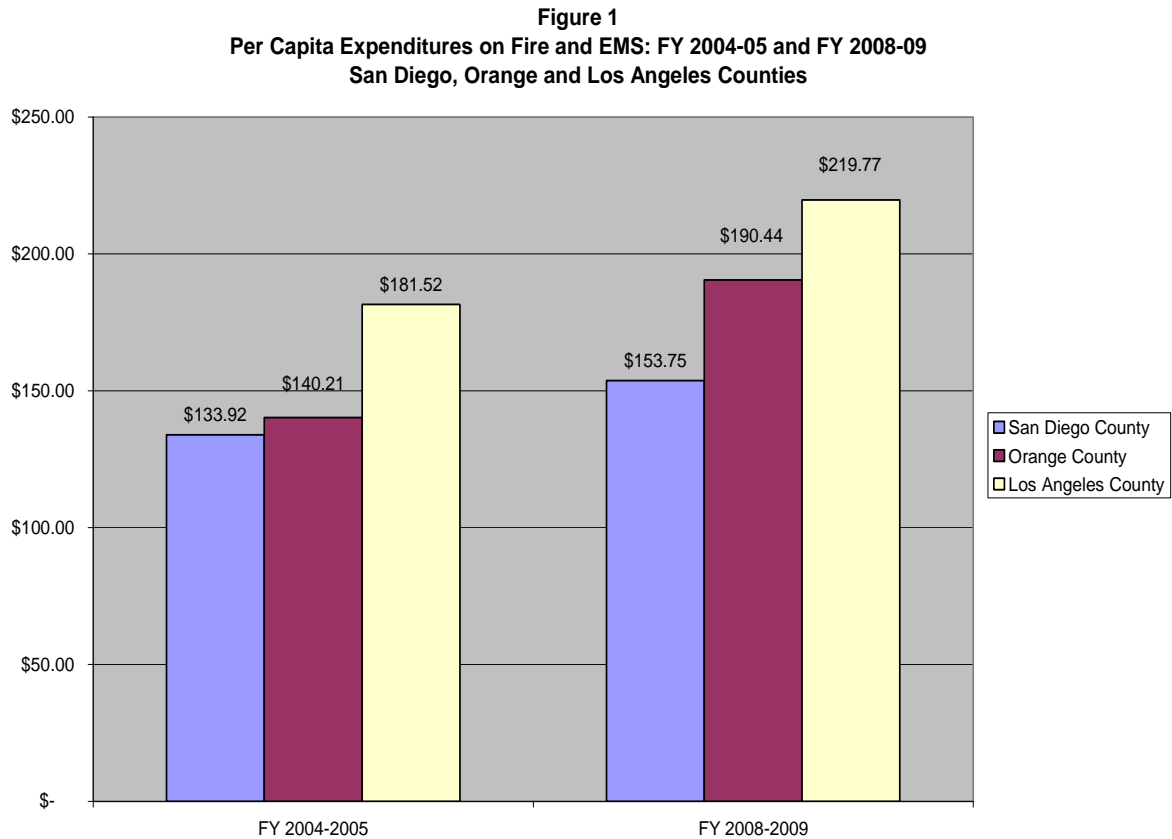
² . See, for example, accounts of a 300,000 acre blaze in Orange County in 1889 at www.californiachaparral.com/chaparralmyths.html.

PART I

PER-CAPITA INVESTMENTS IN FIRE AND EMERGENCY MEDICAL SERVICES IN SAN DIEGO, ORANGE, AND LOS ANGELES COUNTIES

FINDING:

San Diego Spends Significantly Less on Fire Protection and Emergency Medical Services (EMS) than Either Orange County or Los Angeles County



In 2008-2009, the County of San Diego, the 18 cities, various fire protection districts and community service areas budgeted \$153.75 per capita for these services.³ In contrast, the 12 government entities that fund fire and emergency services in Orange County budgeted more than \$190 for each resident, while the 31 jurisdictions that directly provide fire services and EMS in Los Angeles County planned to invest \$219 on a per capita basis.

³ . CAL FIRE has important direct responsibilities for fire protection and suppression in much of the rural backcountry of San Diego County. CAL FIRE assets are not locally controlled and are dependent upon policy decisions made at the state level. Nonetheless, some local officials in San Diego have argued that CAL FIRE expenditures need to be considered in comparing relative levels of investments between counties. To that end, NUSIPR requested from the state information on CAL FIRE expenditures unrelated to large-scale emergencies. According to the Office of the Governor, CAL FIRE’s FY 2008-2009 budget for carrying out responsibilities in San Diego County is \$18.7 million, or \$5.91 for each resident of San Diego County.

Adjusting for inflation, San Diego’s per capita investments increased \$7.51 between 2005 and 2009. Orange County’s investment increased \$36.23 per capita, and Los Angeles County’s per capita spending increased by \$21.13.⁴

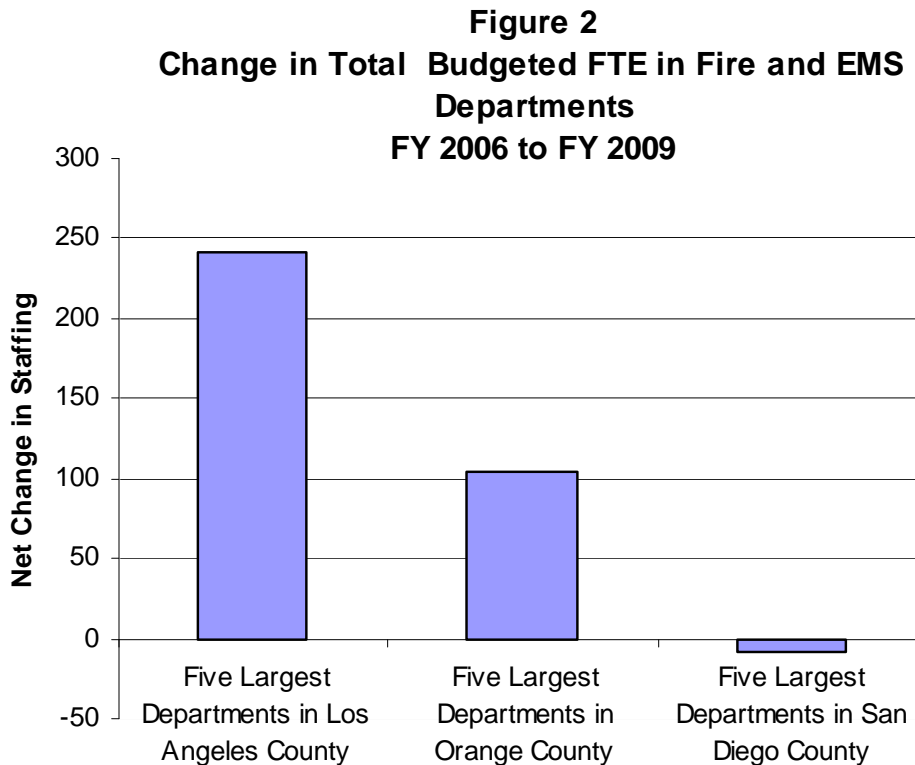
FINDING:

The Gap in Per Capita Spending Continues to Widen

Updated figures show that the gap in funding continues to widen. Whereas San Diego firefighting agencies have increased cumulative per capita spending by 15 percent since FY 2005, Los Angeles has increased spending by 21 percent and Orange County by 36 percent.

FINDING:

Large Departments in Orange and Los Angeles Counties Increased Staff between FY 2006 and FY 2009; in the Largest Departments in San Diego, Staff Levels were Flat or in Slight Decline



Most municipal budgets list the budgeted strength, by positions, of various fire and emergency medical services departments. Between FY 2006 and FY 2009, the five

⁴ . The same consumer price index figures from the U.S. Bureau of Labor Statistics were used for both Los Angeles and Orange counties.

largest departments in Los Angeles County (the City of Los Angeles, the County of Los Angeles, and the cities of Long Beach, Glendale and Pasadena) added a total of **240.92 budgeted** positions to their fire/EMS departments. The five largest departments in Orange County⁵ (Orange County Fire Authority and the cities of Anaheim, Huntington Beach, Newport Beach and Orange) added a total of **104 budgeted** positions during this time. In contrast, in San Diego County the five largest departments (the cities of San Diego, Oceanside, Chula Vista, Carlsbad and Escondido) saw a net **decrease of 8.5** budgeted positions in their fire departments.

Table 2
Staffing Levels at Largest Southern California Fire Departments

Source: FY 2006 and FY 2010 Budget Documents

<u>Department</u>	<u>FY 2006 Budgeted Positions</u>	<u>FY 2009 Budgeted Positions</u>	<u>Net Increase (Decrease)</u>
San Diego	1259.13	1249.03	(10.1) ⁶
Chula Vista	141.0	135.0	(6.0)
Oceanside	130	129	(1.0) ⁷
Carlsbad	79.75	88.75	9.0
<u>Escondido</u>	<u>113.4</u>	<u>113.0</u> ⁸	<u>(0.4)</u>
<i>Subtotal</i>	1723.28	1714.78	(8.5)
Orange County Fire	1091	1160	69.0
Anaheim	288	289	1.0
Huntington Beach ⁹	157	185	28.0
Newport ¹⁰	150	156	6.0
<u>Orange</u>	<u>136.75</u>	<u>136.75</u>	<u>0</u>
<i>Subtotal</i>	1822.75	1926.75	104.0
Los Angeles County	4213	4396	183.0
Los Angeles	3900.0	3939.0	39.0
Long Beach	568.36	580.28	11.92
Glendale	238.0	236.0	(2.0)
<u>Pasadena</u>	<u>177.5</u>	<u>186.5</u>	<u>9.0</u>
<i>Subtotal</i>	9096.86	9337.78	240.92

⁵ . Due to incomplete information on the City of Santa Ana, Huntington Beach was used instead.

⁶ . Between 2006 and 2009 the City of San Diego saw a decrease of 10.1 FTE in overall staffing for San Diego Fire and Rescue Department. **However**, the main area that was cut was a reduction of 38.5 FTE in the positions budgeted in the “Emergency Medical Services Fund” while the City did increase the number of positions budgeted for “Fire Prevention”

⁷ . Page 75 of the City of Oceanside Annual Operating Budget and Capital Improvement Program 2006-2008 and pg. 180, column 5 of City of Oceanside Biennial Budget 2008-2010.

⁸ . Page 120 of the FY 2009-2010 budget.

⁹ . Since staffing levels in the City of Santa Ana for FY 2005-2006 were not accessible, Huntington Beach was substituted.

¹⁰ . Excludes seasonal lifeguards

PART II

THE STATUS OF 302 RECOMMENDATIONS MADE AFTER THE CEDAR AND WITCH FIRESTORMS

In the aftermath of the 2003 and 2007 wildfires, the City of San Diego, the County of San Diego, the County Grand Jury, and a group of wildfire experts each authored reports examining what had gone well and where improvements needed to be made so as to better protect San Diegans in case of another wildfire.

The reports made myriad recommendations, ranging from multi-million dollar investments in firefighting helicopters for rapid response to wildfires to increased training so fire officials knew the City of San Diego wanted public information officers to be the chief points-of-contact in fielding media inquiries in case of disasters.

Table 3
Fire Reports Analyzed for Recommendations

1. City of San Diego Cedar Fire After Action Report
2. County of San Diego Firestorms 2003 After Action Report
3. San Diego Regional Fire Prevention and Emergency Preparedness Task Force Final Report
4. City of San Diego October 2007 Wildfires After Action Report
5. Regional Fire Protection Committee Final Report
6. 2007-2008 San Diego County Grand Jury “The Fire Next Time”
7. San Diego Regional Fire Safety Forum (2007 Report)

These seven reports constitute the most comprehensive effort to look at what went right and what went wrong in San Diego County during the 2003 and 2007 wildfires. While other reports were written, their scope was broader and/or state or federal agencies were responsible for their implementation.

These reports were written in different styles and formats. The Fire Safety Forum, for example, organized itself by subject area while the City of San Diego’s 2007 After Action Report lays out its recommendation in matrix form. The first task was to eliminate recommendations that were duplicative. As we were interested in whether changes had been made, we eliminated recommendations to continue existing policies, priorities and procedures. We then categorized the 302 separate recommendations for change into six categories:

- Recommendations involving staffing levels (10 recommendations)
- Recommendations to increase training and/or change operating procedures (103 recommendations)
- Recommendations for administrative and policy changes (49 recommendations)
- Recommendations focused on facilities and capital equipment (66 recommendations)
- Recommendations that called for legislative action or changes to building fire codes (18 recommendations)
- Recommendations involving multijurisdictional coordination/cooperation (56 recommendations)

Appendix B provides our assessment as to the status of these recommendations, noting which have been *implemented*, which have been largely *ignored*, and which are still *in progress/incomplete* as of September 2009. In addition to being reviewed by former Fire Chief of the City of San Diego Jeff Bowman, the matrix was circulated to several regional leaders in fire protection and prevention. Senior officials responsible for firefighting in both the City and the County were contacted to provide input but they declined to officially participate. In respect to 74 of the recommendations, the experts did not know the status and we noted these as places where we are *unsure* as to the implementation status of the recommendation. We stand behind our evaluation but acknowledge that the lack of public information, cooperation, or the imprecise wording of some recommendations could lead others to reach different conclusions about the status of some of these recommendations.

FINDINGS

An unfortunate trend in government reports analyzing natural disasters is identifying goals and recommendations that are easily attainable and removing those recommendations that require large budgetary investments or fundamental organizational change.

Our analysis of the major reports which have been generated in the past six years bears this out. More than 50 percent of the recommendations focused on administrative, operational and training changes. Three percent of the recommendations dealt with the more politically challenging issue of increasing staff. Less than one quarter of recommendations involved increased capital investments.

These figures would be even more skewed if we had not included the 2007 Grand Jury Report and the recommendations from the San Diego Regional Fire Safety Forum. It is also why we disaggregated the recommendations into six categories. We also, in the narrative that follows, highlight those recommendations that we feel are the most important in decreasing the loss of lives and property during the next major wildfire.

A. Staffing Improvements (10 Recommendations)

Implemented	3 out of 10
In Progress/Incomplete	1 out of 10
Ignored	6 out of 10

The most glaring failure by San Diego firefighting agencies has been the inability to implement recommendations that call for ways to increase the number of firefighters available during the initial hours of a wildfire event. The safest and most effective way to keep wildfires small is to detect them as quickly as possible and rapidly attack them with overwhelming ground force. While aerial assets are important, they are secondary to the number of “boots-on-the-ground,” especially in the canyon topography that

characterizes the areas where wildfire constitutes the greatest threat to people and property in San Diego County.

Currently, for that kind of massive response to occur, it would mean that every community and jurisdiction in the region would send the majority of their on-duty staff to engage in the attack and leave the community minimally protected from other dangers, a scenario most fire chiefs are unwilling to authorize. As was the case in both the Witch and the Cedar fire, the level of potential regional response during the initial hours of a major wildfire continue to be hampered by the constraints on regional surge capacity. Firefighters and departments throughout the region respond and fight fires with overwhelming professionalism but their effectiveness remains hampered by staffing constraints.¹¹

Given the importance of manpower, it is surprising that there are very few recommendations pertaining to staffing in the reports. Neither the City of San Diego nor the County addressed *daily staffing* in their reports.

The reports did make recommendations when it came to the issue of surge capacity . These have, unfortunately, been largely ignored. For instance, the San Diego Regional Fire Safety Forum recommended that the County purchase 50 fire engines and disperse them to fire agencies throughout the San Diego region.¹² In the case of a wildland fire, these reserve engines could be staffed with off-duty firefighters within a two-hour notification of an emergency. This recommendation would have provided the ability to mobilize two hundred additional firefighters in the critical initial hours of a wildfire event, providing for much greater structure protection. However, this recommendation was rejected by the then-chair of the Board of Supervisors out of concern for the cost of procuring the reserve fire engines (approximately \$15 million).

The Fire Safety Forum also recommended conducting a regional evaluation of recommended “standards of coverage.”¹³ This study would use national standards and finally measure coverage in both the urban and rural areas of the county, a benchmark from which to build a plan to close the gap. Supervisor Jacobs deserves credit for embracing this recommendation and the report should be available in spring 2010.

B. Training and Operational Changes (103 Recommendations)

Implemented	33 out of 103
In Progress/Incomplete	22 out of 103
Ignored	22 out of 103
Unsure	25 out of 103

¹¹ . “Lessons of 2003 helped, but changes needed, officials say,” *San Diego Union-Tribune*, November 1, 2007.

¹² . Recommendation #211.

¹³ . Recommendation #238.

The greatest percentage of recommendations made in the seven reports concern training and changes to operating procedures. While implementation of these 103 recommendations are likely to be beneficial to the region and decision makers should be commended for either implementing or making progress toward implementing a majority (71 percent for which we had enough data to evaluate), we believe that increased training and restructuring can only marginally improve the efficiency and effectiveness of existing resources. All the training in the world is not a substitute for staffing and surge capacity.

One area of training where inaction may have serious consequences involves the failure to create and train a regional “fire corps” of civilians to assist during major disasters.¹⁴ Previously, research by NUSIPR estimated that more than 90,000 San Diegans chose to ignore mandatory evacuation orders during the 2007 firestorms.¹⁵ It is probable that during the next wildfire event a similar number of civilians will do the same, even though they have not received training on structure protection or how to ensure that they can safely retreat if the fire overtakes their efforts. Creating and training a civilian fire corps would help address this issue, providing the public with some basic understanding about how to evaluate rapidly changing conditions and protect their lives should they opt to ignore evacuation orders.

C. Administrative and Policy Changes (49 Recommendations)

Implemented	25 out of 49
In Progress/Incomplete	3 out of 49
Unsure	22 out of 49

Similarly, we believe that the implementation of the 49 recommendations involving administrative changes will have only a minor impact on preserving lives and property during the next wildfire event. That said, the region has taken these issues seriously, and we found that the vast majority of the recommendations in this area have been implemented. For example, there is now a web master assigned full time to the Emergency Operations Center (EOC) during an emergency¹⁶ and a traffic plan is in place.¹⁷ Ron Lane, the County’s Director of Emergency Services, deserves particular recognition for his diligent effort to overhaul emergency services and better prepare the region to respond to an emergency.

¹⁴ . Recommendation #111.

¹⁵ . San Diego Institute for Policy Research/Competitive Edge Research, *San Diego County Barometer of Public Opinion*, November 2007 (www.nusinstitute.com/assets/resources/pageResources/surveys-11-2007-2.pdf). Last accessed September 1, 2009.

¹⁶ . Recommendation #126.

¹⁷ . Recommendation #122.

D. Facilities and Equipment Improvements (66 Recommendations)

Implemented	28 out of 66
In Progress/Incomplete	14 out of 66
Ignored	10 out of 66
Unsure	14 out of 66

The need to procure additional ground equipment to combat major wildfires and the facilities in which to house them continues to be largely ignored.¹⁸ A major finding following both firestorms was the need to add to the number of reserve firefighting apparatuses that could be staffed to bolster fire attack forces and cover vacated fire stations. As noted above, the Regional Fire Safety Forum recommended the purchase of 50 reserve engines. However, after the failure to pass Proposition A, there has not been a renewed push to find ways to procure these extra engines.

An area where there has been progress, with the City of San Diego leading the way, is on building up the region's aerial firefighting resources. The arrival of "Copter One" as a 24-hour service heavy lift helicopter in 2004 kick-started the effort, and then the County, via the Sheriff's department, shortly thereafter added two additional units.¹⁹ In 2008, the City of San Diego added "Copter Two" to bring the region's total number of firefighting helicopters to four. Also in 2008, the County spent \$3 million on a one-time effort to contract for three fixed-wing firefighting aircraft, although that contract was not renewed last year.²⁰ While there remain coordination problems, the building-up of San Diego's aerial firefighting assets remains among the most successful areas of all categories of recommendations.

Increased investment in technology is an area where results have been mixed. Radio communications between agencies have improved since 2003. It is widely understood, however, that the regional communication system needs to be replaced at a cost of nearly \$200 million. Of that amount, approximately \$50 to \$75 million will be needed to fund the fire service portion and funding has yet to be identified.²¹ Evacuation efforts have been improved via the implementation of Reverse-911 but the limitations of that system during the 2007 wildfire show what Reverse-911 can (and cannot) accomplish.²² Lastly, technology improvements to detect and quantify fires at their origins remain expensive and not fully implemented.²³ Some trials have been conducted and some improvements

¹⁸ . This problem is well known. A 2005 study using national benchmarks determined that the City of San Diego needed an additional 22 fire stations to meet daily response requirement. Yet to date only two stations have been added: one due to a public outcry after a gasoline tanker fire in Mission Valley and one in Pacific Highlands Ranch that was built in 2008 by the developer per prior agreement. Areas like Rancho Bernardo, decimated in the 2007 Witch fire and with thousands of homes located along the wild land-urban interface, are still grossly understaffed with one fire station covering approximately 26 square miles (national standards are one station for every five square miles).

¹⁹ . Recommendation #182.

²⁰ . Recommendation #208.

²¹ . Recommendation #210.

²² . Recommendation #189.

²³ . See, for example, Recommendations #213 and #222.

made, but this area is not yet advanced enough to provide much regional protection if wildfires were to strike this fall.

E. Legislative and Building Code Changes (18 Recommendations)

Implemented	6 out of 18
In Progress/ Incomplete	11 out of 18
Ignored	1 out of 18

There also has been a lack of political will at the state and federal level to undertake the most difficult of legislative changes. While the federal government has appropriated several million dollars for chaparral and forest management and has provided much-needed reimbursements to local governments for firefighting, sustained efforts to improve preparedness for wildfires through equipment and staffing grants have faltered. Senator Dianne Feinstein has been strongly supportive of these efforts, but the fiscal pressures at the federal level have impacted her ability to significantly increase the level of investments.

State legislators face an even more daunting fiscal challenge. Senators Christine Kehoe and Denise Ducheny have consistently sought to assist, but the state's budget situation severely constrains their options. Governor Schwarzenegger has also made attempts to improve the state's capabilities and secure an independent funding source for firefighting, but he has encountered significant obstacles along the way.

Local efforts have been the most disappointing. There was no alternative idea offered for how to raise additional revenues after Proposition A failed to garner majority support. The recommendations of both the Fire Forum and the County Grand Jury to either develop new revenue streams or reallocate existing taxes continue to fall on deaf ears.²⁴ Perhaps the greatest irony is that in response to the County Grand Jury San Diego's Mayor dismissed the call for increasing the City's Transient Occupancy Tax (TOT) to fund firefighting by referencing 2004 rejections by voters and the pending vote on the alternative Proposition A parcel tax.²⁵ Less than a year after Proposition A failed and the Mayor's response was sent to the County Grand Jury, a citizens taskforce convened by Mayor Sanders to study the feasibility of expanding the San Diego Convention Center was briefed on the viability of paying for the addition by raising the TOT by three cents.²⁶

On a positive note, San Diego County's Local Agency Formation Commission (LAFCO) undertook a study to evaluate the regionalization and/or consolidation of fire departments in the County, particularly in its eastern portion where volunteer organizations are

²⁴ . For example, see Recommendations # 7, #8 and #9.

²⁵ . Mayor Jerry Sanders, Response to County Grand Jury 2007-2008 Report "The Fires Next Time", August 27, 2008, page 2 (www.sdcounty.ca.gov/grandjury/reports/2007_2008/Firereport_respn2.pdf). Last accessed September 1, 2009.

²⁶ . See Convention Center Expansion Taskforce Matrix of Possible Financing Sources (www.conventioncentertaskforce.org/resources/meetingdocs/8-4-09Possible%20revenue%20sources%20chart.pdf). Last Accessed September 1, 2009.

predominant. After a thorough study performed by staff and consultants, several recommendations on consolidation were made. Thus far, however, only a few volunteer organizations merged into what is now referred to as the San Diego County Joint Powers Fire Authority. While this is a good start, further consolidations should be considered after the “standards of coverage” study mentioned above is completed.

In regards to building codes there has been some progress. The County and several cities have improved fire and building codes to enhance the capability of new structures to withstand wildfires.²⁷ The positive experience of so called “shelter-in-place” communities during the 2007 wildfires demonstrated that building codes can make a real difference when it comes to structure protection.²⁸ Unfortunately, code changes do not do much to address the vulnerability of existing structures, which constitute the vast majority of the region’s existing building stock. In respect to recommendations dealing with the management of chaparral the report card is mixed.²⁹ Further exacerbating this issue have been conflicts between various levels of government, wildlife management experts, and chaparral experts in regards to how to balance brush management and habitat preservation.

F. Multijurisdictional Changes (56 Recommendations)

Implemented	24 out of 56
In Progress/Incomplete	9 out of 56
Ignored	10 out of 56
Unsure	13 out of 56

California’s Master Mutual Aid Agreement is perhaps the most effective system in this country for sharing government resources in times of emergency. However, due to the nature of San Diego’s geographic location San Diego County is the least likely to benefit from out-of-the-region assistance. That is because the typical high-pressure systems that drive Santa Ana-type wind-driven wildfires first impact the northern and central regions of the state before they drop southward and affect San Diego County. Thus, as was the case in 2003, fires often first erupt north of San Diego County, and requests are usually made to send help from this region to combat these fires. As these initial fires rage to our north, Santa-Ana conditions begin to develop in San Diego County, dramatically increasing the prospects for a major wildfire disaster.

The statewide governing body of the Mutual Aid System (FIREScope) had no representative from San Diego County. The San Diego Regional Fire Safety Forum called attention to this failure, and that recommendation has been implemented.

²⁷ . Recommendations #229 and #230

²⁸ . See, for example, “California Wildfires Skip ‘Shelter’ Communities”; October 27, 2007; National Public Radio (www.npr.org/templates/story/story.php?storyId=15655337) Last accessed September 1, 2009; “Exclusive homes emerge unscathed as fire-protection concept is tested”; October 25, 2007; *San Diego Union-Tribune*.

²⁹ . Recommendations #243 and #246

However, the forum went on to recommend empanelling a San Diego group of fire professionals from several jurisdictions that would meet immediately upon declarations of a major incident to determine appropriate resource deployments, both inside and outside our county. This has yet to occur.³⁰

Another problem that surfaced in 2003 was the need for a Joint Information Center to handle getting information out to the public. During the 2003 firestorms there were multiple press conferences and conflicting information that confused and frustrated the public. The 2007 event saw jurisdictions working much closer together and information flowed out to the public during the initial hours in a much smoother fashion.

One recommendation that has yet to be implemented is to tap on the expertise of fire officials and retired fire officials to provide expert commentary rather than forcing inexperienced journalists to make sense of what they are witnessing.³¹ Given the vital role the media plays in explaining to the public the progress of major wildfire events and, for example, the justification and timing of certain evacuation orders, such in-studio expertise could be vital in better informing the public and helping ensure the best possible community response during disasters.

Also lagging are changes in policy that would better coordinate the region's various helicopter programs.³² After the Cedar fire a well-regarded consultant advised that the region's agencies should create a truly regional helicopter program that would provide consistency of services, training, maintenance, and deployment criteria. Unfortunately this recommendation continues to be ignored to the detriment of the region's ability to most effectively use its scarce fire fighting resources.

CONCLUSION

Budgets reflect choices and how policy makers balance competing needs. There are never enough resources to meet every demand. At least in respect to expenditures and financial investments, although San Diego has suffered two devastating wildfires costing the region's economy several billion dollars, the region has failed to develop a successful strategy for significantly increasing per capita expenditures on fire and emergency medical services. Compared to its neighbors to the north, San Diego spends less, and the gap has been growing greater. Viewed cumulatively and adjusted for inflation, the region has increased its investment by less than \$8 per capita.

That inability to develop a regional strategy to increase investments is likely one of the reasons that several of the most important recommendations made in seven reports authored in the aftermath of the two wildfires remain unimplemented. Absent resources or the political will to cut services in other areas, the region has not had the additional funds needed to build the kind of surge capacity that would allow it to rapidly respond with overwhelming force during the next wildfire event.

³⁰ . Recommendation #72.

³¹ . Recommendation #248.

³² . Recommendations #252 and #253.

It is also clear that the level of attention paid to fire preparedness and prevention seems to fall quickly in the San Diego region. There is a stark contrast in how decision makers treated two sets of recommendations that followed from crises occurring earlier this decade. In 2005, the risk management firm Kroll issued an analysis of what went wrong with the City of San Diego's financial controls. Threatening its ability to sell future bonds and carry out vitally important infrastructure projects, decision makers at the City sprung to action, accepting the entire list of Kroll's recommendations, regularly tracking and reporting on their progress. Tens of millions of dollars have been invested to date to beef up accounting controls, implement a new financial management system, and fundamentally overhaul how San Diego constructs the disclosure statements on its bond offerings. The result was a restoration of the City's credit rating and the ability to once again issue public debt.

No such "all-hands-on-deck" response occurred after the publishing of the various reports on what went right and what went wrong during the firestorms of 2003 and 2007. Sadly, we believe this report is, to date, the only effort to compile all these recommendations in one place and try to ascertain whether they have or have not been implemented.³³ Though the County of San Diego has convened numerous taskforces, commissioned reports, and taken some initial steps to consolidate firefighting operations, without strong and forceful leadership it is doubtful that these steps will lead to the creation of a firefighting system that is on par with either the Orange County Fire Authority or Los Angeles County Fire Department, locally controlled agencies capable of marshalling through a single command structure several hundred firefighters to respond in overwhelming fashion upon detection of a dangerous fire.

As also noted, county-wide per capita expenditures on fire and emergency medical services in San Diego continue to lag behind the level of investment in Los Angeles County and Orange County. Moreover, even though San Diego is the place that has experienced devastating wildfires that have burned thousands of homes, this gap has grown wider, not smaller, since October 2003. Staffing levels among the largest departments have increased in Orange County and Los Angeles counties while staffing levels among the large San Diego fire departments have declined. There has been no strategic effort, other than the failed campaign to pass Proposition A, to permanently augment the level of funding for firefighting in the San Diego region, while other uses for scarce tax dollars have advanced.

METHODOLOGY

³³ . The City of San Diego examined the status of the recommendations made in the 2003 After Action Report in an appendix to the 2007 Witch Fire After Action Report. We are unaware of a similar evaluation of progress made in implementing the recommendations that followed the 2007 fire events or the recommendations made by the County in its 2003 After Action Report. The County and City, as mandated by state law, responded to the County Grand Jury Report. There was no formal report to the San Diego Regional Fire Safety Forum. We know of no progress report on the recommendations made by the Regional Fire Protection Committee.

Data on fire and emergency medical services expenditures for FY 2004-2005 through FY 2006-2007 are taken from the California State Controller's *Cities Annual Report* and *Special Districts Annual Report*. Data for FY 2007-2008 and FY 2008-2009 were gathered from the annual budgets of the cities in these three counties. Where available, we used actual expenditures instead of budgeted amounts. To avoid double counting, we examined the annual reports for the Orange County Fire Authority (OCFA) and the Los Angeles County Fire Department and excluded those cities that receive fire services from these regional entities.

In the case of the City of San Diego, which failed to file a report with the State Controller in FY 2005-2006, we used data found in the FY 2008 budget. In a few instances where budgets were not available, we estimated fire expenditures by using the amount from the prior fiscal year.

In compiling the recommendations, we looked at matrixes in the report and, when not available, used our judgment to derive definitive recommendations and/or calls to action from the narrative. We excluded those that required federal or state action. If we were unable to determine the status of implementing the recommendation, we identified it as unsure rather than ignored.

The views expressed herein are those of the authors and do not necessarily reflect those of National University, National University System or the National University System Institute for Policy Research. They take sole responsibility for errors or omissions. Should such be found and brought to their attention, they are committed to releasing an updated report correcting those errors. Indeed, should the release of this report encourage policy makers to review progress made in detail, the authors believe that it will have served a vital public purpose.

APPENDIX A

San Diego County
2004-2005

Fire and Emergency Medical Services Funding

(Sources: Office of the State Controller *Cities Annual Report* and *Special Districts Annual Report*;
California Department of Finance E-4 Population Estimates; County of San Diego Budget)

<u>JURISDICTION</u>		<u>TOTAL</u>
Carlsbad	\$	12,918,929
Chula Vista	\$	20,805,869
Coronado	\$	4,593,134
Del Mar	\$	1,850,737
El Cajon	\$	12,590,697
Encinitas	\$	10,263,305
Escondido	\$	16,275,978
Imperial Beach	\$	1,810,304
La Mesa	\$	8,617,924
Lemon Grove	\$	3,077,867
National City	\$	12,208,000
Oceanside	\$	17,398,214
Poway	\$	6,933,666
San Diego	\$	179,444,270
San Marcos	\$	10,500,131
Santee	\$	8,225,336
Solana Beach	\$	3,113,432
Vista	\$	12,322,672
County of San Diego		-
Alpine Fire Protection District	\$	4,759,284
Bonita-Sunnyside Fire PD	\$	1,807,495
Borrego Springs Fire PD	\$	1,582,433
Deer Springs Fire PD	\$	2,866,905
East County Fire PD	\$	1,796,331
Julian-Cuyamaca	\$	409,426
Lakeside Fire PD	\$	8,567,468
North County Fire PD	\$	10,834,091
Pine Valley Fire PD	\$	263,276
Rancho Santa Fe Fire PD	\$	8,771,006
Rural Fire Protection District	\$	2,293,192
San Miguel Consolidated Fire District	\$	13,212,843
Valley Center	\$	1,391,810*
Mootamai Municipal Water District	\$	6,827
Ramona Municipal Water District	\$	4,122,177
Yuima Municipal Water District	\$	68,300

San Diego County
2004-2005
Fire and Emergency Medical Services Funding
(continued)

(Sources: Office of the State Controller *Cities Annual Report* and *Special Districts Annual Report*;
California Department of Finance E-4 Population Estimates; County of San Diego Budget)

County Service Area 107 (Elfin Forest)	\$	216,375
County Service Area 109 (Mt. Laguna)	\$	47,726
County Service Area 110 (Palomar Mt.)	\$	33,743
County Service Area 111 (Blvd.)	\$	37,594
County Service Area 112 (Campo)	\$	30,738
County Service Area 113 (San Pasqual)	\$	83,674
<u>County Service Area 115 (Pepper Canyon)</u>	<u>\$</u>	<u>213,158</u>
TOTAL	\$	406,366,337
POPULATION		3,034,388
PER CAPITA	\$	133.92

*= Estimated

San Diego County
2005-2006

Fire and Emergency Medical Services Funding

(Sources: Office of the State Controller *Cities Annual Report* and *Special Districts Annual Report*;
California Department of Finance E-4 Population Estimates; County of San Diego Budget)

<u>JURISDICTION</u>		<u>TOTAL</u>
Carlsbad	\$	13,517,286
Chula Vista	\$	23,164,900
Coronado	\$	5,263,092
Del Mar	\$	1,929,315
El Cajon	\$	12,955,121
Encinitas	\$	10,003,540
Escondido	\$	16,934,563
Imperial Beach	\$	1,920,218
La Mesa	\$	12,629,099
Lemon Grove	\$	3,037,639
National City	\$	7,913,048
Oceanside	\$	21,123,549
Poway	\$	8,917,728
San Diego	\$	170,252,892
San Marcos	\$	14,143,333
Santee	\$	8,241,304
Solana Beach	\$	2,554,343
Vista	\$	15,592,589
County of San Diego		-
Alpine Fire Protection District	\$	5,430,762
Bonita-Sunnyside Fire PD	\$	2,438,367
Borrego Springs Fire PD	\$	1,603,475
Deer Springs Fire PD	\$	2,760,859
East County Fire PD	\$	1,731,723
Julian-Cuyamaca Fire PD	\$	823,951
Lakeside Fire PD	\$	8,325,419
North County Fire PD	\$	14,065,486
Pine Valley Fire PD	\$	245,756
Rancho Santa Fe Fire PD	\$	10,019,105
Rural Fire Protection District	\$	2,092,066
San Miguel Consolidated Fire District	\$	14,509,509
Valley Center	\$	1,500,457*
Mootamai Municipal Water District	\$	9,190
Ramona Municipal Water District	\$	4,172,356

San Diego County
2005-2006
Fire and Emergency Medical Services Funding
(continued)

(Sources: Office of the State Controller *Cities Annual Report* and *Special Districts Annual Report*;
California Department of Finance E-4 Population Estimates; County of San Diego Budget)

Yuima Municipal Water District	\$	98,633
County Service Area 107 (Elfin Forest)	\$	276,543
County Service Area 109 (Mt. Laguna)	\$	44,198
County Service Area 110 (Palomar Mt.)	\$	108,792
County Service Area 111 (Blvd.)	\$	43,576
County Service Area 112 (Campo)	\$	34,439
County Service Area 113 (San Pasqual)	\$	80,878
<u>County Service Area 115 (Pepper Canyon)</u>	<u>\$</u>	<u>255,153</u>
TOTAL	\$	420,764,252
POPULATION		3,058,413
PER CAPITA	\$	137.58

*= Estimated

San Diego County
2006-2007

Fire and Emergency Medical Services Funding

(Sources: Office of the State Controller *Cities Annual Report* and *Special Districts Annual Report*;
California Department of Finance E-4 Population Estimates; County of San Diego Budget)

<u>JURISDICTION</u>		<u>TOTAL</u>
Carlsbad	\$	15,292,065
Chula Vista	\$	27,915,538
Coronado	\$	5,863,081
Del Mar	\$	2,093,123
El Cajon	\$	13,327,686
Encinitas	\$	10,164,077
Escondido	\$	18,479,505
Imperial Beach	\$	1,952,539
La Mesa	\$	8,713,744
Lemon Grove	\$	3,315,419
National City	\$	7,636,422
Oceanside	\$	25,379,775
Poway	\$	8,589,369
San Diego	\$	188,381,769
San Marcos	\$	13,996,142
Santee	\$	8,982,441
Solana Beach	\$	2,783,022
Vista	\$	13,783,685
County of San Diego	\$	17,761,852 ³⁴
Alpine Fire Protection District	\$	3,010,061
Bonita-Sunnyside Fire PD	\$	2,229,808
Borrego Springs Fire PD	\$	1,643,960
Deer Springs Fire PD	\$	2,760,556
East County Fire PD	\$	1,841,398
Julian-Cuyamaca	\$	842,110
Lakeside Fire PD	\$	11,291,671
North County Fire PD	\$	13,170,674
Pine Valley Fire PD	\$	288,271
Rancho Santa Fe Fire PD	\$	9,246,137
Rural Fire Protection District	\$	3,170,221
San Miguel Consolidated Fire District	\$	17,106,652
Valley Center	\$	2,440,943
Mootamai Municipal Water District	\$	9,106

³⁴ . See http://www.co.san-diego.ca.us/dplu/docs/Fire_Appendix_C_-_Municipal_Fire_District_Budget_Comparison.pdf.

San Diego County
2006-2007
Fire and Emergency Medical Services Funding
(continued)

(Sources: Office of the State Controller *Cities Annual Report* and *Special Districts Annual Report*;
California Department of Finance E-4 Population Estimates; County of San Diego Budget)

Ramona Municipal Water District	\$	5,357,588
Yuima Municipal Water District	\$	55,288
County Service Area 107 ³⁵ (Elfin Forest)	\$	347,693
County Service Area 109 (Mt. Laguna)	\$	49,693
County Service Area 110 (Palomar Mt.)	\$	130,996
County Service Area 111 (Blvd.)	\$	174,042
County Service Area 112 (Campo)	\$	266,713
County Service Area 113 (San Pasqual)	\$	145,147
<u>County Service Area 115 (Pepper Canyon)</u>	<u>\$</u>	<u>383,661</u>
TOTAL	\$	470,373,643
POPULATION		3,088,891
PER CAPITA	\$	152.28

*=estimated

³⁵ . CSA figures reflect both base budgets and revenue from mitigation fees.

San Diego County
2007-2008
Fire and Emergency Medical Services Funding
(Sources: Fiscal Year 2007-2010 Budgets)

<u>JURISDICTION</u>		<u>TOTAL</u>
Carlsbad	\$	17,433,504
Chula Vista	\$	24,350,645
Coronado	\$	6,038,255
Del Mar	\$	1,829,363
El Cajon	\$	13,777,681
Encinitas	\$	9,944,416
Escondido	\$	18,314,755
Imperial Beach	\$	1,797,960
La Mesa	\$,693,560*
Lemon Grove	\$	3,494,024
National City	\$	5,850,017
Oceanside	\$	23,798,414
Poway	\$	8,827,601
San Diego	\$	188,278,486
San Marcos	\$	9,829,251
Santee	\$	9,705,190
Solana Beach	\$	2,783,022*
Vista	\$	14,264,572
County of San Diego ³⁶	\$	11,464,594
Alpine Fire Protection District	\$	3,157,628
Bonita-Sunnyside Fire PD	\$	2,625,200
Borrego Springs Fire PD	\$	1,643,960
Deer Springs Fire PD	\$	2,760,556
East County Fire PD	\$	1,184,674
Julian-Cuyamaca	\$	902,087
Lakeside Fire PD	\$	13,497,883
North County Fire PD	\$	14,588,548
Pine Valley Fire PD	\$	936,439
Rancho Santa Fe Fire PD	\$	10,500,000
Rural Fire Protection District	\$	3,489,442
San Miguel Consolidated Fire District	\$	16,549,416
Valley Center	\$	2,900,000
Mootamai Municipal Water District	\$	9,190
Ramona Municipal Water District	\$	5,400,000
Yuima Municipal Water District	\$	98,633

³⁶ See http://www.co.san-diego.ca.us/dplu/docs/Fire_Appendix_C_-_Municipal_Fire_District_Budget_Comparison.pdf.

San Diego County
 2007-2008
 Fire and Emergency Medical Services Funding
 (continued)
 (Sources: Fiscal Year 2007-2010 Budgets)

County Service Area 107 (Elfin Forest)	\$	318,055
County Service Area 109 (Mt. Laguna)	\$	45,537
County Service Area 110 (Palomar Mt.)	\$	79,865
County Service Area 111 (Blvd.)	\$	10,872
County Service Area 112 (Campo)	\$	37,001
County Service Area 113 (San Pasqual)	\$	75,558
<u>County Service Area 115 (Pepper Canyon)</u>	<u>\$</u>	<u>364,270</u>
TOTAL	\$	460,650,124
POPULATION		3,131,552
PER CAPITA	\$	147.10

*=estimated

San Diego County
2008-2009
Fire and Emergency Medical Services Funding
(Sources: Fiscal Year 2008-2010 Budgets)

<u>JURISDICTION</u>		<u>TOTAL</u>
Carlsbad	\$	16,902,765
Chula Vista	\$	22,994,114
Coronado	\$	6,468,423
Del Mar	\$	1,930,844
El Cajon	\$	13,260,530
Encinitas	\$	10,722,075
Escondido	\$	17,766,265
Imperial Beach	\$	1,968,336
La Mesa	\$	7,809,940
Lemon Grove	\$	3,453,100
National City	\$	6,798,792
Oceanside	\$	25,742,302
Poway	\$	9,500,558
San Diego	\$	199,459,485
San Marcos	\$	9,612,549
Santee	\$	10,298,360
Solana Beach	\$	2,783,022*
Vista	\$	15,001,382
County of San Diego	\$	17,395,780
Alpine Fire Protection District	\$	3,428,390
Bonita-Sunnyside Fire PD	\$	2,625,200*
Borrego Springs Fire PD	\$	1,643,960*
Deer Springs Fire PD	\$	4,455,201
East County Fire PD	\$	1,184,674*
Julian-Cuyamaca	\$	902,087
Lakeside Fire PD	\$	14,061,203
North County Fire PD	\$	15,028,964
Pine Valley Fire PD	\$	936,439*
Rancho Santa Fe Fire PD	\$	10,250,000
Rural Fire Protection District	\$	3,489,442*
San Miguel Consolidated Fire District	\$	20,482,744
Valley Center	\$	2,900,000*
Mootamai Municipal Water District	\$	9,190*
Ramona Municipal Water District	\$	5,400,000*
Yuima Municipal Water District	\$	98,633*

San Diego County
 2008-2009
 Fire and Emergency Medical Services Funding
 (continued)
 (Sources: Fiscal Year 2007-2010 Budgets)

County Service Area 107 (Elfin Forest)	\$	337,561
County Service Area 109 (Mt. Laguna)	\$	63,147
County Service Area 110 (Palomar Mt.)	\$	106,223
County Service Area 111 (Blvd.)	\$	91,291
County Service Area 112 (Campo)	\$	68,064
County Service Area 113 (San Pasqual)	\$	101,397
<u>County Service Area 115 (Pepper Canyon)</u>	<u>\$</u>	<u>364,269</u>
TOTAL	\$	487,896,701
POPULATION		3,173,407
PER CAPITA	\$	153.75

*=estimated

Orange County
2004-2005

Fire and Emergency Medical Services Funding

(Sources: Office of the State Controller *Cities Annual Report* and *Special Districts Annual Report*;
California Department of Finance E-4 Population Estimates)

<u>JURISDICTION</u>		<u>TOTAL</u>
Anaheim	\$	42,244,817
Brea	\$	5,569,557
Costa Mesa	\$	17,376,059
Fountain Valley	\$	7,196,319
Fullerton	\$	14,079,553
Garden Grove	\$	16,184,069
Huntington Beach	\$	30,348,925
Laguna Beach	\$	6,400,251
Newport Beach	\$	28,934,460
Orange	\$	20,833,788
Santa Ana	\$	43,283,330
<u>Orange County Fire Authority</u>	\$	<u>194,497,703</u>
TOTAL	\$	426,948,831
POPULATION		3,044,980
PER CAPITA	\$	140.21

Orange County
2005-2006

Fire and Emergency Medical Services Funding

(Sources: *Cities Annual Report 2005-2006*; *Special Districts Annual Report 2005-2006*; *Counties Annual Report 2005-2006*. Office of State Controller; California Department of Finance)

<u>JURISDICTION</u>		<u>TOTAL</u>
Anaheim	\$	47,015,967
Brea	\$	8,632,032
Costa Mesa	\$	18,829,869
Fountain Valley	\$	7,622,898
Fullerton	\$	14,868,375
Garden Grove	\$	18,482,119
Huntington Beach	\$	32,702,833
Laguna Beach	\$	6,831,403
Newport Beach	\$	29,789,001
Orange	\$	22,065,949
Santa Ana	\$	43,768,899
<u>Orange County Fire Authority</u>	\$	<u>207,716,823</u>
TOTAL	\$	458,326,168
POPULATION		3,063,159
PER CAPITA	\$	149.63

Orange County
2006-2007

Fire and Emergency Medical Services Funding

(Sources: Office of State Controller *Cities Annual Report*; *Counties Annual Report*; California Department of Finance E-4 Population Estimates; Orange County Fire Authority Annual Budget)

<u>JURISDICTION</u>		<u>TOTAL</u>
Anaheim	\$	52,007,734
Brea	\$	9,194,015
Costa Mesa	\$	19,471,808
Fountain Valley	\$	8,745,952
Fullerton	\$	16,074,160
Garden Grove	\$	18,444,769
Huntington Beach	\$	35,246,426
Laguna Beach	\$	7,794,230
Newport Beach	\$	24,537,970
Orange	\$	24,475,028
Santa Ana	\$	47,789,836
<u>Orange County Fire Authority</u>	\$	<u>230,537,543</u>
TOTAL	\$	494,319,471
POPULATION		3,080,383
PER CAPITA	\$	160.47

Orange County
2007-2008

Fire and Emergency Medical Services Funding

(Sources: Fiscal Year 2007-2010 Budgets for Cities, County and Orange County Fire Authority)

<u>JURISDICTION</u>		<u>TOTAL</u>
Anaheim	\$	59,607,089
Brea	\$	9,267,780
Costa Mesa	\$	19,932,546
Fountain Valley	\$	8,054,634
Fullerton	\$	17,469,220
Garden Grove	\$	19,519,100
Huntington Beach	\$	35,142,757
Laguna Beach	\$	8,906,500
Newport Beach	\$	29,973,956
Orange	\$	25,219,306
Santa Ana	\$	50,466,465
<u>Orange County Fire Authority</u>	\$	<u>260,729,685</u>
TOTAL	\$	544,289,038
POPULATION		3,107,500
PER CAPITA	\$	175.15

Orange County
2008-2009

Fire and Emergency Medical Services Funding

(Sources: Fiscal Year 2007-2010 Budgets for Cities, County and Orange County Fire Authority)

<u>JURISDICTION</u>		<u>TOTAL</u>
Anaheim	\$	62,056,720
Brea	\$	10,711,794
Costa Mesa	\$	22,166,701
Fountain Valley	\$	10,093,129
Fullerton	\$	17,453,750
Garden Grove	\$	20,436,000
Huntington Beach	\$	35,109,641
Laguna Beach	\$	9,647,900
Newport Beach	\$	31,541,547
Orange	\$	25,939,073
Santa Ana	\$	54,027,000
<u>Orange County Fire Authority</u>	\$	<u>298,606,095</u>
TOTAL	\$	597,789,350
POPULATION		3,139,017
PER CAPITA	\$	190.44

Los Angeles County
2004-2005

Fire and Emergency Medical Services Funding

(Sources: Office of the State Controller *Cities Annual Report* and *Special Districts Annual Report*;
California Department of Finance E-4 Population Estimates; Los Angeles County Budget)

<u>JURISDICTION</u>	<u>TOTAL</u>
Alhambra	\$ 11,501,971
Arcadia	\$ 11,069,971
Avalon	\$ 1,743,660
Beverly Hills	\$ 17,942,898
Burbank	\$ 24,027,380
Compton	\$ 15,529,034
Culver City	\$ 13,218,880
Downey	\$ 13,744,643
El Segundo	\$ 8,627,157
Glendale	\$ 48,621,904
Hermosa Beach	\$ 4,145,502
La Habra Heights	\$ 1,050,419
La Verne	\$ 5,420,487
Long Beach	\$ 65,514,120
Los Angeles	\$ 686,838,631
Manhattan Beach	\$ 15,559,349
Monrovia	\$ 6,678,014
Montebello	\$ 12,345,612
Monterey Park	\$ 7,718,666
Pasadena	\$ 29,200,860
Redondo Beach	\$ 11,392,082
San Gabriel	\$ 5,489,119
San Marino	\$ 3,127,644
Santa Fe Springs	\$ 13,192,789
Santa Monica	\$ 23,198,309
Sierra Madre	did not report
South Pasadena	\$ 3,583,834
Torrance	\$ 30,520,382
Vernon	\$ 11,292,147
West Covina	\$ 15,715,116
<u>LA County Fire Department</u>	<u>\$ 725,944,672</u>
TOTAL	\$ 1,843,955,252
POPULATION	10,158,409
PER CAPITA	\$ 181.52

Los Angeles County
2005-2006

Fire and Emergency Medical Services Funding

(Sources: Office of the State Controller *Cities Annual Report* and *Special Districts Annual Report*;
California Department of Finance E-4 Population Estimates; Los Angeles County Budget)

<u>JURISDICTION</u>	<u>TOTAL</u>
Alhambra	\$ 12,603,222
Arcadia	\$ 10,820,581
Avalon	\$ 1,876,821
Beverly Hills	\$ 17,649,672
Burbank	\$ 28,094,064
Compton	\$ 13,690,447
Culver City	\$ 13,755,867
Downey	\$ 14,979,526
El Segundo	\$ 12,895,678
Glendale	\$ 47,278,287
Hermosa Beach	\$ 13,189,271
La Habra Heights	\$ 1,013,827
La Verne	\$ 6,466,583
Long Beach	\$ 75,786,107
Los Angeles	\$ 758,998,845
Manhattan Beach	\$ 15,130,152
Monrovia	\$ 7,531,025
Montebello	\$ 12,272,129
Monterey Park	\$ 8,412,044
Pasadena	\$ 30,360,673
Redondo Beach	\$ 11,690,589
San Gabriel	\$ 5,617,895
San Marino	\$ 3,299,756
Santa Fe Springs	\$ 15,041,983
Santa Monica	\$ 23,959,738
Sierra Madre	\$ 353,984
South Pasadena	\$ 3,405,247
Torrance	\$ 31,290,133
Vernon	\$ 11,084,550
West Covina	\$ 14,743,267
<u>LA County Fire Department</u>	<u>\$ 746,561,481</u>
TOTAL	\$1,969,853,444
POPULATION	10,209,201
PER CAPITA	\$ 192.95

Los Angeles County
2006-2007

Fire and Emergency Medical Services Funding

(Sources: Office of the State Controller *Cities Annual Report* and *Special Districts Annual Report*;
California Department of Finance E-4 Population Estimates; Los Angeles County Budget)

<u>JURISDICTION</u>		<u>TOTAL</u>
Alhambra	\$	12,771,141
Arcadia	\$	15,961,545
Avalon	\$	1,998,221
Beverly Hills	\$	20,630,650
Burbank	\$	28,018,569
Compton	\$	14,756,931
Culver City	\$	13,974,706
Downey	\$	15,399,501
El Segundo	\$	14,088,525
Glendale	\$	52,844,089
Hermosa Beach	\$	4,995,872
La Habra Heights	\$	1,264,282
La Verne	\$	8,634,013
Long Beach	\$	76,052,257
Los Angeles	\$	824,474,633
Manhattan Beach	\$	12,178,848
Monrovia	\$	7,432,321
Montebello	\$	12,248,073
Monterey Park	\$	8,971,303
Pasadena	\$	37,530,373
Redondo Beach	\$	12,538,496
San Gabriel	\$	5,699,029
San Marino	\$	8,124,757
Santa Fe Springs	\$	15,802,983
Santa Monica	\$	26,218,513
Sierra Madre	\$	913,280
South Pasadena	\$	3,471,483
Torrance	\$	32,816,012
Vernon	\$	11,972,897
West Covina	\$	14,533,631
<u>LA County Fire Department</u>	<u>\$</u>	<u>845,811,415</u>
TOTAL	\$	2,162,128,349
POPULATION		10,243,764
PER CAPITA	\$	211.07

*= estimated

Los Angeles County
2007-2008

Fire and Emergency Medical Services Funding

(Sources: FY 2008, 2009, and FY 2010 Budgets from various cities and County of Los Angeles; California Department of Finance E-4 Population Estimates)

<u>JURISDICTION</u>	<u>TOTAL</u>
Alhambra	\$ 12,771,141*
Arcadia	\$ 11,041,451
Avalon	\$ 1,998,221*
Beverly Hills	\$ 28,700,682
Burbank	\$ 31,472,990
Compton	\$ 14,756,931*
Culver City	\$ 14,843,708
Downey	\$ 16,834,063
El Segundo	\$ 13,295,050
Glendale	\$ 60,629,557
Hermosa Beach	\$ 5,026,489
La Habra Heights	\$ 1,213,226
La Verne	\$ 8,634,013*
Long Beach	\$ 87,840,578
Los Angeles	\$ 809,253,234
Manhattan Beach	\$ 10,888,054
Monrovia	\$ 9,009,197
Montebello	\$ 10,738,133
Monterey Park	\$ 9,875,907
Pasadena	\$ 38,192,433
Redondo Beach	\$ 15,998,925
San Gabriel	\$ 6,198,659
San Marino	\$ 3,004,825
Santa Fe Springs	\$ 15,802,983*
Santa Monica	\$ 23,055,975
Sierra Madre	\$ 1,300,245
South Pasadena	\$ 3,798,213
Torrance	\$ 34,186,358
Vernon	\$ 11,972,897*
West Covina	\$ 15,571,007
<u>LA County Fire Department</u>	<u>\$ 841,880,456</u>
TOTAL	\$ 2,169,785,601
POPULATION	10,301,658
PER CAPITA	\$ 210.62

*= estimated

Los Angeles County
2008-2009

Fire and Emergency Medical Services Funding

(Sources: FY 2008, 2009, and FY 2010 Budgets from various cities and County of Los Angeles; California Department of Finance E-4 Population Estimates)

<u>JURISDICTION</u>		<u>TOTAL</u>
Alhambra	\$	12,799,383
Arcadia	\$	11,682,196
Avalon	\$	1,998,221*
Beverly Hills	\$	31,674,164
Burbank	\$	29,316,385
Compton	\$	14,756,931*
Culver City	\$	15,858,419
Downey	\$	17,698,952
El Segundo	\$	14,613,850
Glendale	\$	58,614,324
Hermosa Beach	\$	5,526,733
La Habra Heights	\$	1,115,026
La Verne	\$	8,634,013*
Long Beach	\$	93,793,784
Los Angeles	\$	822,361,235
Manhattan Beach	\$	10,907,187
Monrovia	\$	9,614,623
Montebello	\$	10,738,133*
Monterey Park	\$	10,292,609
Pasadena	\$	40,307,173
Redondo Beach	\$	16,953,669
San Gabriel	\$	6,457,186
San Marino	\$	4,681,561
Santa Fe Springs	\$	15,802,983*
Santa Monica	\$	25,439,318
Sierra Madre	\$	1,343,942
South Pasadena	\$	3,813,930
Torrance	\$	34,591,873
Vernon	\$	11,972,897*
West Covina	\$	14,916,296
<u>LA County Fire Department</u>	<u>\$</u>	<u>925,837,000</u>
TOTAL	\$	2,284,113,996
POPULATION		10,393,185
PER CAPITA	\$	219.77

*= estimated

APPENDIX B

Staffing Improvements

NUMBER	RECOMMENDATION	REPORT	STATUS
1	Review (and if needed Revision) of Recall Procedures. Copies at DOC	CEDAR FIRE AFTER ACTION REPORT (pg. 28)	Implemented
2	Fund NWCG Qualified Status/Check in Recorders	CEDAR FIRE AFTER ACTION REPORT (pg. 28)	In Progress/Incomplete
3	Create Process to allow Recalled Personnel to Access Facilities	CEDAR FIRE AFTER ACTION REPORT (pg. 28)	Implemented
4	Change Policy on Emergency Staffing during Red Flag alerts	CEDAR FIRE AFTER ACTION REPORT (pg. 28)	Implemented
5	Add additional GIS technician to SD fire-rescue budget	OCTOBER 2007 Wildfires After Action Report, pg. 79	Ignored
6	Fund staffing and resources needs for an extended attack incident	CEDAR FIRE AFTER ACTION REPORT (pg. 16)	Ignored
7	Prepare Ballot Measure to increase TOT (2.5%) to fund improve fire protection levels	County Grand Jury "The Fire Next Time - Will We Be Ready" pg. 10	Ignored
8	Reallocate Existing funds (City of SD) and Develop New Revenues to fund Fire Safety	County Grand Jury "The Fire Next Time - Will We Be Ready" pg. 10	Ignored
9	Review Prop 172 allocations at County	County Grand Jury "The Fire Next Time - Will We Be Ready" pg. 10	Ignored

Staffing Improvements

10	Create Position of SD County Fire Commander	County Grand Jury "The Fire Next Time - Will We Be Ready" pg. 13	Ignored
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Training-Operational Changes

NUMBER	RECOMMENDATION	REPORT	STATUS
11	Train NWCG Personnel function at the command and general staff levels	CEDAR FIRE AFTER ACTION REPORT (pg. 16)	In Progress/Incomplete
12	Fund staffing and resources needs for an extended attack incident	CEDAR FIRE AFTER ACTION REPORT (pg. 16)	Ignored
13	Develop CERT program for citizen assistance	CEDAR FIRE AFTER ACTION REPORT (pg. 16)	In Progress/Incomplete
14	Fund and adequately equip DOC.	CEDAR FIRE AFTER ACTION REPORT (pg. 16 + pg. 31)	In Progress/Incomplete
15	Fund NWCG personnel to perform role as Incident Safety Officer	CEDAR FIRE AFTER ACTION REPORT (pg. 21)	Ignored
16	Train personnel in risk/benefit analysis; fatigue; personal protective equipment; span of control.	CEDAR FIRE AFTER ACTION REPORT (pg. 21)	Ignored
17	Open cab apparatus should be replaced and removed from service	CEDAR FIRE AFTER ACTION REPORT (pg. 21)	Implemented
18	Fund additional staffing and training for PIOs	CEDAR FIRE AFTER ACTION REPORT (pg. 25)	Ignored
19	Recall PIOs early in incidents	CEDAR FIRE AFTER ACTION REPORT (pg. 25)	Implemented
20	Train DOC participants in media plan	CEDAR FIRE AFTER ACTION REPORT (pg. 25)	Ignored
21	Provide for annual funding to maintain DOC	CEDAR FIRE AFTER ACTION REPORT (pg. 31)	Implemented

Training-Operational Changes

22	All personnel should be training in relevant NWCG courses	CEDAR FIRE AFTER ACTION REPORT (pg. 37)	In Progress/Incomplete
23	Train all Personnel to the I-200 Basic Incident Command System Level	CEDAR FIRE AFTER ACTION REPORT (pg. 61)	In Progress/Incomplete
24	Captains should be trained and qualified in relevant NWCG courses	CEDAR FIRE AFTER ACTION REPORT (pg. 37)	Ignored
25	Battalion Chiefs should be trained and qualified in relevant NWCG courses	CEDAR FIRE AFTER ACTION REPORT (pg. 37 & 38)	In Progress/Incomplete
26	Fund and train adequate personnel to function at all Logistics Section Unit Leader Levels.	CEDAR FIRE AFTER ACTION REPORT (pg. 43)	Ignored
27	Fund and train personnel to function as NWCG qualified Communication Unit Leaders	CEDAR FIRE AFTER ACTION REPORT (pg.52)	Ignored
28	Incorporate radio usage drills into regular In-Service Training	CEDAR FIRE AFTER ACTION REPORT (pg.52)	Implemented
29	Inform field personnel of capabilities of newly organized Fire Communications Center (FCC)	CEDAR FIRE AFTER ACTION REPORT (pg. 57)	Implemented
30	Establish telephone plan in DOC manual	CEDAR FIRE AFTER ACTION REPORT (pg. 57)	Ignored
31	Develop FCC security plans	CEDAR FIRE AFTER ACTION REPORT (pg. 57)	Ignored
32	Develop plans for rapid assigning of unit identifiers	CEDAR FIRE AFTER ACTION REPORT (pg. 57)	Ignored

Training-Operational Changes

33	Fund and train personnel at Unit Leader, Field Observers, Display Processes to function NWCG levels	CEDAR FIRE AFTER ACTION REPORT (pg. 61)	Ignored
34	Fund and Train formalized Damage Assessment Team; Include Metro Arson Strike Team	CEDAR FIRE AFTER ACTION REPORT (pg.63)	In Progress/Incomplete
35	Develop Logistics Section's Plan to include functional Supply Unit	CEDAR FIRE AFTER ACTION REPORT (pg. 66)	Implemented
36	Fund NWCG qualified finance/Administration section chief	CEDAR FIRE AFTER ACTION REPORT (pg. 68)	Ignored
37	EOC activation should identify Finance and Logistics Section Chief positions	CEDAR FIRE AFTER ACTION REPORT (pg. 69)	Implemented
38	Established Purchasing procedures, contacts and directories should be in Finance Chief's kit at the DOC.	CEDAR FIRE AFTER ACTION REPORT (pg. 69)	Unsure
39	County Executive and Department Heads to assign dedicated county staff to EOC	County of San Diego "FIRESTORMS 2003" After Action Report (pg. 11)	Implemented
40	Permanently install "E Team" in the EOC	County of San Diego "FIRESTORMS 2003" After Action Report (pg. 14)	Implemented (and upgraded below original recommendation)
41	Provide separate server for the EOC to minimize connectivity and security issues	County of San Diego "FIRESTORMS 2003" After Action Report (pg. 14)	Implemented
42	Have PIOs have wireless laptops to access Sheriff's network	County of San Diego "FIRESTORMS 2003" After Action Report (pg. 19)	Implemented
43	Open DOC in first operational period	County of San Diego "FIRESTORMS 2003" After Action Report (pg. 24)	Implemented

Training-Operational Changes

44	Messages to Media should identify critical personnel who need to report	County of San Diego "FIRESTORMS 2003" After Action Report (pg. 24)	Implemented
45	Utilize multiple communication methods to get information to hospitals	County of San Diego "FIRESTORMS 2003" After Action Report (pg. 24)	Unsure
46	Develop protocol for getting critical employees through roadblocks	County of San Diego "FIRESTORMS 2003" After Action Report (pg. 24)	Implemented
47	Utilize external triage and treatment sites; coordinate with EOC	County of San Diego "FIRESTORMS 2003" After Action Report (pg. 24)	Implemented
48	Uniform definition for staffed and non-staffed beds	County of San Diego "FIRESTORMS 2003" After Action Report (pg. 24)	Unsure
49	Provide for caches of pharmacy supplies in isolated/rural health care facilities used as shelters	County of San Diego "FIRESTORMS 2003" After Action Report (pg. 24)	Unsure
50	Develop evacuation plans and decision making protocols (mental health services)	County of San Diego "FIRESTORMS 2003" After Action Report (pg. 26)	In Progress/Incomplete
51	Form and train disaster coordination support teams	County of San Diego "FIRESTORMS 2003" After Action Report (pg. 26)	Unsure
52	Educate animal owners on how to move animals in emergencies and value of micro-chipping	County of San Diego "FIRESTORMS 2003" After Action Report (pg. 29)	Implemented
53	Provide additional EOC/SEM training to County's DPW staff	County of San Diego "FIRESTORMS 2003" After Action Report (pg. 31)	Implemented

Training-Operational Changes

54	Provide written contingency plan at EOC positions for possible threat to EOC	County of San Diego "FIRESTORMS 2003" After Action Report (pg. 31)	Unsure
55	Conduct analysis of Damage Assessment Report to better understand common factors leading to loss	County of San Diego "FIRESTORMS 2003" After Action Report (pg.33)	Unsure
56	More proactive actions by homeowners for creating defensible space	County of San Diego "FIRESTORMS 2003" After Action Report (pg.34)	In Progress/Incomplete
57	Provide Network Access and training on software used in EOC	County of San Diego "FIRESTORMS 2003" After Action Report (pg. 34)	Implemented
58	Cross train staff so as to conduct as many on scene medical examiner tasks as possible	County of San Diego "FIRESTORMS 2003" After Action Report (pg. 37)	Unsure
59	Organize so ME staff can continue to carry out every day functions during emergency event	County of San Diego "FIRESTORMS 2003" After Action Report (pg. 37)	Unsure
60	Conduct "mass fatality" exercises	County of San Diego "FIRESTORMS 2003" After Action Report (pg. 37)	Implemented
61	Increase monitoring and numbers of shelter volunteers	County of San Diego "FIRESTORMS 2003" After Action Report (pg. 39)	Implemented
62	Increase number of trained shelter managers	County of San Diego "FIRESTORMS 2003" After Action Report (pg. 39)	Unsure
63	Increase Red Cross nursing capabilities	County of San Diego "FIRESTORMS 2003" After Action Report (pg. 39)	Unsure

Training-Operational Changes

64	Develop and distribute demobilization checklists to EOC staff that are leaving	County of San Diego "FIRESTORMS 2003" After Action Report (pg.43-44)	Unsure
65	Design and install permanent status boards	County of San Diego "FIRESTORMS 2003" After Action Report (pg.43)	Implemented
66	Fund permanent staffing of GIS and IT support positions in the Technical support unit.	County of San Diego "FIRESTORMS 2003" After Action Report (pg.43)	Implemented
67	Purchasing and Contracting buyers to attend FEMA class on accounting and reimbursements	County of San Diego "FIRESTORMS 2003" After Action Report (pg. 45)	In Progress/Incomplete
68	Modify the EOC layout to put logistics closer to finance	County of San Diego "FIRESTORMS 2003" After Action Report (pg.43-48)	Unsure
69	Minimum one additional Group finance director trained in EOC procedures	County of San Diego "FIRESTORMS 2003" After Action Report (pg.43-48)	Unsure
70	Establish JPA for a long-term regional approach to fire training by shared training staff and at geographically convenient facilities	San Diego Regional Fire Safety Forum (pg. 12)	In Progress/Incomplete
71	Consolidating public education efforts into region wide effort to cut costs and increase effectiveness	San Diego Regional Fire Safety Forum (pg. 15)	In Progress/Incomplete
72	Establish San Diego County Multi-Agency Coordination System	San Diego Regional Fire Safety Forum (issue 4)	Ignored

Training-Operational Changes

73	Continue Training to maximize performance of AlertSanDiego and Reverse 911	OCTOBER 2007 Wildfires After Action Report, pg. 78	Implemented
74	Train all City and neighboring jurisdictions in helicopter ground fill operations	OCTOBER 2007 Wildfires After Action Report, pg. 78	Implemented
75	Consider dropping gel products form Air operations division on structures that are likely to ignite	OCTOBER 2007 Wildfires After Action Report, pg. 78	In Progress/Incomplete
76	Availability of military assets needs to be established early in incident	OCTOBER 2007 Wildfires After Action Report, pg. 79	In Progress/Incomplete
77	Process for requesting military air assets needs improvement	OCTOBER 2007 Wildfires After Action Report, pg. 79	Implemented
78	Full IMT needs to be activate when it can be reasonably anticipated incident will last past initial attack	OCTOBER 2007 Wildfires After Action Report, pg. 79	In Progress/Incomplete
79	Medical Unit Leader added to IMT	OCTOBER 2007 Wildfires After Action Report, pg. 79	Unsure
80	Recover liaison Position added to IMT	OCTOBER 2007 Wildfires After Action Report, pg. 79	Unsure
81	Volunteer Management Positions added to EOC	OCTOBER 2007 Wildfires After Action Report, pg. 79	Implemented
82	Donations management positions should be added to the EOC	OCTOBER 2007 Wildfires After Action Report, pg. 79	Unsure

Training-Operational Changes

83	Additional Incident Command System training for personnel	OCTOBER 2007 Wildfires After Action Report, pg. 79	In Progress/Incomplete
84	If safe, apparatus should be fully staffed beyond normal 4 man crew	OCTOBER 2007 Wildfires After Action Report, pg. 79	In Progress/Incomplete
85	Continue FOBS on incidents and have the trained and certified FOBS train other firefighters for position	OCTOBER 2007 Wildfires After Action Report, pg. 79	Implemented
86	Train all firefighters in both "bump and run" and "anchor and hold" tactics	OCTOBER 2007 Wildfires After Action Report, pg. 80	Implemented
87	Register evacuees and establish logistical plan immediately upon determining a shelter site	OCTOBER 2007 Wildfires After Action Report, pg. 80	Unsure
88	Emergency Planning and Preparedness program should be developed for the under represented communities within the City	OCTOBER 2007 Wildfires After Action Report, pg. 80	Ignored
89	City's Director of Communications should serve as the lead PIO	OCTOBER 2007 Wildfires After Action Report, pg. 80	Implemented
90	City personnel to receive additional media relations training to improve performance and departmental expectations	OCTOBER 2007 Wildfires After Action Report, pg. 81	Ignored

Training-Operational Changes

91	(Consider) assigning individual structure protection groups their own tactical challenge vs. managing all assigned units on branch channel	OCTOBER 2007 Wildfires After Action Report, pg. 81	Unsure
92	Train first responders on the use of mutual aid radio channels and radio interoperability	OCTOBER 2007 Wildfires After Action Report, pg. 81	In Progress/Incomplete
93	Where under direction of CAL FIRE/USFS train strike team leaders to use only assigned frequency when on fire line	OCTOBER 2007 Wildfires After Action Report, pg. 81	Implemented
94	Mapping location of critical radio communication infrastructure and providing information to incident commanders	OCTOBER 2007 Wildfires After Action Report, pg. 81	Unsure
95	Clarify department policies on When/how Communication unit will be deployed/utilized	OCTOBER 2007 Wildfires After Action Report, pg. 81	Unsure
96	Procedures added to PIO checklist to ensure information flows to CAPS supervisor and to 2-1-1 in order to assure the most accurate info provided to public	OCTOBER 2007 Wildfires After Action Report, pg. 81	Unsure

Training-Operational Changes

97	Train GIS Technicians regarding potential computer network conditions to ensure continual mapping support	OCTOBER 2007 Wildfires After Action Report, pg. 82	Implemented
98	Further develop and expand City ability to conduct Donations Management including refining role and responsibility at EOC	OCTOBER 2007 Wildfires After Action Report, pg. 82	Unsure
99	Develop policies and training to establish requirement of City employees during disasters in their role as Disaster Service Workers	OCTOBER 2007 Wildfires After Action Report, pg. 82	In Progress/Incomplete
100	Volunteer Coordinator permanent position on EOC roster	OCTOBER 2007 Wildfires After Action Report, pg. 82	Implemented
101	Strengthen process of requesting volunteer management resources during a crisis	OCTOBER 2007 Wildfires After Action Report, pg. 83	In Progress/Incomplete
102	Plan for early implementation of the Emergency dispatch protocol during a large event	OCTOBER 2007 Wildfires After Action Report, pg. 83	Unsure
103	Single Resource communication roles should be ordered when order a communication van rather than recruiting other staff	OCTOBER 2007 Wildfires After Action Report, pg. 83	Unsure
104	Additional training to get to 3 deep	OCTOBER 2007 Wildfires After Action Report, pg. 83	Ignored

Training-Operational Changes

105	Additional personnel at Battalion chief and captain ranks to be trained as strike team leaders. Completion of course work should be set as minimal qualification for promotion	OCTOBER 2007 Wildfires After Action Report, pg. 83	In Progress/Incomplete
106	Code training for all City staff responsible for interpreting/enforcing City Brush Management Regulations	OCTOBER 2007 Wildfires After Action Report, pg. 83	Ignored
107	Fully Trained CICCS or NWCG safety officers must be assigned to the incident management team	OCTOBER 2007 Wildfires After Action Report, pg. 83	In Progress/Incomplete
108	Funding plan to increase number of fully trained safety officers to ensure adequate numbers are available to provide this critical focus on safety during large-scale incidents	OCTOBER 2007 Wildfires After Action Report, pg. 83	Ignored
109	Crew/Position Rotation plan developed in advance for incidents that extend beyond initial attack operation	OCTOBER 2007 Wildfires After Action Report, pg. 84	Unsure
110	Aids/trainees must be provided to all strike team leaders	OCTOBER 2007 Wildfires After Action Report, pg. 84	Ignored

Training-Operational Changes

111	Train Civilians as part of a newly formed San Diego Fire Corp	Regional Fire Safety Forum; Issue #2	Ignored
112	Train all public agency personnel on proper use of mutual aid channels and how to "patch" radio frequencies	San Diego Regional Fire Prevention and Emergency Preparedness Taskforce, pg. 63	Implemented
113	Conduct Quarterly mock DOC activation drills	San Diego Regional Fire Prevention and Emergency Preparedness Taskforce, pg. 63	Ignored

Administrative Policy

NUMBER	RECOMMENDATION	REPORT	STATUS
114	Develop an EOC Activation Binder	County of San Diego "FIRESTORMS 2003" After Action Report (pg.11)	Implemented
115	Complete configuration of CASS to allow in notifying County Staff	County of San Diego "FIRESTORMS 2003" After Action Report (pg.11)	Implemented
116	Establish formal EOC check-in procedures to avoid confusion	County of San Diego "FIRESTORMS 2003" After Action Report (pg.11)	Implemented
117	All county departments establish current call-back lists	County of San Diego "FIRESTORMS 2003" After Action Report (pg.11)	Implemented
118	Consider use of temporary access cards for EOC assigned staff	County of San Diego "FIRESTORMS 2003" After Action Report (pg.12)	Unsure
119	Improve EOC parking	County of San Diego "FIRESTORMS 2003" After Action Report (pg.12)	In Progress/Incomplete
120	Provide Sherriff Watch Commander with list of authorized EOC staff	County of San Diego "FIRESTORMS 2003" After Action Report (pg.12)	Unsure
121	Request assistance from Sheriff or Probation Departments in staffing EOC front desk.	County of San Diego "FIRESTORMS 2003" After Action Report (pg.12)	Unsure
122	Control traffic into the EOC	County of San Diego "FIRESTORMS 2003" After Action Report (pg.18)	Unsure
123	Review composition (as of 2003) of Policy Group outlined in County Emergency Plan to determine if revisions needed	County of San Diego "FIRESTORMS 2003" After Action Report (pg.18)	Implemented

Administrative Policy

124	Recode ID badges to allow access to EOC	County of San Diego "FIRESTORMS 2003" After Action Report (pg.19)	Implemented
125	Move DMPR out of Policy Room	County of San Diego "FIRESTORMS 2003" After Action Report (pg.19)	Unsure
126	Have CTO and County IT provider assign full time Webmaster to EOC for incidents	County of San Diego "FIRESTORMS 2003" After Action Report (pg.19)	Implemented
127	Have DMPR assign liaison to work with Board and Cao to provide information	County of San Diego "FIRESTORMS 2003" After Action Report (pg.19)	Implemented
128	Develop protocol for Mental Health contractors to contact MHS administrator with program status in disaster event	County of San Diego "FIRESTORMS 2003" After Action Report (pg.25)	Unsure
129	Maintain emergency contact numbers for contract agency corporate administrations	County of San Diego "FIRESTORMS 2003" After Action Report (pg.25)	Implemented
130	Update phone trees every 3-6 months (mental health area)	County of San Diego "FIRESTORMS 2003" After Action Report (pg.25)	Unsure
131	Develop immediate response task checklist	County of San Diego "FIRESTORMS 2003" After Action Report (pg.25)	Implemented
132	Consider formal integration of other agency teams into Mental Health, such as Public Health Nurses	County of San Diego "FIRESTORMS 2003" After Action Report (pg.26)	Unsure

Administrative Policy

133	Have protective masks, shirts and jackets available with County of SD logos	County of San Diego "FIRESTORMS 2003" After Action Report (pg.26)	In Progress/Incomplete
134	Check in procedure to have IT component	County of San Diego "FIRESTORMS 2003" After Action Report (pg.27)	Unsure
135	Written procedure for how EOC responders can access county e-mail system	County of San Diego "FIRESTORMS 2003" After Action Report (pg.31)	Implemented
136	ME to maintain phone tree that resulted from CEDAR fire	County of San Diego "FIRESTORMS 2003" After Action Report (pg.37)	Unsure
137	Revise Annex F (M.E. operations) to county's emergency plan	County of San Diego "FIRESTORMS 2003" After Action Report (pg.37)	Implemented
138	Notify Park & Rec prior to establishing relief centers in their facilities	County of San Diego "FIRESTORMS 2003" After Action Report (pg.39)	Implemented
139	Encourage designation of P&R facilities as shelters in future emergencies	County of San Diego "FIRESTORMS 2003" After Action Report (pg.39)	Implemented
140	Prepare and volunteer and donations management plan.	County of San Diego "FIRESTORMS 2003" After Action Report (pg.39)	Implemented
141	Establish number for County workers to call regarding return to work	County of San Diego "FIRESTORMS 2003" After Action Report (pg.40)	Implemented
142	Assign seating and provide nametags to utility (SDG&E)	County of San Diego "FIRESTORMS 2003" After Action Report (pg.41)	Implemented

Administrative Policy

143	Develop procedures to track procurement & allocation of resources	County of San Diego "FIRESTORMS 2003" After Action Report (pg.45)	Implemented
144	Develop form/email form for capturing requisitions (who, why, where, etc)	County of San Diego "FIRESTORMS 2003" After Action Report (pg.45)	Implemented
145	Field staff to communicate through Chain of command to P&C	County of San Diego "FIRESTORMS 2003" After Action Report (pg.45)	Unsure
146	Develop protocols for emergency use of P cards	County of San Diego "FIRESTORMS 2003" After Action Report (pg.45)	Unsure
147	Develop County Point of Contact for offered donations of supplies	County of San Diego "FIRESTORMS 2003" After Action Report (pg.45)	Implemented
148	Develop procedures for pick up and return of materials from LACs	County of San Diego "FIRESTORMS 2003" After Action Report (pg.45)	Unsure
149	Identify Fleet resources and drivers for distributing supplies	County of San Diego "FIRESTORMS 2003" After Action Report (pg.45)	Implemented
150	Obtain CAL FIRE Blue Book of contracts to facilitate P&C during incident	County of San Diego "FIRESTORMS 2003" After Action Report (pg.45)	Unsure
151	Process for utilizing County HR to provide staffing needs to be formalized and documented.	County of San Diego "FIRESTORMS 2003" After Action Report (pg.45)	Unsure
152	Update General Services Vendor List	County of San Diego "FIRESTORMS 2003" After Action Report (pg.46)	Unsure

Administrative Policy

153	Inventory stockpiled equipment and materials	County of San Diego "FIRESTORMS 2003" After Action Report (pg.46)	Implemented
154	Identify Delivery vehicles	County of San Diego "FIRESTORMS 2003" After Action Report (pg.46)	Unsure
155	Develop method to document all assets moved to response sites	County of San Diego "FIRESTORMS 2003" After Action Report (pg.46)	Unsure
156	Identify method to contact vendors after hours	County of San Diego "FIRESTORMS 2003" After Action Report (pg.46)	Unsure
157	Update General Services call back roster	County of San Diego "FIRESTORMS 2003" After Action Report (pg.46)	Implemented
158	Development General Services staffing plan	County of San Diego "FIRESTORMS 2003" After Action Report (pg.46)	Implemented
159	Improve accounts payable process	County of San Diego "FIRESTORMS 2003" After Action Report (pg.48)	Unsure
160	Establish activity codes and time codes for use in disasters	County of San Diego "FIRESTORMS 2003" After Action Report (pg.48)	Unsure
161	Establish activity codes and time codes for use in disaster drills/exercises	County of San Diego "FIRESTORMS 2003" After Action Report (pg.48)	Unsure

Administrative Policy

162	Determine true economic costs of different fire protection levels that could be feasibly implemented and education public about the advantages of increasing protection	San Diego Fire Safety Forum (issue #11)	In Progress/Incomplete
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Facilities & Equipment Improv.

NUMBER	RECOMMENDATION	REPORT	STATUS
163	Apparatus Inventory reviewed and updated for fighting wildland/urban interface fires	CEDAR FIRE AFTER ACTION REPORT (pg. 38)	In Progress/Incomplete
164	Fund and complete Strike team Leader kits for all battalion chiefs	CEDAR FIRE AFTER ACTION REPORT (pg. 38)	Implemented
165	Fund strike team engine kits for all apparatus	CEDAR FIRE AFTER ACTION REPORT (pg. 38)	Implemented
166	Fund Logistics Section Chief kits to be stored at DOC	CEDAR FIRE AFTER ACTION REPORT (pg.43)	Implemented
167	Purchase sufficient supply of web gear, fire shelters and other basic equipment to support incident of similar magnitude	CEDAR FIRE AFTER ACTION REPORT (pg.43)	In Progress/Incomplete
168	Develop logistical plan for storage at DOC	CEDAR FIRE AFTER ACTION REPORT (pg.43)	Ignored
169	Firefighters should prepare for minimal logistical support for first 24 hours. Strike team bags should be provided to all personnel	CEDAR FIRE AFTER ACTION REPORT (pg.43)	Implemented
170	All Battalion and Deputy Chiefs should be issued a credit card for necessary first responder support	CEDAR FIRE AFTER ACTION REPORT (pg.43)	In Progress/Incomplete (No policy developed)
171	Review SDFD's fleet and ascertain adequacy	CEDAR FIRE AFTER ACTION REPORT (pg.48)	Implemented

Facilities & Equipment Improv.

172	Review storeroom inventory	CEDAR FIRE AFTER ACTION REPORT (pg.48)	In Progress/Incomplete
173	Through attrition replace staff sedans with command SUVs	CEDAR FIRE AFTER ACTION REPORT (pg.48)	In Progress/Incomplete
174	Review SDFD's water application capabilities to determine new apparatus requirements	CEDAR FIRE AFTER ACTION REPORT (pg.48)	In Progress/Incomplete
175	Funding to meet ongoing apparatus replacement program; appropriate staffing at repair facility; repair facility expansion.	CEDAR FIRE AFTER ACTION REPORT (pg.48)	In Progress/Incomplete
176	Fund purchase of portable radio accessories	CEDAR FIRE AFTER ACTION REPORT (pg.52)	Implemented
177	Fund Development of Fire Communications Center	CEDAR FIRE AFTER ACTION REPORT (pg.57)	Ignored
178	Fund development of Planning Section Chiefs kit to be stored at DOC	CEDAR FIRE AFTER ACTION REPORT (pg.61)	Implemented
179	Fund procurement of necessary planning section equipment at DOC	CEDAR FIRE AFTER ACTION REPORT (pg.61)	Implemented
180	Incorporate and Utilize demobilization plan for all reimbursable incidents	CEDAR FIRE AFTER ACTION REPORT (pg.61)	Ignored
181	Fund and Develop DOC that does not disrupt daily functioning of EMS dispatching	CEDAR FIRE AFTER ACTION REPORT (pg.66)	N/A (combined into FCC)

Facilities & Equipment Improv.

182	Fund Copter One and Develop standard response criteria for City portion of regional Fire-Rescue helicopter program	CEDAR FIRE AFTER ACTION REPORT (pg.73)	Implemented
183	Improve EOC telephone system to provide for messaging capabilities	County of San Diego "FIRESTORMS 2003" After Action Report (pg.15)	Implemented
184	Improve EOC sound system	County of San Diego "FIRESTORMS 2003" After Action Report (pg.15)	Implemented
185	Provide filtered air system for the EOC	County of San Diego "FIRESTORMS 2003" After Action Report (pg.15)	Implemented
186	Provide copier in or adjacent to EOC	County of San Diego "FIRESTORMS 2003" After Action Report (pg.15)	Implemented
187	Provide private location for conference calls	County of San Diego "FIRESTORMS 2003" After Action Report (pg.15)	Implemented
188	Provide Laptops for Policy Group at EOC	County of San Diego "FIRESTORMS 2003" After Action Report (pg.18)	Implemented
189	Review notification of public process, procedures, and systems and improve if needed	County of San Diego "FIRESTORMS 2003" After Action Report (pg.20)	Implemented (Reverse 911 still not fully implemented for non-English speakers)
190	Provide Trained county employee to be the EOC's representative at the Incident Command Post	County of San Diego "FIRESTORMS 2003" After Action Report (pg.21)	Unsure
191	Issue satellite phones (MHS) for use in rural areas	County of San Diego "FIRESTORMS 2003" After Action Report (pg.25)	Implemented

Facilities & Equipment Improv.

192	Issue vests to ID staff' magnetic signs to mark private cars	County of San Diego "FIRESTORMS 2003" After Action Report (pg.25)	In Progress/Incomplete
193	Provide mobile home for counseling team use while in rural areas	County of San Diego "FIRESTORMS 2003" After Action Report (pg.25)	Unsure
194	Seek additional 800 megahertz capability for Dept. Animal Services for use in emergency	County of San Diego "FIRESTORMS 2003" After Action Report (pg.29)	Unsure
195	Get more 800 Mhz radio coverage of county	County of San Diego "FIRESTORMS 2003" After Action Report (pg.31)	Implemented
196	Provide dedicated GIS workstation in EOC	County of San Diego "FIRESTORMS 2003" After Action Report (pg.31)	Implemented
197	Increase workspace at each EOC workstation	County of San Diego "FIRESTORMS 2003" After Action Report (pg.31)	Implemented
198	Provide additional radios to Damage Assessment Team Leaders	County of San Diego "FIRESTORMS 2003" After Action Report (pg.34)	Implemented
199	Obtain adequate wireless communications and field teleforensic capabilities (ME office)	County of San Diego "FIRESTORMS 2003" After Action Report (pg.37)	Unsure
200	Identify transport for multiple casualties that could also function as temporary morgue	County of San Diego "FIRESTORMS 2003" After Action Report (pg.37)	Unsure

Facilities & Equipment Improv.

201	Acquire mini-command center (ME office)	County of San Diego "FIRESTORMS 2003" After Action Report (pg.37)	In Progress/Incomplete
202	Identify viable alternatives to ME's Facility	County of San Diego "FIRESTORMS 2003" After Action Report (pg.37)	Unsure
203	Stock shovels, goggles, respirators, etc. in every vehicle	County of San Diego "FIRESTORMS 2003" After Action Report (pg.37)	Unsure
204	Improve system of replacing urgent medications	County of San Diego "FIRESTORMS 2003" After Action Report (pg.39)	Unsure
205	Have alternative site for EOC in case of damage or risk to current site. Refurbish current building for safer operations during fire	County of San Diego "FIRESTORMS 2003" After Action Report (pg.40)	Implemented
206	Increase region's firefighting and structure protection capabilities during first 48 hours of firestorm	Regional Fire Safety Committee (pg. 4)	In Progress/Incomplete
207	Obtain infrared imagery of fire perimeter as soon as possible during Santa Ana wind event	Regional Fire Safety Committee (pg. 4)	Unsure
208	Contract for Recommended Aircraft during Summer Fire Season	Regional Fire Safety Committee (pg. 10)	Ignored (post 2008)
209	Purchasing 3 additional Bell 412 EP helicopters to ensure 4 copters immediately available in case of fire; Provide adequate staffing for operation/maintenance	Regional Fire Safety Committee (pg. 11). Also see Issue #6 Fire Safety Forum	Implemented

Facilities & Equipment Improv.

210	Invest in regional communication backbone in anticipate of 2014 end to Motorola's support of the existing technology used by City/County	Regional Fire Safety Committee (pg. 13)	In Progress/Incomplete
211	Purchase of 50 apparatus to be assigned to existing departments and used only in SD county.	Fire safety forum issue #4. Also 2007 City AAR	Ignored
212	City to have reserve apparatus at 1-to-1 ratio	Fire Safety Forum	In Progress/Incomplete
213	Equip and staff City of San Diego Light Helicopter so it can be used as an Airborne GIS platform similar to system a LAFD	Fire Safety Forum issue #6	Ignored
214	Develop funding plan for Homeowner Pretreatment Kits	Fire Safety Forum Issue #7	Ignored
215	SDFD to develop "surge" capacity to fight fire through additional ground and aerial equipment	OCTOBER 2007 Wildfires After Action Report, pg. 78	In Progress/In Complete
216	Purchase additional Radios (2007)	OCTOBER 2007 Wildfires After Action Report, pg. 78	In Progress/Incomplete
217	Purchase current Thomas Brothers map books for those who don't use database/have access to computer	OCTOBER 2007 Wildfires After Action Report, pg. 78	Unsure

Facilities & Equipment Improv.

218	Purchase adapters, batteries, and chargers at each Operations Center and ICC for all types of City cell phones	OCTOBER 2007 Wildfires After Action Report, pg. 78	Implemented
219	Provide logistical trailer	OCTOBER 2007 Wildfires After Action Report, pg. 78	Ignored
220	Maintain large cache of spare hose both at Fire Station 20 and in the fire stations	OCTOBER 2007 Wildfires After Action Report, pg. 78	Unsure
221	Increase number of City fire/rescue medium-lift helicopters	OCTOBER 2007 Wildfires After Action Report, pg. 78	Implemented (1 only)
222	Equip one Helicopter with state-of-art equipment to provide enhance situational information for County and City EOC	OCTOBER 2007 Wildfires After Action Report, pg. 78	Implemented
223	Consider including redlines and foam pro systems in future fire engine specs	OCTOBER 2007 Wildfires After Action Report, pg. 80	Implemented
224	Develop ability at the MDC to clearly separate out and display critical dispatches such as those involving rescue situations from all other non-critical information	OCTOBER 2007 Wildfires After Action Report, pg. 81	Unsure
225	Ensure cache of batteries at all camp and staging locations	OCTOBER 2007 Wildfires After Action Report, pg. 81	Unsure

Facilities & Equipment Improv.

226	The "stop-gap" equipment assembled should be model for tow kits that 3Cs should have available	OCTOBER 2007 Wildfires After Action Report, pg. 82	Ignored
227	Improve receive sites on the network, either by installing more sites or utilizing more directional antennas	OCTOBER 2007 Wildfires After Action Report, pg. 82	Unsure
228	Expand the Existing EMS DOC into a Medical Operations Center	San Diego Regional Fire Prevention and Emergency Preparedness Task Force, pg. 63	Ignored

Leg Building Codes Chaparral

NUMBER	RECOMMENDATION	REPORT	STATUS
229	Upgrade Fire Building Codes (City)	Multiple Reports	Implemented
230	Upgrade Fire Building Codes (County)	Multiple Reports	Implemented
231	Develop a Comprehensive regional Master Fuel Management Plan	Regional Fire Protection Committee pg. 4	In Progress/Incomplete
232	Countywide suggested guidelines for planning and development.	Regional Fire Protection Committee pg. 14	In Progress/Incomplete
233	Consolidate Agencies as per Phase I of LAFCO report	County Grand Jury "The Fire Next Time - Will We Be Ready" pg. 13	In Progress/Incomplete
234	Adopt Emergency care and sheltering plan for City of San Diego	County Grand Jury "The Fire Next Time - Will We Be Ready" pg. 16	In Progress/Incomplete
235	Increase City of San Diego staffing/ Funding for Brush Clearance	County Grand Jury "The Fire Next Time - Will We Be Ready" pg. 6	Implemented
236	Use Camp Crews to assist in Clearance	County Grand Jury "The Fire Next Time - Will We Be Ready" pg. 6	Ignored
237	Create and Fund Regional Fire Department	Regional Fire Safety Forum (Issue #1; Solutions 1&2)	In Progress/Incomplete
238	Implement Standard of Coverage	Regional Fire Safety Forum (Issue #1; Solutions 3)	In Progress/Incomplete
239	Develop City/County Ongoing dialogue on Fire safety strengths and weaknesses	Regional Fire Safety Forum (Issue #1; Solutions 4)	In Progress/Incomplete

Leg Building Codes Chaparral

240	Upgrade land use requirements	Regional Fire Safety Forum (Issue #3 & 5)	In Progress/Incomplete
241	Conclude agreements with Marine and Navy for early use of aerial assets	Regional Fire Safety Forum (Issue #6))	Implemented
242	Regionalization Study	Regional Fire Safety Forum (Issue #8)	In Progress/Incomplete
243	Add additional Brush management inspectors with a regional approach to brush management in the SDFD Tactical Plan	OCTOBER 2007 Wildfires After Action Report, pg.79	In Progress/Incomplete
244	All San Diego Jurisdictions that have urban-wildland interface to adopt code to specifically address construction and fuel clearance issues. ICC 2003 Edition as baseline framework	San Diego Regional Fire Prevention and Emergency Preparedness Taskforce, pg. 70	Implemented
245	100 foot clearance standard for fuel clearance taken to legislative bodies for all jurisdictions with UWI for adoption	San Diego Regional Fire Prevention and Emergency Preparedness Taskforce, pg. 72	Implemented
246	All jurisdictions with UWI to require all conservation areas to be included in a fire management plan.	San Diego Regional Fire Prevention and Emergency Preparedness Taskforce, pg. 72	In Progress/Incomplete

Multi-Jurisdictional Changes

NUMBER	RECOMMENDATION	REPORT	STATUS
247	Develop Countywide Media workshop/drill in 2004 to ensure readiness	CEDAR FIRE AFTER ACTION REPORT (pg.25)	Implemented
248	Develop Policy to utilize recently retired command staff to act as PIO/fire subject matter experts	CEDAR FIRE AFTER ACTION REPORT (pg. 25)	Ignored
249	Study need for County Medical Operations Center to address concerns from County Annex D plan	CEDAR FIRE AFTER ACTION REPORT (pg. 66)	Unsure
250	Develop Central ops center for coordination of Ambulance resources	CEDAR FIRE AFTER ACTION REPORT (pg. 66)	Implemented
251	Develop and review capability of local military air resources	CEDAR FIRE AFTER ACTION REPORT (pg.73)	In Progress/Incomplete
252	Develop plan to establish fleet of three fire rescue helicopters in regional program	CEDAR FIRE AFTER ACTION REPORT (pg. 73)	Implemented (but not regional)
253	Continue to participate in regional helicopter working groups.	CEDAR FIRE AFTER ACTION REPORT (pg. 73)	Ignored
254	DMPR to work with counterparts to coordinate information releases	County of San Diego "FIRESTORMS 2003" After Action Report (pg.19)	Implemented
255	Work with CDF and other to ensure there is a fire services representative in the EOC	County of San Diego "FIRESTORMS 2003" After Action Report (pg.21)	Implemented

Multi-Jurisdictional Changes

256	Use E-Team, JIC, and PIO network to improve communication	County of San Diego "FIRESTORMS 2003" After Action Report (pg.24)	Implemented (and improved)
257	County-City to work to identify authorize shelters and redeploy medical assets to them	County of San Diego "FIRESTORMS 2003" After Action Report (pg.24)	Implemented
258	Encourage Hospitals to contract with local preschools to import daycare to hospitals during disaster,	County of San Diego "FIRESTORMS 2003" After Action Report (pg.24)	Unsure
259	Educate healthcare providers regarding need for early request to DOC/EOC for supplies in emergency	County of San Diego "FIRESTORMS 2003" After Action Report (pg.24)	Unsure
260	Inventory special needs populations at hospitals and have evacuation plan in place	County of San Diego "FIRESTORMS 2003" After Action Report (pg.24)	Unsure
261	Work with Home health agencies and fire departments to identify and recognize special needs patients	County of San Diego "FIRESTORMS 2003" After Action Report (pg.24)	Unsure
262	Train and provide knowledgeable liaison with external agencies such as NOVA	County of San Diego "FIRESTORMS 2003" After Action Report (pg.25)	Unsure
263	San Diego VOAD to improve paging and call-down system	County of San Diego "FIRESTORMS 2003" After Action Report (pg.39)	Implemented

Multi-Jurisdictional Changes

264	Improve level of interaction with FEMA voluntary agency liaisons	County of San Diego "FIRESTORMS 2003" After Action Report (pg.39)	Unsure
265	Work with state and fed to better access satellite image data	County of San Diego "FIRESTORMS 2003" After Action Report (pg.43)	Unsure
266	A trained city PIO should report to the JIC and coordinate with City EOC whenever a large incident occurs	2007 Wildfires After Action Reports, pg. 81	Implemented
267	Joint, interagency refueling of emergency generators during an emergency event such as a firestorm	2007 Wildfires After Action Reports, pg. 81	Unsure
268	Coordinate with Regional GIS groups to establish regional mapping protocols	2007 Wildfires After Action Reports, pg. 82	Implemented
269	Provide mutual liaisons between the City and OA EOCs during a major incident	2007 Wildfires After Action Reports, pg. 82	Unsure
270	Coordinate with the OA and develop tracking database and make available to all area EOCs	2007 Wildfires After Action Reports, pg. 82	Implemented
271	Improve Medical Coordination between County and City EMS	2007 Wildfires After Action Reports, pg. 83	Unsure

Multi-Jurisdictional Changes

272	County OES to develop standardized languages for the universal message of self-reliance and distribute to all appropriate agencies	San Diego Regional Fire Prevention and Emergency Preparedness Taskforce, pg. 58	Implemented
273	Implementation of yearly preparedness academy hosted by ARC based on the Orange County Model	San Diego Regional Fire Prevention and Emergency Preparedness Taskforce, pg. 58	Implemented
274	OES to develop two-tier Media Alert System	San Diego Regional Fire Prevention and Emergency Preparedness Taskforce, pg. 59	Implemented
275	Sheriff's Department to establish streamlined process for informing media	San Diego Regional Fire Prevention and Emergency Preparedness Taskforce, pg. 59	Implemented
276	OES funding to install direct phone line	San Diego Regional Fire Prevention and Emergency Preparedness Taskforce, pg. 59	Implemented
277	OES to test EAS message system	San Diego Regional Fire Prevention and Emergency Preparedness Taskforce, pg. 59	Implemented
278	FIRESCOPE create within Fire Incident Command System Formal law enforcement liaison to help with evacuations	San Diego Regional Fire Prevention and Emergency Preparedness Taskforce, pg. 60	Unsure
279	Sheriff's Department to adopt the Solana Beach model for evacuation planning	San Diego Regional Fire Prevention and Emergency Preparedness Taskforce, pg. 60	Implemented

Multi-Jurisdictional Changes

280	Form Countywide Law Enforcement Evacuation Planning Committee	San Diego Regional Fire Prevention and Emergency Preparedness Taskforce, pg. 61	In Progress/Incomplete
281	Sheriff to acquire web-based/GIS-based technology to assist with evacuation planning and implementation	San Diego Regional Fire Prevention and Emergency Preparedness Taskforce, pg. 61	In Progress/Incomplete
282	Form Technology Committee to prioritize technology needs in the San Diego Region	San Diego Regional Fire Prevention and Emergency Preparedness Taskforce, pg. 61	Implemented
283	Establish law enforcement and fire evacuation and response training countywide	San Diego Regional Fire Prevention and Emergency Preparedness Taskforce, pg. 61	In Progress/Incomplete
284	SANDAG to spearhead training of government employees and elected officials in various command systems (ICS, SEMS, NIMS)	San Diego Regional Fire Prevention and Emergency Preparedness Taskforce, pg. 62	Ignored
285	Unified Disaster Council to identify funding for wild-fire specific" drills and conduct full scale exercise drill	San Diego Regional Fire Prevention and Emergency Preparedness Taskforce, pg. 62	Ignored
286	Law Enforcement Action Network to establish committee to allow public safety agencies in San Diego County to readily communicate with one another during multi-agency responses	San Diego Regional Fire Prevention and Emergency Preparedness Taskforce, pg. 62	Implemented
287	Develop strategies so all agencies can upgrade radios to APCO Project 25 standards	San Diego Regional Fire Prevention and Emergency Preparedness Taskforce, pg. 62	Implemented

Multi-Jurisdictional Changes

288	Expand the ability to community between EOC and MOC to field operations	San Diego Regional Fire Prevention and Emergency Preparedness Taskforce, pg. 63	In Progress/Incomplete
289	Develop a method locally to define and request ALS/BLS strike teams	San Diego Regional Fire Prevention and Emergency Preparedness Taskforce, pg. 64	Ignored
290	Establish an EMS-Hospital Regional Training Center to provide multi-hazard disaster training for pre-hospital, hospital, and clinic personnel	San Diego Regional Fire Prevention and Emergency Preparedness Taskforce, pg. 64	Ignored
291	Add language to the county ambulance ordinance that will require "each ambulance provider to cooperate with the ambulance coordinator during a declare Annex D event"	San Diego Regional Fire Prevention and Emergency Preparedness Taskforce, pg. 64	Unsure
292	Secure funding for LAFCO Study	San Diego Regional Fire Prevention and Emergency Preparedness Taskforce, pg. 65	Implemented
293	Secure permanent funding for regionalization of San Diego County's Fire Services	San Diego Regional Fire Prevention and Emergency Preparedness Taskforce, pg. 65	Ignored
294	Implement most efficient and cost-effective approach to regionalization	San Diego Regional Fire Prevention and Emergency Preparedness Taskforce, pg. 65	In Progress/Incomplete
295	Expand UDC to include all fire and emergency response agencies	San Diego Regional Fire Prevention and Emergency Preparedness Taskforce, pg. 65	Implemented

Multi-Jurisdictional Changes

296	Implement a countywide asset inventory control system	San Diego Regional Fire Prevention and Emergency Preparedness Taskforce, pg. 65	Ignored
297	E-Team software acquired by all agencies to support data collection	San Diego Regional Fire Prevention and Emergency Preparedness Taskforce, pg. 66	In Progress/Incomplete
298	Annual review of information collected by E-Team Software	San Diego Regional Fire Prevention and Emergency Preparedness Taskforce, pg. 66	Ignored
299	Identify Services that could be modeled after HIRT program	San Diego Regional Fire Prevention and Emergency Preparedness Taskforce, pg. 66	Ignored
300	INFOLINE to be designated as 2-1-1-provider in San Diego County and used as principal communications agency in disasters in San Diego County	San Diego Regional Fire Prevention and Emergency Preparedness Taskforce, pg. 68	Implemented
301	OES/County to implement centralized Computer aided dispatch (CAD) information sharing	San Diego Regional Fire Prevention and Emergency Preparedness Taskforce, pg. 69	In Progress/Incomplete
302	San Diego Region to develop locally managed and controlled helicopter fire/rescue program	San Diego Regional Fire Prevention and Emergency Preparedness Taskforce, pg. 70	In Progress/Incomplete

ABOUT THE AUTHORS

Jeff Bowman is currently completing his second year as Chair of the Scripps Health Board of Trustees having been appointed to the Board in 2004. He has served on hospital system boards for the past 12 years and has significant insight into quality, culture and leadership. Mr. Bowman recently retired as Chief of the San Diego Fire-Rescue Department. Prior to his San Diego appointment, he served in the Anaheim Fire Department for 28 years, 16 as Fire Chief. He also serves as a founding member of the San Diego Regional Fire Safety Forum.

Mr. Bowman served as President of the California Fire Chief's Association and the Orange County Fire Chief's Association and was appointed to the State Board of Fire Services by Governor Pete Wilson in 1997. He has served on committees of the National Fire Protection Association and the International Association of Fire Chiefs. In 2004 Governor Arnold Schwarzenegger appointed him to the Governor's Blue Ribbon Commission to address statewide fire and emergency issues.

Mr. Bowman was tasked with managing San Diego Fire-Rescue resources during the October 2003 firestorms that devastated San Diego County and was subsequently appointed to co-chair the San Diego Regional Fire Prevention Emergency Preparedness Task Force by the Mayor of San Diego and the County Board of Supervisors. He received community recognition for his management of the 2003 firestorms and was named "Fire Chief of the Year for 2004" by the Metropolitan Fire Chief's Association.

W. Erik Bruvold holds a Master of Arts and has completed his doctoral course work in Political Science from the University of California, San Diego. As the founding President of the National University System Institute for Policy Research, he is responsible for overseeing its programs and research activities.

Prior to joining NUSIPR he was Vice President of Public Policy for the San Diego Regional Economic Development Corporation (EDC) where he oversaw the organization's public policy efforts on a range of issues impacting San Diego's business climate. Among his achievements at the EDC were his leadership of the successful effort to extend the TransNet sales tax for transportation investment and his leadership of the successful regional response to the 2005 round of military base closures and realignments (BRAC 2005). A twenty-year resident of San Diego, Erik and his family reside in the 4S Ranch community of San Diego.