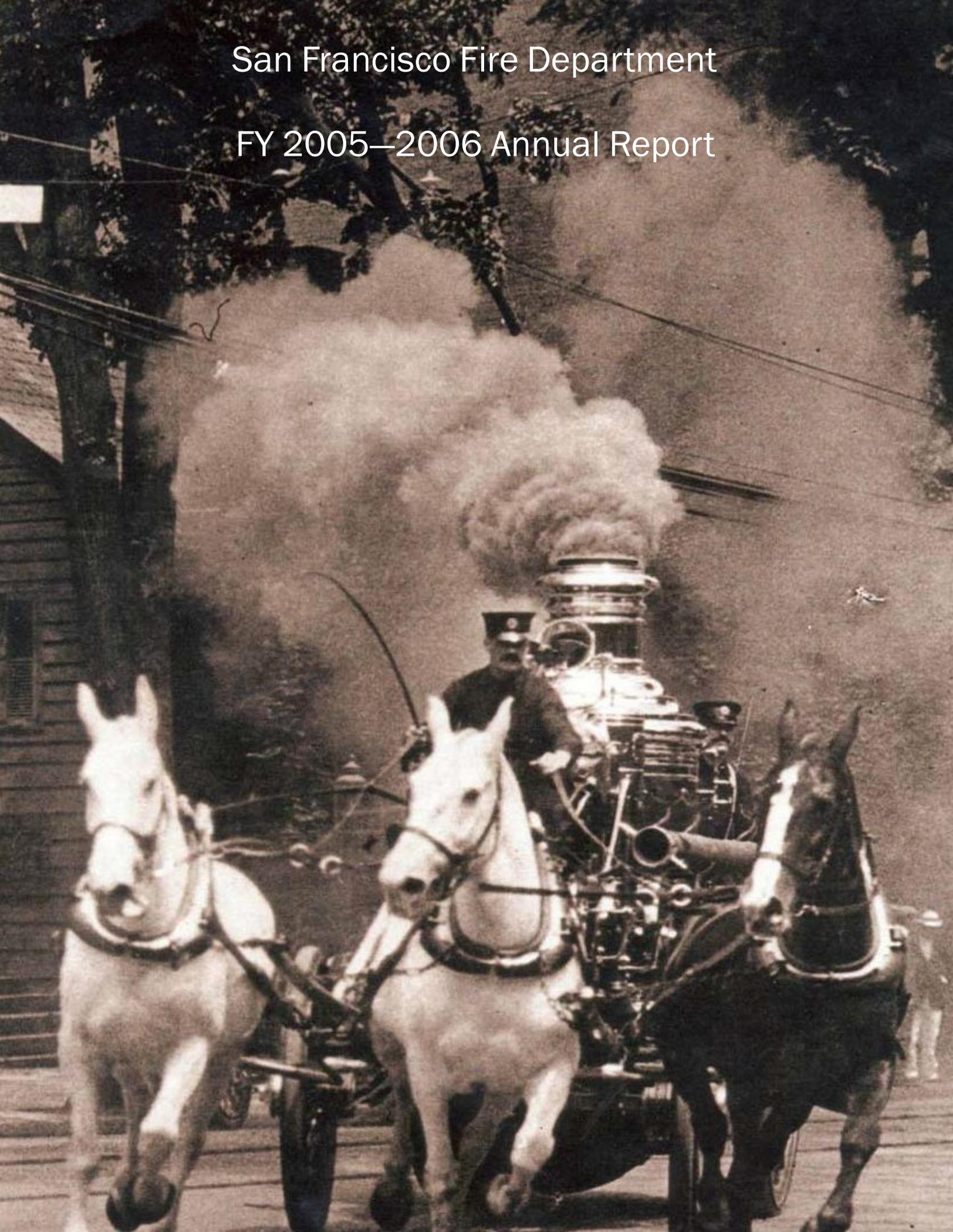


San Francisco Fire Department

FY 2005—2006 Annual Report



On The Cover:

A Steamer Engine of the San Francisco Fire Department, circa 1906, thunders into action.

San Francisco Fire Department—Annual Report FY 05—06

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Joanne Hayes-White, 25th Chief of the San Francisco Fire Department



Richard Kochevar, Deputy Chief—Operations



Gary Massetani, Deputy Chief—Administration



CHIEF OF DEPARTMENT

MAYOR

SAN FRANCISCO FIRE DEPARTMENT
CITY AND COUNTY OF SAN FRANCISCO

The Honorable Gavin Newsom
Mayor of San Francisco
#1 Carlton B. Goodlett Place
San Francisco, CA 94102

Dear Mayor Newsom,

As San Franciscans, we are always looking ahead, to the next challenge and the next great thing that will happen to our City. Yet, we cannot go forward without pausing to look back. We cannot look to the heavens without ensuring a solid ground beneath us, we cannot be educated until we have learned the lessons of the past.

This past year was one of reflection, of remembering and of contemplation.

This year we celebrated a watershed event in the history of our city and of our Department. The Great Quake measured nearly 8.2 on the Richter Scale, ignited a firestorm that burned for four long days, destroyed 28,000 structures and claimed the lives of 3,000 San Franciscans.

Considered a modern fire department, modeled after, and on a par with, the best fire departments in the country and led by a visionary Chief Engineer, the turn-of-the-century San Francisco Fire Department seemed ready for anything. No amount of modernization or training, however, could prepare our Department – or any department for that matter - or the citizens of San Francisco, for the events that would take place early in the morning of April 18, 1906.

We cannot know the despair, helplessness and fear that Firefighters suppressed as they battled hour after hour, day after day, against a growing enemy. They never gave up, they never faltered, they stood their ground, our ancestors, and they saved our city. We should never forget their bravery, selfless dedication and commitment to service.

Neither should we forget those who were not firefighters or members of the military, but ordinary citizens, who did not flee the City, but who stayed to rebuild. Those with an indomitable spirit, the spirit of San Francisco, who, like our symbol, the Phoenix, raised San Francisco from the ashes of the Great Fire and built it into the City we know today.

We commemorate those who have gone before us and those who have given their lives So Others May Live.

For all of them, those who gave their lives, civilian and uniformed alike, in the betterment of our City, in the betterment of ourselves, may they rest in peace and know that their legacy lives on, in every one of us.

Respectfully Submitted,

Joanne Hayes-White
Chief of Department

SAN FRANCISCO FIRE DEPARTMENT

MISSION STATEMENT

The mission of the Fire Department is to protect the lives and property of the people of San Francisco from fires, natural disasters, and hazardous materials incidents; to save lives by providing emergency medical services; to prevent fires through prevention and education programs; and to provide a work environment that values cultural diversity and is free of harassment and discrimination.

VALUES STATEMENT

The San Francisco Fire Department values:
The public's trust and the opportunity to serve;
A work environment that promotes harmony, respect for each person, and is free from harassment, discrimination, and retaliation;
Leadership committed to the Department's mission;
A diverse work force that reflects the community it serves;
A highly trained professional work force; and
Teamwork to effectively achieve the Department's mission.

Fire Commission



From left to right:
Paul Conroy, President,
Stephen Nakajo, Commissioner
George Lau, Vice President,
Victor Makras, Commissioner,
Clementine Clarke, Commissioner

ANNUAL STATEMENT OF PURPOSE

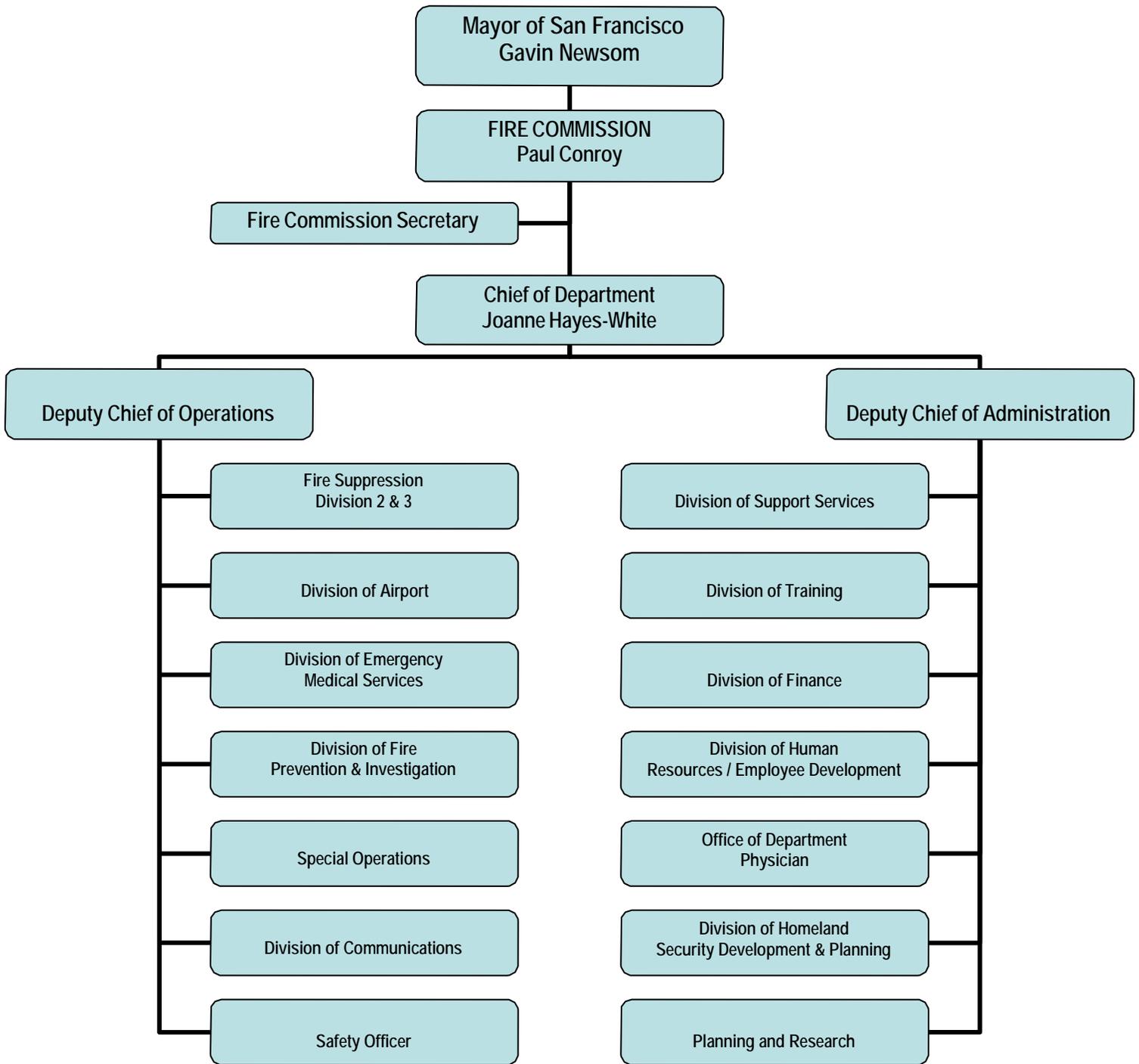
Fiscal Year 2005-2006

The Fire Commission is responsible for effective implementation of the San Francisco Fire Department's mission statement. The Commission meets that responsibility through the following activities.

1. Set policy and support the administration to accomplish the mission of the Department;
2. Support the administration's efforts to enhance and support the collaborative work of Department membership and public stakeholders in the delivery of fire suppression, fire prevention and emergency medical services with the focus upon the common public good.
3. Encourage and support the administration to develop and implement systems to improve fiscal responsibility to enhance the budgeting process while maintaining and protecting essential public services including fire protection, fire prevention and emergency medical services.
4. Encourage and support the administration to develop an effective physical fitness and wellness program to promote the health, safety and welfare of the members of the department and the public.
5. Encourage and support the administration to develop as part of its overall strategic planning, effective career development and promotion opportunities for the membership;
- 6 Actively encourage and support recruitment and education in the communities to bring highly qualified applicants to the Department who truly reflect the City's rich diversity;
- 7 Continue to work with the administration and City Attorney's Office to review and, where necessary, revise official Departmental Policy and Procedure; and
- 8 Contribute to the common good by conducting open meetings regularly and convening such additional meetings as deemed necessary to inform and educate the general public of the work of the Fire Commission and the San Francisco Fire Department.

Adopted at the Regular Meeting of the San Francisco Fire Commission on June 24, 2004.

San Francisco Fire Department
As of June 30, 2005



The San Francisco Fire Department provides comprehensive emergency public services to the citizens and visitors of San Francisco . These services include fire suppression, advanced emergency medical treatment and transport, heavy rescue, fire prevention and investigation, and community education and civilian disaster and emergency preparedness training . The fire department is made up of **1,675** uniformed and **66** civilian personnel.

Operations

The San Francisco Fire Department's goals are to provide the highest quality of emergency services and to promote community participation in fire prevention and disaster preparedness. Protection is provided to citizens residing in the 49 square miles of San Francisco and extended to an additional 750,000 visitors and workers during the business day. Resources consist of 42 Engine companies, 19 Truck companies, 20 Ambulances, 2 Rescue Squads, 2 Fireboats, and 19 special purpose units. Companies are organized in two Divisions and are further divided into 9 Battalions. The Airport Division is comprised of three firefighting stations located at the San Francisco International Airport.



INCIDENTS

July 1, 2005 through June 30, 2006:

Total Incidents **100,402**

| <i>Resource Utilization</i> | <i>Incidents</i> | <i>%</i> | <i>Code</i> | <i>Incidents</i> | <i>%</i> |
|-----------------------------|------------------|----------|-------------|------------------|----------|
| EMS (Medic Only) | 23,709 | 23.6 | EMS 3 | 874 | 0.9 |
| Fire | 23,724 | 23.6 | EMS 2 | 22,835 | 22.7 |
| Fire/EMS | 52,969 | 52.7 | Fire 3 | 23,622 | 23.5 |
| | | | Fire 2 | 102 | 0.1 |
| | | | Fire/EMS 3 | 48,755 | 48.5 |
| | | | Fire/EMS 2 | 4,214 | 4.2 |

| <i>Unit Type</i> | <i>Responses</i> | <i>%</i> |
|------------------|------------------|----------|
| Chief | 19,889 | 7.4 |
| Engine | 93,193 | 34.9 |
| Medic | 92,337 | 34.6 |
| Other | 22,579 | 8.5 |
| Rescue Capt. | 9,869 | 3.7 |
| Truck | 29,157 | 10.9 |

| <i>Battalion</i> | <i>Incidents</i> | <i>%</i> |
|------------------|------------------|----------|
| B01 | 10,837 | 10.8 |
| B02 | 16,704 | 16.6 |
| B03 | 16,587 | 16.5 |
| B04 | 9,801 | 9.8 |
| B05 | 7,438 | 7.4 |
| B06 | 8,169 | 8.1 |
| B07 | 5,141 | 5.1 |
| B08 | 8,731 | 8.7 |
| B09 | 7,978 | 7.9 |
| B10 | 8,577 | 8.5 |
| B99 | 439 | 0.4 |



Incidents By Situation

| <i>Situation</i> | <i>Incident</i> | <i>%</i> |
|-------------------------|-----------------|----------|
| Car vs. Pedestrian/Bike | 1,200 | 1.2 |
| Cardiac | 6,642 | 6.6 |
| Explosion | 134 | 0.1 |
| False Alarm | 13,340 | 13.3 |
| Fire | 3,873 | 3.9 |
| Good Intent | 1,504 | 1.5 |
| Gunshot Wound | 174 | 0.2 |
| Hazard | 1,813 | 1.8 |
| MCI | 2,541 | 2.5 |
| Natural Disaster | 22 | 0.0 |
| Not Classified | 1,312 | 1.3 |
| Other | 379 | 0.4 |
| Other Code 2 Medical | 24,477 | 24.4 |
| Other Code 3 Medical | 23,061 | 23.0 |
| Rescue | 2,440 | 2.4 |
| Respiratory Distress | 10,913 | 10.9 |
| Resuscitation | 2,546 | 2.5 |
| Service Call | 3,805 | 3.8 |
| Stabbing | 226 | 0.2 |



Fire Suppression

Fire and Rescue actions are carried out by firefighters and paramedics organized into two Divisions. The responsibilities of Divisions 2 and 3 members are to establish Command and Control at emergency scenes, conduct fire suppression activities, provide emergency medical services to the sick and injured, manage disaster operations, mitigate the effects of hazardous materials spills and weapons of mass destruction releases, and to effectively and rapidly bring closure to mass casualty incidents.

Division 2

Division 2's primary response area is the Downtown and Financial Districts of San Francisco, extending through the north-western boundaries of the City. The majority of the city's high-rise buildings, schools, hospitals, churches, community centers, commerce, historical landmarks, underground transportation systems, tunnels, bridges, hotels, and wood-frame residential structures can be found in the densely populated neighborhoods of Division 2's jurisdiction.



Division 3

Division 3's primary response area is the South of Market area of San Francisco, extending through the southwestern boundaries and up to the southern border of the City. San Francisco International Airport, Treasure Island/Yerba Buena Island and the former Hunter's Point Naval Shipyard fall within the operational jurisdiction of Division 3.

Division 3 covers the industrial areas of San Francisco, as well as residential and commercial buildings, underground construction, wood-frame residential structures in densely populated neighborhoods such as the Mission district, and the only heavy concentration of industrial occupancies found in the city.

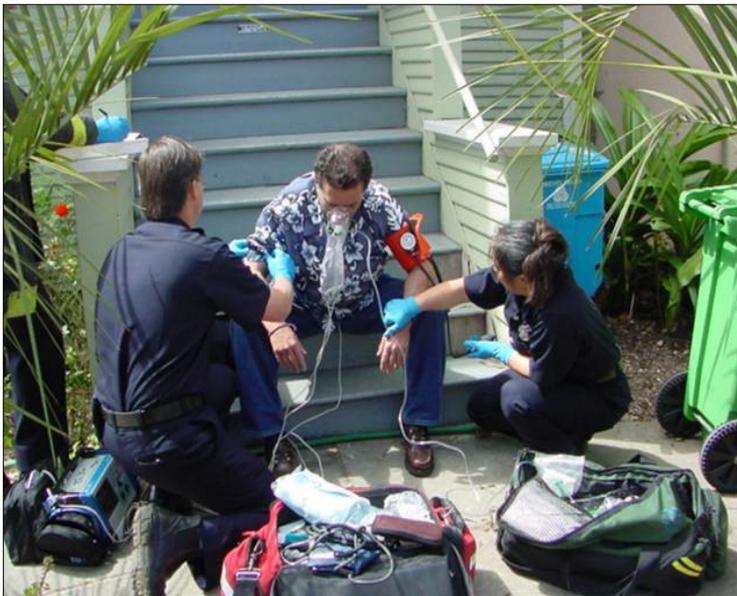
Division 3 is the primary responder to the city's Public Transportation Maintenance and Repair Yards and an extended area of port facilities.



Emergency Medical Services (EMS)

The Emergency Medical Services (EMS) Division is responsible for planning, development and clinical oversight of all Basic Life Support, Advanced Life Support, First Responder, Emergency Medical Technician and paramedic programs delivered by the San Francisco Fire Department. In Fiscal Year 2005-2006, the fire department responded to 76,678 EMS and EMS-related incidents, 60,296 of which resulted in hospital transports by ambulance. The EMS Division generated over \$47 million dollars in Accounts Receivable Invoices and recognized \$ 17,400,000 in revenue from the delivery of health care and EMS services.

The Section Chief for EMS Operations supervises the day-to-day delivery of medical care and works closely with the Department's Bureau of Planning & Research to coordinate staffing of all ambulances units and Paramedic Engine Companies. The EMS Operations Chief oversees the efforts and activities of the field clinical supervisors, the Paramedic Rescue Captains. These officers, senior paramedics all, are responsible for on-scene direction of emergency medical care, treatment and transport. The Section Chief for EMS Operations reports to the Deputy Chief of Operations.



Pete Howes
Assistant Deputy Chief
Emergency Medical Services

Continuous Quality Improvement and Risk Management

The Continuous Quality Improvement (CQI) and Risk Management (RM) team reviews and analyzes system performance with the goal of improving patient care and reducing clinical risk. This section provides comprehensive data analysis, develops reports, tracks and documents investigations of clinical concern.

The EMS Division also collaborates in the Department's Privacy and HIPAA Compliance program, the Diversion Control program for controlled substances management and the BioHazard Waste project. CQI/RM officers consult on equipment and medication procurement and are responsible for contract language for EMS and emergency medical procurements.

Performance Management

Central to the Continuous Quality Improvement program, Performance Management has been structured to the unique needs of the Fire Department's Pre-hospital Medical Services program. Performance Management/CQI officers conduct chart audits by direct visual inspection of the documents and comparison of practices to accepted norms, archive all medical records and patient care information, develop educational and remediation plans in consultation with the EMS Medical Director based on individual performance and liaisons with medical services officers in the Division of Training for clinical and EMS-related course content. Performance Management officers also oversee and facilitate clinical and pharmaceutical studies being conducted by research institutions in the EMS and health care field.

Risk Management

Clinical Risk Management, incident mitigation and plan development are handled by officers in the Risk Management Section of the EMS Division. Officers assigned to this unit receive training in formal investigations, which includes interview and reporting techniques, risk management and mitigation in medical practice and legislative considerations in medical malpractice. Risk Management officers intake, record, process, investigate and report on incidents and events that relate to the clinical practices or actions of EMS providers employed by the Fire Department.



EMS Billing and Revenue Program

Under City Charter, the San Francisco Fire Department levies a fee for the provision of Emergency Medical Services to the public. The fee schedule is set by the governing Board of Supervisors and is updated annually. During Fiscal Year 2005-06, patient accounting reflected the following:

| | |
|------------------------------------|--------------|
| Total Accounts (patients) services | 63,420 |
| Total Transports | 44,767 |
| Total Billable Accounts | 53,061 |
| Total Non-Billable Accounts | 10,359 |
| Total Billed (A/R) | \$47,452,381 |
| Total Cash Collected | \$17,807,470 |

HIPPA Compliance and Privacy

The department complies with the laws of the Federal Health Insurance Portability and Privacy Act (HIPPA) and the department's Compliance and Privacy Officer serves as liaison between the Medical Records unit and members of the public and federal and state agencies that administrate HIPPA. The Compliance and Privacy Officer oversees the Department's Sunshine Ordinance program, a municipal information release process, to assure that all confidential patient information is secure against unauthorized or inadvertent disclosure. The Compliance and Privacy officer consults on matters of legal and protected health information acts and works closely with clinical Risk Management officers and City Attorney agents.

San Francisco International Airport Division

The San Francisco International Airport (SFIA) is thirteen miles south of the City limits and covers five square miles of land. It is the twelfth busiest airport in the United States, and the twenty-first busiest airport in the world. More than half a million passengers move through SFIA every week. The Airport averages one thousand flight operations per day. Within its boundaries are three Domestic Terminals, an International Terminal Building, a United Airlines Maintenance and Repair structure, six parking garages, cargo buildings, a BART station, six miles of Air Train track, nine Air Train Stations, and a fully functional United States Postal Service facility.

The Airport Division provides fire protection, water rescue, fire prevention, code enforcement, emergency medical services, CPR, and Automatic External Defibrillator (AED) services and training and re-certification to the San Francisco International Airport community.



Pat Casserly
Assistant Deputy Chief
Airport Division



Aircraft Rescue and Fire Fighting operations are regulated by the Federal Aviation Administration (FAA). All Airport Division personnel are certified annually by the FAA, and attend annual live-fire burn training.

The Airport Division has fifteen Hazardous Materials Specialist, and most members are "Bay Water Rescue Qualified", to enhance capability at incidents involving Hazardous Materials and water rescue. The Airport Division maintains a mobile trailer with Hazardous Materials and water rescue response equipment, which can be towed to emergencies that occur at the Airport and surrounding areas.

The Airport Division trains and coordinates with Fire Departments from surrounding San Mateo County cities; Millbrae, Burlingame, Daly City, South San Francisco, and San Bruno. Units from these agencies respond to the Airport along with San Francisco Fire Department apparatus during Major Airport Alerts.

The Airport Division staffs three fire stations, one at the intersection of the airport's four runways, another at the end of the two longest runways, and a third station at the end of the two shorter runways. Airport members staff four Aircraft Rescue Fire-fighting Vehicles (ARFF Units), specialty vehicles for response to incidents involving not just aircraft but jet fuel as well. The ARFF apparatus' can discharge a combined total of 12,500 gallons of fire retardant. The Airport Division also staffs two pumper Fire Engines, one Aerial Ladder Truck, two Rescue Vehicles, and a Command vehicle. These units respond to structure fires, vehicle fires, vehicle accidents, building alarms, industrial accidents, rescue calls, and medical dispatches anywhere on the SFIA property. These units also respond to aircraft and runway incidents in support of the ARFF Units. The Airport Division has five watercraft for use in Bay Rescues that are operated by certified Rescue Swimmers.

Division of Fire Prevention and Investigation



Barbara Schultheis
Assistant Deputy Chief
Fire Marshal

The Bureau of Fire Prevention (BFP) is responsible for inspecting buildings and premises to ascertain and correct any conditions which have the potential to cause fire or contribute to a fire's spread. BFP personnel inspect occupancies, review and approve construction plans, grant fire clearance, issue fire and burn permits, and conduct public education workshops for the community.

Officers, inspectors and secretarial support are divided into 13 sections that make up the Bureau of Fire Prevention; Administration, Accelerated Code Enforcement, High Rise, R-1 Inspection, Permits and Hazardous Materials, False Fire Alarm, District Inspection, Airport, Schools, Port, Plan Check, Treasure Island, Institutions, Day Care Facilities, and Residential Care Facilities.

The Bureau of Fire Prevention recognized \$6,630,311.00 in total revenue during FY 2005-2006. The fees are set by City Ordinance and are generated by nine programs:

- Annual High Rise Inspection
- Plan Check review
- Violation Re-inspection
- Construction Inspection
- Permits/Hazardous Materials Inspection
- Referral Inspection
- Citations
- False Fire Alarm

Bureau of Fire Prevention statistics for FY 05 - 06:

| | |
|---|--------------|
| Reports of possible fire hazards | 1,822 |
| Inspection Referrals | 1,107 |
| Issued new fire permits | 3,132 |
| Checked or approved plans | 7,405 |
| Inspected residential buildings | 4,294 |
| Inspected High-rise buildings | 555 |
| Issued Notices of violation | 556 |
| Completed violation re-inspections | 553 |
| Conducted <i>Single Room Only</i> (SRO) | 46 |





Port Fire Marshal

The Port Fire Marshal is the Fire Department's liaison to the Port and conducts construction and referral inspections, plan review, technical conferences, pier and structural surveys and issues permits along the Port's 7½ miles of waterfront jurisdiction. The Port Fire Marshal sits on the Joint Fire Operations Committee and is responsible for coordinating special events and activities of the Port with the Fire Department and other city agencies.



Bureau of Fire Investigation

The Bureau of Fire Investigation (BFI) is responsible for investigating the cause and origin of a fire. BFI investigators determine if the fire was accidental or intentional in nature.

Thirteen uniformed officers and investigators and one civilian analyst make up the Bureau of Fire Investigation. The Arson Task Force is a multi-agency organization under the direct supervision of the Fire Department. The Task Force is made up of members from the BFI, the San Francisco Police Department, the District Attorney's office and the Bureau of Alcohol, Tobacco, and Firearms (ATF). Task Force members are sworn Peace Officers, responsible for the curtailment, investigation and subsequent prosecution of arson and arsonists.

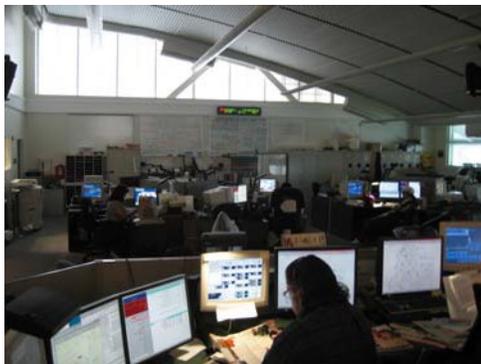
In Fiscal Year 2005-2006, the Arson Task Force investigated the origin and cause of 507 fires and initiated 64 arrests for incendiary fires and other criminal acts involving fire-related matters. Members of the Bureau of Fire Investigation determined the origin and cause of 35 greater alarm fires throughout the City.



The Bureau of Fire Investigation has developed and implemented the Incendiary Vehicle Fire Program, the Arson Early Warning System, and the Juvenile Fire Setting Program. The Bureau of Fire Investigation accepts, processes and tracks all subpoenas for Fire Department personnel and Fire Records. The Captain of the Bureau serves as the Custodian of Records for the Fire Department.

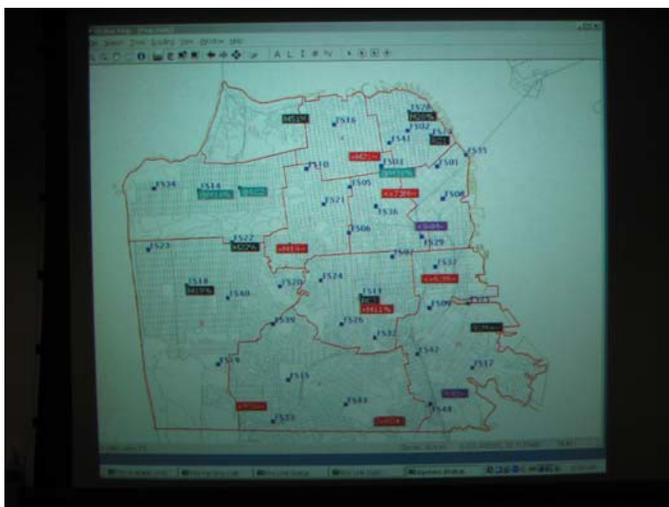
Emergency Communications Department (ECD) and Combined Emergency Communications Center (CECC)

The Emergency Communications Department (ECD) provides consolidated 9-1-1 operations and public safety dispatch services to San Francisco residents and visitors. Civilian 9-1-1 Public Safety Dispatchers are trained as Universal Call Takers, which enables them to triage police, fire and medical requests from the initial emergency call. Fire/EMS Dispatch at San Francisco's Combined Emergency Communications Center is staffed by uniformed members of the Fire Department; a Battalion Chief, an Administrative Captain and four Dispatch 'Teams'.



There are two Day-Watch teams, each staffed by a Paramedic Captain, three Fire Lieutenants and one Firefighter.

The two Night-Watch teams are staffed by a Paramedic Captain, two Fire Lieutenants and one firefighter.



Fire / EMS Dispatch Operations—Fiscal Year 2005—2006

486,917 emergency (9-1-1) calls for assistance (all services)

Code 3 Emergency Calls—77,439 (Fire/EMS)

Code 2 Non-emergency Call—42,128 (Fire/EMS)

Supported and monitored 527 "Fire in the Building" dispatches and 333 "Working Fires"



ADMINISTRATION

The Deputy Chief of Administration is responsible for all services and divisions that support and enable the operational activities of the Department.

The Divisions of Support Services, Human Resources, Training and Finance; the Office of the Department Physician, Homeland Security and Medical Leave Supervisor; the Planning and Research Unit and Management Information Services make up the Administration Branch of the Department. The Division of Finance includes Accounting, Payroll and Grant Funding units.



The Fire Department's Operations Center (FDOC) provides a rapid-activation platform to centralize and consolidate all department activities in times of large scale operations or city-wide disaster

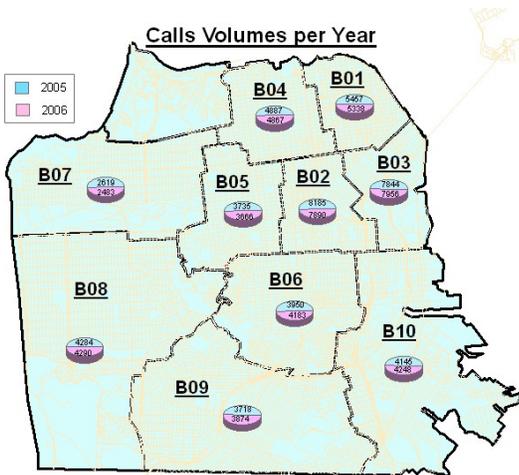
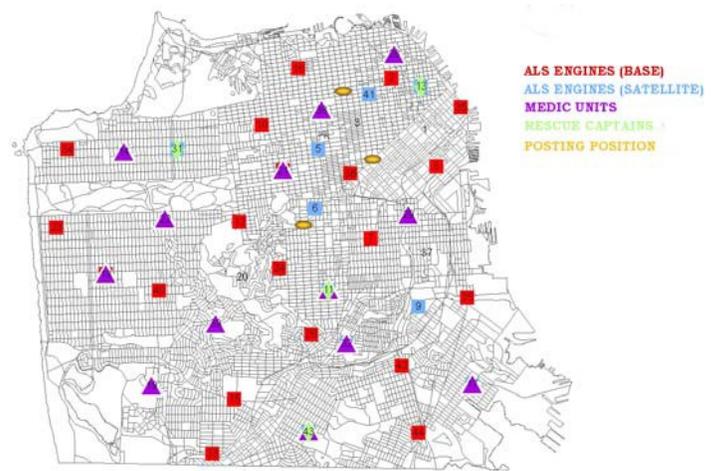
Management Information Systems

Management Information Systems (MIS) installs and supports technology-based systems and services throughout the Fire Department network. MIS provides local administration for the National Fire Incident Reporting System (NFIRS) used to report Fire Department operations activity to the State Fire Marshal. MIS has designed a number of statistical tools used to analyze call and incident information for the Department. MIS has also implemented a tool to track false alarms in compliance with approved City ordinance and is currently implementing a new application for the Bureau of Fire Prevention to track fire inspection activity.



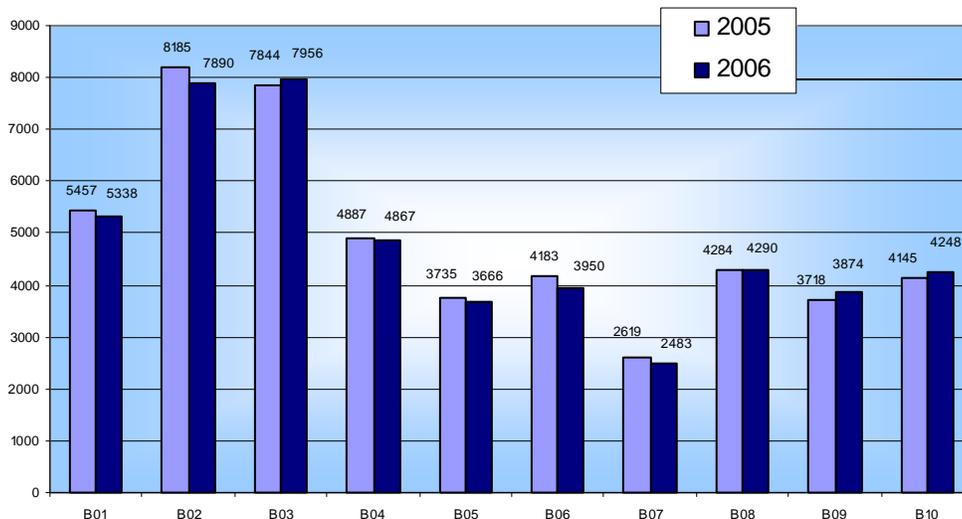
Planning and Research

The Bureau of Planning and Research is the data aggregation and investigative arm of the Administration Division. Two statisticians, three mathematicians and one Subject Matter Expert work collaboratively to collect, aggregate and disseminate data for use by the Department. Planning and Research also designs and develops staffing and response models, from which optimum deployment and dispatch patterns can be implemented and resources used to their maximum effectiveness.



The Bureau of Planning and Research incorporates the Assignment Office, the unit that is directly responsible for personnel deployment to stations and apparatus. When new shifts and rotations are created, it is the Bureau of Planning and Research that oversees the staffing of units and apparatus to meet the new schedule and the demands of the public and the 9-1-1 system.

Number of Calls per year by Battalion



DIVISION OF FINANCE

The Chief Financial Officer oversees all financial and fiduciary transactions that are conducted in, by or on behalf of, the San Francisco Fire Department.

Three Units make up the Finance Division:

The Finance Unit oversees budget preparation and administration and distribution of funds across department projects and programs.

The Payroll Unit is charged with pay warrant compilation and distribution, as well as retirement and death-benefits payout.

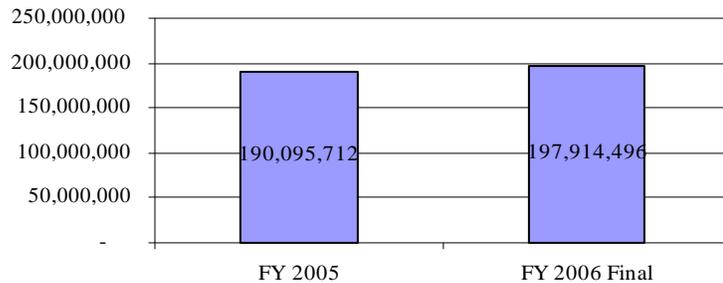
The Accounting Unit is tasked with conducting all financial transactions, reconciliations, data entry into the City's Financial Accounting Management Information System (FAMIS) computer and all departmental bookkeeping.

The Chief Financial Officer is a member of the department's Executive Command Staff, consulting on long-term financial plans and policies, as well as playing a major role in the development of future goals, policies and strategic plans for the fire department.

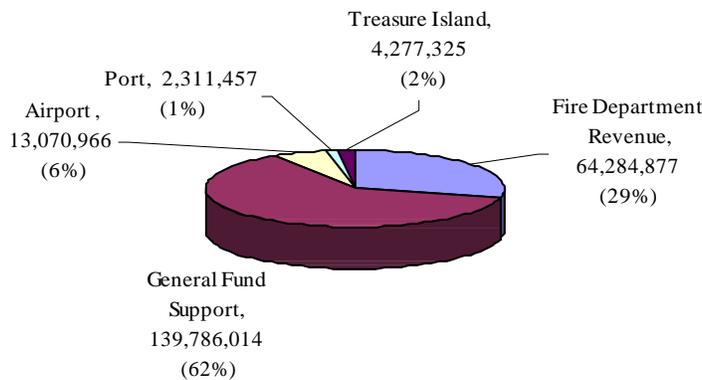
Fiscal Year 2005—2006 BUDGET & REVENUE

The department's operating budget for FY 05-06 was \$ 197,914,496.00

Operating Budget



SFFD Revenue Sources



Actual Revenue collected for the Fiscal Year was \$ 223,730,639.

Investigative Services Bureau

The mission of the San Francisco Fire Department is to protect the lives and property of the people of San Francisco. To fulfill this mission, Department employees must maintain their physical and mental fitness, stamina, alertness and control at all times while on duty.

The Department strives to maintain a safe, healthy, efficient workplace free from alcohol and drug use or impairment. Department rules prohibit the presence of any intoxicating liquor, drug, substance or compound on Department premises. Current rules also require that employees not report for duty under the influence of any intoxicating liquor, drug, substance or compound.

The Department believes that a random on-duty alcohol and drug testing program is an effective way to assure employee fitness for duty and to protect employees and the public from the risks posed by employee use of alcohol or drugs.



The American Bio Medical Corporation's *OralStat* is a point of collection test for drugs of abuse in oral fluids. OralStat combines the convenience of oral fluid collection with the sensitivity, accuracy and precision of a laboratory based test providing results in about 16 minutes.



The ISB is the primary internal investigative office of the Fire Department. ISB officers conduct background checks on candidates for employment, manage employee DMV records and participate in department-wide investigations as directed by the Chief of Department.



ISB officers use a device similar to that employed by the California Highway Patrol to test department personnel for the presence of alcohol.

Division of Homeland Security



Robert Navarro
Assistant Deputy Chief
Homeland Security

The SFFD Division of Homeland Security has a close working relationship with the Mayor's Office of Emergency Services, San Francisco Police Department, San Francisco Sheriff's Department, San Francisco Department of Public Health, and other city agencies along with regional, state, and federal agencies to insure a unified and coordinated response to any WMD (Weapons of Mass Destruction) or natural disaster incident in the city, region, or state.



The Department's Division of Homeland Security was created with federal grant monies to provide guidance and oversight to the implementation of the City-wide Homeland Security and Disaster response program using National Preparedness Goals and the Universal Task List from the Department of Homeland Security. The Division consists of an Assistant Deputy Chief and three Lieutenants charged with coordinating training exercises, critical logistics planning, resource management, and policy development.



SAFETY OFFICER

The Safety Officer enhances fireground operations by ensuring compliance with all Federal, State, and Department safety regulations, practices and protocols. The Safety Officer also oversees Mobile Air One, the department's portable compressor for refilling air bottles, and the Self-Contained Breathing Apparatus (SCBA) repair and maintenance program.

The Safety Officer responds to emergency incidents such as medical calls, technical rescues, hazardous materials spills, water rescues, structural fires, major accidents and any incident that poses or might present a challenge to the health and safety of department members and emergency workers.

SPECIAL OPERATIONS

The Special Operations Battalion Chief participates in all technical operations such as Hazardous Materials spills, High Angle and Water Rescue (Self-Contained Underwater breathing Apparatus, Surf and Bay rescues), Structural Collapse, Cliff Rescue, Major Motor Vehicle Accidents, Trench, Confined Space and Tunnel Rescues.

Special Operations partners with the Division of Training to conduct drills with the department's specialized units. The Fire Department also conducts the required awareness training for all members dealing in technical operations incidents.



Special Operations supports the Division of Homeland Security on the purchasing of additional equipment and training that increases the Fire Department's capability to deal with technical operations relating to Weapons of Mass Destruction (WMD) events.



Special Operations works closely with the San Francisco Police Department (SFPD) and the Department of Public Health Environmental Emergency Responders (DPHEER) to form the Metropolitan Medical Task Force (MMTF) for response to WMD events. Special Operations also works as liaison for the Fire Department when working with outside agencies such as FBI, United States Coast Guard, United States Secret Service and the Military.

Division of Support Services

The Division of Support Services provides the around-the-clock critical infrastructure necessary for the Department to perform mission critical tasks and daily administrative functions.

The Division of Support Services also oversees the Bureau of Equipment, the Procurement/Distribution Center, the Auxiliary Water Supply System (AWSS), the two Pump Stations, Facility Renovations and Maintenance, Fireboats Maintenance and Repair .

Bureau of Equipment

The Bureau of Equipment inspects, maintains and repairs Department apparatus through the Central Repair Shops. Bureau members respond to all greater alarms and provide emergency on-site repairs, operate specialized equipment and ensure that equipment is properly and safely operated.



Lorrie Kalos
Assistant Deputy Chief
Support Services



Bureau of Engineering and Water Supply

The Auxiliary Water Supply System (AWSS) is a non-potable, emergency water supply system, gravity controlled and designed by City Engineers following the 1906 Earthquake. The AWSS is used only for fire combat. The AWSS system has a total of 135 miles of distribution pipes and 1,800 high-pressure hydrants. The Bureau of Engineering and Water Supply is responsible for all essential parts of the Auxiliary Water Supply System; the Fire Boat, the primary twin-bay reservoir at Twin Peaks, Ashbury and Jones Street storage tanks and the system's two Pumping Stations.

In late 1906, by order of the Board of Supervisors, Thomas H Woodward, the San Francisco City Engineer and his assistant, H D Connick, designed the Auxiliary Water Supply System and work began on January 2, 1907.

The system was built for fire protection and for sanitary and flushing purposes. It is made up of a piping network in two zones, two fresh-water reservoirs, two water distribution systems and one hundred and fifty seven cisterns dotted across the city. The AWSS can provide some 12 million gallons of water for fire suppression or non-potable public use.



The AWSS system is gravity-controlled, there are no pumps in it. The only pump, a pumping station, is used to refill the Twin Peaks Reservoir, the highest point in the system. As each reservoir or tank is opened and added to the system, the water pressure increases.

The AWSS is built on a Loop-and-Grid plan, it is a maze of interconnecting pipes, gates and valves. Should a pipe break in one area, valves and gates can be activated to reroute water away from the break and back into the system, thereby creating a redundancy for the firefighting water supply.



Should even that robust system fail, fireboats Guardian and Phoenix will take up positions off the pier line and hook into a Manifold Inlet. The manifold feeds into the existing high pressure hydrant system throughout the city. The fireboats will pump water directly from the bay and pump it into the Auxiliary Water Supply System.

Interestingly enough, the fireboats are not a 'modern' invention. In 1907, the AWSS was actually designed to incorporate two fireboats as part of the system. Today, Guardian and Phoenix participate in Bay Rescues, bridge surveillance, ship escorts, airport support and, primarily, provide water for fire attack and suppression.



Division of Training

The Division of Training is the educational arm of the Department and provides comprehensive Fire and EMS instruction to uniformed members to ensure safe and effective practices and emergency service delivery to the residents of San Francisco. During Fiscal Year 2005—2006, the Division of Training provided a total of 95,478 educational hours.

Recruit Training

The Division of Training graduated a total of 43 H-2 Firefighters and 48 Level II Paramedics (23,120 training hours)



- o Retraining of Back-to-Work Personnel
- o Rescue Systems 1
- o Battalion Based
- o Tactics and Strategies, Apparatus Placement, Initial Radio Report
- o MUNI Bus Extrications, Trauma
- o Pine Street Truck Evolutions
- o Cal Train Orientation and Safety Drill
- o Light Rail Vehicle (LRV) Jacking
- o Driver Training Evaluations
- o Aerial/Truck Testing
- o Pump Operations and Testing
- o Terrorism Consequence Management Class
- o Airport Division Live Burn Drills
- o Company Performance Evaluations
- o Scott Air Pack (SAP) Individual Evaluations
- o 1-5 Year H2 and H3 Evaluations
- o IAFF "Mini Academy" – Fire Ops 101
- o Update Department manuals

In-Service Training

The In-Service Training took up 28,861 of the total training hours, and introduced several new projects.



Tom Siragusa
Assistant Deputy Chief
Director of Training & Education

Emergency Medical Services Training

43,497 hours of training were dedicated to EMS-specific programs, including EMT Refresher, Pediatric Emergencies, Continuing Education for Paramedics and EMTs, Multi-Casualty Incident Training, Weapons of Mass Destruction and Rapid Paramedic Response System Training.



Neighborhood Emergency Response Training (N.E.R.T.)

The N.E.R.T. program is committed to helping the citizens of San Francisco be self sufficient in the event of a major disaster by developing multi-functional teams that are cross-trained in basic emergency skills. Individuals participating in the program learn hands-on disaster skills that are essential as members of an emergency response team or as a team leader directing untrained volunteers during an emergency. The N.E.R.T. program consists of approximately eighteen hours of training and education.



In FY 2005-06, the NERT program successfully trained over 2,197 people in 38 neighborhood training programs. NERT training was held for city agencies, school groups, community-based organizations and private businesses. Bilingual classes are also offered.

The NERT Citywide training exercise drew 224 NERT volunteers from across San Francisco to practice heavy debris removal, search and rescue, and receive terrorist threat briefings by Chief Bob Navarro. Participants included American Red Cross, the Police Department, the Office of Emergency Services, Auxiliary Communication Service (SFACS), and the Amateur Radio Club (SFARES).

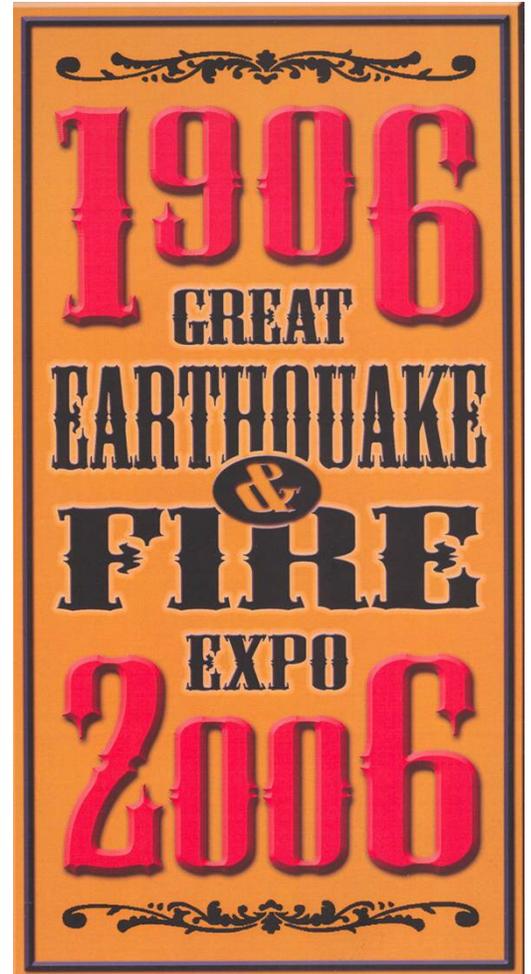


The Great Quake of 1906

The great quake struck between 5:12 and 5:13 a.m., on the morning of April 18, 1906. A short, but violent, pre-shock was followed some 20 seconds later by the major force of the quake. Scientists vary on their estimates, but the intensity was anywhere from 7.7 to 8.3 on the Richter Scale. The earth moved for 45 long seconds. The fires burned for four days. 28,000 homes were destroyed. Hundreds, perhaps thousands of trapped persons died when South-of-Market tenements collapsed as the very ground itself turned to liquid beneath them. Most of those buildings immediately caught fire, and trapped victims could not be rescued.

The death toll was more than 3,000 from all causes, fire, building collapse, vehicle collisions and other trauma. Damage to property and businesses was estimated at \$500,000,000 in 1906 dollars. Fire Chief Engineer Dennis T. Sullivan died when the dome of the California Theatre and hotel crashed through the fire station in which he was living at 410-412 Bush St, what we now call The Chief's Residence.

The earthquake shock was felt from Coos Bay, Oregon, to Los Angeles, and as far east as central Nevada, an area of about 375,000 square miles. The region of destruction extended from the southern part of Fresno County to Eureka, about 400 miles, and for a distance of 25 to 30 miles on either side of the fault zone.

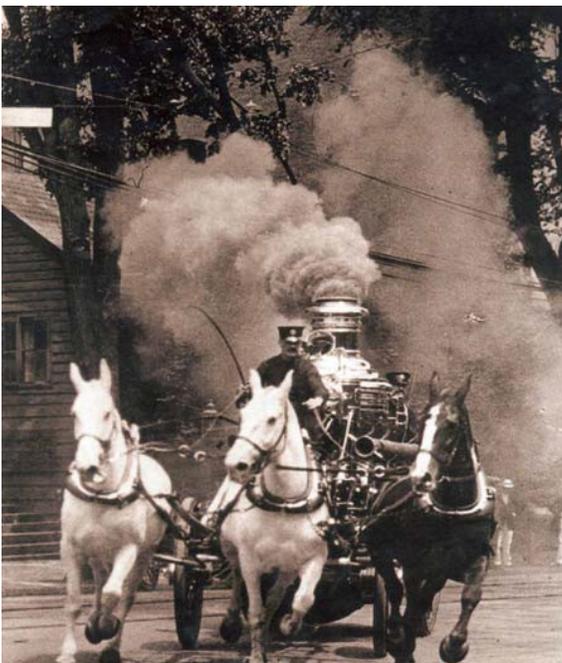


Their Legacy—2006

We will always remember the dedication and spirit of those who carried the title *firefighter* and their actions in a crisis that struck long before we were born, and which echoes in our memories to this very day.

We celebrate the indomitable spirit of San Franciscans, residents and visitors, bankers and storekeepers, street vendors and bicycle messengers the spirit that saw our ancestors through the City nearly burning itself to the ground five times, even before the Firestorm of 1906.

We celebrate the spirit that saw our brothers and sisters through the destruction and fear of 1989, a spirit that lives on in us today.





Division of Human Resources

Human Resources provides personnel administration services and management support to further the Department in accomplishing its mission statement. The Division is made up by the Personnel Administration Section, Fire Services Examination Unit and Stress Unit.

The Director of Human Resources provides direct supervision to the Personnel Administration Section and the Fire Services Examination Unit, conducts initial interviews for all EEO complaints, prepares interview summaries and recommendations for review and disposition by the Department of Human Resources' EEO Division, drafts Department responses to EEO complaints filed with the State's Department of Fair Employment and Housing (DFEH) or the Federal Equal Employment Opportunity Commission (EEOC) and conducts EEO training for entry-level uniformed hires. The Director of Human Resources reviews and processes requests for reasonable accommodation under the Americans with Disabilities Act, reviews and processes leave and tuition reimbursement requests, serves as the Skelly Officer for all disciplinary hearings; and assists with the development and administration of selection processes for new personnel and positions.

Personnel Administration Section

The responsibility of the Personnel Administration section is to prepare and process appointment and separation papers; issue requisitions for hiring; maintain database for acting assignments, retirements, leaves and tuition reimbursements; process leave requests under the Family Medical Leave Act (FMLA) and other types of leave as provided citywide or in specific memoranda of understanding; monitor probationary periods; maintain personnel files; respond to subpoenas; and track and maintain statistics on the composition of the workforce.

Fire Services Examination Unit

The Fire Services Examination Unit (FSEU) develops and administers selection processes for all positions in the Fire Department, uniform and civilian.

For selection processes for the uniformed ranks, the FSEU works with and oversees test consultants in developing job-related tests consistent with legal and professional standards that govern testing.

For civilian exams, the FSEU develops structured oral interview and performance tests to identify the most qualified candidate for various positions. The FSEU also provides support and assistance to the Department's Assignment Office in performing daily staffing functions.



Stress Unit

The Stress Unit is a peer support group that provides confidential assistance, counseling, referral and follow up to Department members and their family members during times of personal crisis. Stress Unit members are trained in intervention methods for drug abuse, alcohol abuse, co-dependency and domestic violence. They also attend meetings with Behavioral Science professionals to continuously improve their services to our members.

Office of the Physician

The Department Physician provides a comprehensive occupational safety and health program. A main component of the program is the development and implementation of primary and secondary prevention strategies, which include analysis of work-related injuries and illnesses for risk management.

The Physician's Office is responsible for evaluating and certifying personnel for mandatory and return-to-work examinations and providing consultative services regarding work-related issues. Further responsibilities include implementation of state and federal mandated health programs.

The Physician's Office provides services to members of the department; Health Check Surveillance Tests, Cardiac Risk Factor Prevention, HazMat Surveillance Exams, Scuba Diver Surveillance Exams, Tuberculosis Surveillance Program, Influenza Vaccination Program, Hepatitis B Vaccination Program, Hepatitis C Screening Program, Hepatitis A Vaccination Program, Hearing Conservation Program, Blood-borne Pathogens Prevention Program, Post Exposure Evaluations and the Respiratory Disease Prevention Program.

Case management activities take place on a daily basis and have helped reduce disability costs through daily review of injury and illness reports, implementation of a computer tracking system, development of a Temporary Modified Duty Program, and by serving as liaison between Workers Compensation, the employee and the treating provider.

Medical Leave Supervisor

The Medical Leave Supervisor serves as the principal liaison between the Fire Department and the Worker's Compensation apparatus, oversees a diverse caseload of on-duty injury and illness claims and assists with employee reporting and documentation requirements. The Medical Leave Supervisor also coordinates between the City's Worker's Compensation Division, the Fire Department Command staff, the employee's treating physician's office and the City Attorney's Office in all matters concerning disability claims of department employees, ensuring effective and open lines of communication between all the different organizations to ease employees' progress through the system and to achieve a rapid return to health and well-being of injured employees.

During fiscal year 2005-06, there were an average of 53 employees off work, per day, on disability status. Overall there has been a 56% decrease in the number of employees off work on disability status since the Department reached a peak with 120 members off work in late 2000.

In Memory

| Name | Date | Name | Date | Name | Date |
|-----------------------|------------|------------------------|------------|--------------------|------------|
| Melinda J. Ohler | 01.13.2003 | Thomas Hayden | 12.06.1908 | George Wells | 07. .1908 |
| Louis R. Mambretti | 03.09.1995 | James Byrnes | 06.25.1946 | James O'Neil | 04.18.1906 |
| Jerry Eugene Butler | 08.17.1993 | Frank J. Garcia | 12.07.1944 | Dennis T. Sullivan | 04.18.1906 |
| John P. Conway | 05.11.1991 | John W. Walker | 07.24.1944 | Henry Sullivan | 04.15.1906 |
| William J. Moore | 05.31.1988 | Charles M. McCarthy | 01.30.1942 | Thomas J. Hennesy | 01.31.1906 |
| Herbert M. Osuna | 07.31.1980 | Arthur R. Moore | 12.05.1941 | Charles W. Dakin | 01.31.1906 |
| Zeno Contreras | 07.16.1979 | Harry D. Brophy | 12.04.1941 | Mark Bearwald | 06.23.1903 |
| James Desmond | 07.01.1978 | Louis E. Sullivan | 09.02.1940 | Henry T. Heffernan | 09.24.1902 |
| Robert F. Upp | 11.23.1973 | Joseph F. Flood | 08.24.1940 | John E. Sweeney | 06.20.1900 |
| John A. Parina | 03.13.1973 | Michael F. Malley | 02.13.1939 | Henry O'Neil | 05.11.1900 |
| Arthur W. Jones | 03.30.1973 | James O. Malley | 06.05.1938 | Michael Kelleher | 10.30.1898 |
| George F. Hicks | 11.14.1972 | Patrick T. Dunlevy | 05.15.1938 | Timothy Hallinan | 01.06.1897 |
| James J. McElearney | 07.18.1971 | William Larkin | 02.15.1938 | John Moholy | 01.06.1897 |
| Raymond Nyhan | 02.14.1971 | Owen C. McNulty | 08.10.1937 | James Bain | 01.15.1895 |
| William A. Johnston | 01.10.1971 | Joseph A. Sullivan | 07.31.1936 | John B. Peralta | 11.11.1893 |
| Joe Intersimone | 09.04.1970 | Timothy J. Driscoll | 03.09.1932 | John Cronin | 10.06.1893 |
| Robert Hutchinson | 05.02.1970 | Florence Scannell | 01.01.1932 | Morris Bushway | 08.09.1893 |
| Garry Nisidio | 03.12.1969 | William H. Bohem | 03.01.1931 | Richard Windrow | 06.07.1893 |
| Fred L. Baumeister | 09.02.1968 | David J. Britt | 01.01.1927 | Joseph Madison | 06.07.1893 |
| Thomas F. Lyons | 01.21.1968 | Patrick W. Gordon | 08.28.1926 | A.E. Davis | 06.07.1893 |
| Raymond C. Ring | 02.20.1966 | John F. Laveroni | 04.04.1925 | Thomas Kennedy | 05.20.1892 |
| Cornellius J. Lucey | 01.10.1965 | James C. Herlihy | 06.15.1925 | William Hunt | 07.04.1891 |
| Albert Gheno | 10.21.1964 | Thomas F. Collins | 05.11.1925 | Edward Riley | 11.29.1890 |
| Dennis Kinsey | 10.20.1964 | Frank W. Becker | 10.29.1924 | Michael J. Nagel | 11.25.1887 |
| Thomas R. Finerty | 10.20.1964 | Julius Phillips | 01.25.1923 | John M. Cook | 06.28.1887 |
| Andrew K. Benton | 09.01.1964 | Anton Logner | 01.09.1922 | John J. Wilkinson | 02.10.1887 |
| Patrick G. Brannigan | 06.03.1963 | William S. Copper | 01.09.1922 | George L. Post | 08.23.1886 |
| Robert V. O'Rourke | 01.12.1963 | William S. Kirkpatrick | 01.09.1922 | John P. Fleming | 05.01.1886 |
| Frank M. Lamey | 01.02.1963 | Bernard F. McDermott | 07.23.1921 | William B. Ludlow | 10.02.1886 |
| Joseph B. Cuff | 07.12.1962 | Owen Williams | 06.07.1920 | Peter F. Healey | 10.08.1885 |
| Daniel P. Feeney | 02.02.1960 | Theodore B. Kentzel | 04.25.1919 | Martin H. Hanna | 10.08.1885 |
| Nicholas P. Pearson | 01.01.1960 | John J. Conlon | 03.02.1919 | Gabriel Beaujet | 11.14.1885 |
| Stanislaus J. Rybicki | 02.04.1960 | Joseph H. Coleman | 11.27.1917 | Michael McLaughlin | 06.10.1885 |
| Arthur O. Lindberg | 09.06.1958 | Timothy F. Collins | 10.05.1917 | John E. Ross | 04.03.1883 |
| Herbert G. Martin | 04.07.1954 | Joseph Allen | 10.05.1917 | Mathew Brady | 11.21.1882 |
| George R. Wyatt | 10.02.1953 | Stephen D. Russell | 10.05.1917 | John Chester | 07.05.1880 |
| Joseph P. Corliss | 03.06.1953 | Joseph Ryan | 02.04.1917 | F. Kiernan | 11.04.1879 |
| George J. Keenan | 12.28.1952 | Joseph W. Corwell | 06.11.1916 | Walter J. Bohem | 08.31.1865 |
| Alfred W. Betti | 06.02.1952 | Dennis J. Mulcahy | 11.07.1915 | J.M. Jacks | 08.31.1863 |
| Fred C. Ellenberger | 04.13.1950 | William A. Carew | 09.09.1914 | Edward T. Allen | 03.01.1863 |
| John J. Webb | 01.17.1950 | William W. Neifer | 07.05.1914 | Elbert Barbier | 11.27.1860 |
| Joseph F. Kane | 05.15.1948 | John F. Meacham | 06.28.1914 | William Louderbach | 08.20.1859 |
| Leo J. Carey | 03.18.1948 | Thomas J. Ahern | 03.17.1912 | T.T. Seward | 11.02.1855 |
| Michael O'Connell | 10.17.1947 | James Buckley | 05.31.1911 | Thomas Murray | 01.27.1855 |
| Patrick Duffy | 01.02.1947 | James C. Crowley | 01.26.1911 | John Teising | 11.28.1854 |
| Charles P. Lynch | 07.30.1946 | Frederick J. Baker | 09.03.1910 | Samuel Bumm | 03.02.1854 |
| Walter V. Elvitsky | 07.30.1946 | Philip J. Meehan | 02.01.1910 | James Dougherty | 06.22.1853 |
| Albert F. Hudson | 07.30.1946 | John H. Mullen | 10.05.1909 | James Welsh | 05.04.1851 |



This Annual Report dedicated to the memories of all San Francisco
Firefighters who gave their lives in the line of duty
1866—2006

Editor: Andy Zano, Captain, Administration Division, San Francisco Fire Department
Photographs: Michael Mustacchi, Pete Howes, John Danner, Stan Lee, Jeff Wong, Richard Kochevar
Fiscal Year 2005-06 Annual Report available for viewing and downloading on the Fire Commission website
http://www.sfgov.org/fire_comm