

SAN FRANCISCO FIRE COMMISSION

Fire Commission Regular Meeting
Wednesday, August 10, 2016 - 9:00 a.m. – 12:00 p.m.

City Hall, 1 Dr. Carlton B. Goodlett Place, Room 416 ■ San Francisco ■ California ■ 94102

AGENDA

Item No.

1. ROLL CALL

President	Francee Covington
Vice President	Ken Cleaveland
Commissioner	Stephen A. Nakajo
Commissioner	Michael Hardeman
Chief of Department	Joanne Hayes-White

2. GENERAL PUBLIC COMMENT

Members of the public may address the Commission for up to three minutes on any matter within the Commission's jurisdiction and does not appear on the agenda. Speakers shall address their remarks to the Commission as a whole and not to individual Commissioners or Department personnel. Commissioners are not to enter into debate or discussion with a speaker. The lack of a response by the Commissioners or Department personnel does not necessarily constitute agreement with or support of statements made during public comment.

3. APPROVAL OF THE MINUTES *[Discussion and possible action]*
Discussion and possible action to approve meeting minutes.

- Minutes from Regular Meeting on July 13, 2016

4. BRIEFING ON GENDER ANALYSIS OF SAN FRANCISCO FIRE DEPARTMENT *[Discussion]*

Briefing by Policy Fellow Elizabeth Yang and Dr. Emily Murase of the San Francisco Department on the Status of Women regarding the recent Gender Analysis of San Francisco Fire Department

5. RESOLUTION 2016-05 *[Discussion and possible action]*

Discussion and possible action regarding proposed Resolution 2016-05, recommending that the Board of Supervisors authorize the San Francisco Fire Department to accept and expend Port Security Grant Program funding in the amount of \$769,922 from the Federal Emergency Management Agency to purchase a new dive boat.

6. SFFD 150TH ANNIVERSARY GRAND PARADE AND LIVING HISTORY DAYS SEPTEMBER 24 & 25, 2016 *[Discussion]*

Retired Deputy Chief Richard Kochevar will highlight events scheduled for the 150th Anniversary Grand Parade.

7. DISCUSSION ON THE DRAFT STRATEGIC PLAN *[Discussion]*
Update from Mark Corso on the draft Strategic Plan.

8. CHIEF OF DEPARTMENT'S REPORT *[Discussion]*

REPORT FROM CHIEF OF DEPARTMENT

Report on current issues, activities and events within the Department since the Fire Commission meeting of July 27, 2016, including academies, strategic planning, 150th Anniversary update, special events, communications and outreach to other government agencies and the public.

REPORT FROM OPERATIONS

Report on overall field operations, including greater alarm fires, mutual aid, Emergency Medical Services, Bureau of Fire Prevention & Investigation, and Airport Division.

9. AGENDA FOR NEXT FIRE COMMISSION MEETING *[Discussion]*
Discussion regarding agenda for the August 24, 2016 regular meeting.

10. ADJOURNMENT

MINUTES FOR ADOPTION

SAN FRANCISCO FIRE COMMISSION

FIRE COMMISSION REGULAR MEETING
DRAFT MINUTES

Wednesday, July 13, 2016 - 9:00 a.m.

City Hall, 1 Dr. Carlton B. Goodlett Place, Room 416, San Francisco, California, 94102

The Video can be viewed by clicking this link:

http://sanfrancisco.granicus.com/MediaPlayer.php?view_id=180&clip_id=25782

President Covington called the meeting to order at 9:00 AM.

1. ROLL CALL

Commission President	Francee Covington	Present
Commission Vice President	Ken Cleaveland	Present
Commissioner	Stephen Nakajo	Present
Commissioner	Michael Hardeman	Present
Chief of Department	Joanne Hayes-White	Present
Mark Gonzales	Deputy Chief - Operations	
Ken Lombardi	Support Services	
Dan DeCossio	Bureau of Fire Prevention	
Richard Brown	Bureau of Fire Prevention	
Jeff Myers	EMS	
Rudy Castellanos	Airport Division	
Assistant Chiefs		
Kevin Burke	Division 2	
Dave Franklin	Division 3	
Staff		
Mark Corso	CFO	
Clement Yeh	Medical Director	

2. PUBLIC COMMENT

There was no public comment.

3. APPROVAL OF THE MINUTES *[Discussion and possible action]*
Discussion and possible action to approve meeting minutes.

- Minutes from Regular Meeting on June 8, 2016

Vice President Cleaveland Moved to approve the June 8, 2016 regular meeting Minutes. Commissioner Hardeman Seconded. Motion to approve above Minutes was unanimous.

There was no public comment:

4. CHIEF OF DEPARTMENT'S REPORT *[Discussion]*
REPORT FROM CHIEF OF DEPARTMENT

Report on current issues, activities and events within the Department since the Fire Commission meeting of June 22, 2016, including academies, strategic planning, 150th Anniversary update, RC-4/Station 49 update, special events, communications and outreach to other government agencies and the public.

Chief Hayes-White's report covered the period following the Commission meeting on June 22, 2016. She mentioned that the 120th academy is in their fourth week and were joined by 12 members from Station 49 two weeks ago and that there was a bump up academy for Level 1 EMT's to become Level 2 paramedics. She announced that the 121st academy class is scheduled to start at the end of the year.

In regards to the Strategic Plan, Chief Hayes-White stated that it continues to be a work in progress and she will share the current working draft with the Commission and that the project manager assigned to compile additional information from the subject matter experts has taken a leave unexpectedly. She added that the target date for a final plan is sometime in the fall. With regards to the 150th Anniversary, she mentioned that there is discussion about having a volunteer appreciation day some time in August and that venture is being headed up by Guardians of the City. Also planned is a 9/11 commemoration with every station participating in the ceremony and hopefully combining that with the unveiling of the World Trade Center artifact that recently arrived in the City as well as an event on the weekend of 9/24 where the Department will display apparatus and participate in a parade at Fisherman's Wharf. She touched on the new Fireboat which is expected to arrive this month and possibly commissioning it in conjunction with Fleet Week. She announced the fire boat naming contest that has been offered to SF school children to participate in, and a panel consisting of 6 members will make a final selection. Other events planned for the 150th include a film festival, Fire Prevention week and a final celebration on December 3, 2016, possibly at the Zoo.

Chief Hayes-White touched on the new H-23 admin position and the ongoing discussions involving the supervisory model for Station 49. She mentioned that she was selected by Mayor Lee and Mayor Schaff to present at the Bay Area Women's Summit at Moscone Center, she attended the Pride Parade, presented before the Board of Supervisors Public Safety Committee relating to the fires in the Mission District and attended a community meeting in the Mission to discuss concerns with community members. Chief Hayes-White spoke of the counter-terrorism awareness workshop in the Presidio that she and command staff attended and mentioned that it was an excellent presentation.

Chief Hayes-White thanked the Commission for their advocacy and support with the budget process and was happy at the outcome after many meetings and phone calls and was pleased to announce that they have a fleet plan that will carry the Department through the next several years.

Vice President Cleaveland thanked Chief Hayes-White for her comprehensive and positive report. He asked Chief Hayes-White when she selects candidates for the academy does she pick more candidates than she thinks will actually attend the class. Chief Hayes-White explained that because issues come up, medical issues, resignations, etc., she usually has 12 to 15 people on reserve and if she can't use them for the current class, they usually get picked up for the next class.

Vice President Cleaveland also stated that during Fire Prevention Week, he thinks it's really important to get comprehensive information out to the public on fire prevention, considering the recent concerns members of the public have about fires. Chief Hayes-White responded that there have been very successful public safety announcement campaigns during the month of June for the July 4th celebration and they will do the same for Fire Prevention Week and every station has an open house where information can be given out in every neighborhood during that week. Vice President Cleaveland suggested getting fire prevention information out in multiple languages and that it needs to get out to the public, such as at street fairs and other civic events throughout the City. Chief Hayes-White agreed and stated that there is information on the Department's website which is published in five languages, including English and that they

received funding this fiscal year for an additional fire investigator and fire inspector and their roles will be to literally be out canvassing and interacting with the community. Vice President Cleaveland complimented the Chief, Mark Corso, Olivia Scanlon and Chief Gonzales for putting together the fleet plan.

Commissioner Nakajo welcomed Chief Hayes-White back and expressed his concern for her son and was glad to hear he was doing well. He also agreed with the comments from Vice President Cleaveland in terms of his positive comments toward the budget process and echoed the appreciation of all the players that were able to accomplish the budget process. He also acknowledged former Commissioner Paul Conroy for his contributions in terms of the vehicle replacement plan that was promoted during his tenure. He touched upon the reinstatement of Battalion 5 and how it will be a major contribution to the neighborhoods it serves.

Commissioner Hardeman thanked the Chief for her outstanding report. He asked about how fires are measured by alarms. Chief Hayes-White explained that each jurisdiction has different rules and staffing levels to what makes up an alarm. The SFED Rules, Regulations and Procedures state that they don't exceed a fifth alarm. If they feel staffing would be compromised, and because not only are they dealing with the issue at hand, but making sure the other areas of the city are well protected, then they would contemplate the request for additional resources come from outside the city. She added that in her career, she has not had to do that.

President Covington mentioned that the Strategic Plan is tremendously important to the department because it will be a snapshot of where the Department is now, where they want to go and how they are going to get there in the future and she recommended that the Commission receive a first draft so they have time to review it and chime in on anything that may have been overlooked or compliment it.

President Covington invited Fire Marshal DeCossio up to the podium to talk about his presentation before the Board's Public Safety Committee, referenced in the Chief's report. Fire Marshal DeCossio stated that the last fifth alarm was in Bernal Heights. He mentioned that focusing on the Mission, they went back as far as 2004 and looked at all the fires and what they found was the overall fires fluctuates as few as 10 and as many as 28 in one year. If you take an average through the current day, it's roughly 17 a year and that is on par with what they had last year. He said, not discounting that every fire is a concern of the Department, he thinks the focus right now from the feedback they are getting are the people being displaced, which is a great concern, so they looked at the greater alarms last year and they have had more greater alarms than they typically would have but they didn't have more fires. He added that they also spoke briefly on code requirements and Captain Bowden, of the Arson Task Force spoke to the committee. He gave an explanation on how his team investigates fires and comes to one of four conclusions/determinations which consists of accidental, incendiary, natural or undetermined. He mentioned that the Arson Task force is comprised of a Captain, a training lieutenant and nine investigators that are on 24-hour shifts. He added that they will be getting an additional inspector to track data neighborhood by neighborhood and the goal would be to compare each neighborhood to other neighborhoods throughout San Francisco and see the trends, track that data nationally, and see if there's anything that sticks out, any red flags. He added that the other part of the community outreach team will be a fire inspector, which will gather fire prevention materials, fire safety information, geared towards each specific neighborhood so they can go out and speak to citizens, and inform them what of what we're seeing in their neighborhoods and the best ways to prevent the fires. President Covington announced that she called the Fire Marshal up on the spur of the moment and she thought it was important for the public to know that the backlog is being cleared up and that there are many partners in determining next steps in the investigations. Chief Hayes-White added that in conjunction with the team approach, not only do they work closely with the San Francisco Police Department, but they also work very closely with the assigned deputy district attorney.

REPORT FROM OPERATIONS

Report on overall field operations, including greater alarm fires, Emergency Medical Services, Bureau of Fire Prevention & Investigation, and Airport Division.

Chief Gonzales' report covered the month of June 2016. He described the one greater alarm during the period which was a fifth alarm at 29th and Mission involving six buildings. Assistant Chief Siragusa was in command and he gave a comprehensive report on this fire last commission meeting. He added that the members did an excellent job considering the heavy fire conditions and wind conditions they experienced when they got on scene, along with the challenge of the building that was under construction. He added that unfortunately 58 people were displaced and hopefully we can all work together to help those displaced occupants. The use of Alert SF, social media outlets and 3-1-1- were all used to communicate evacuation orders, shelter in place orders in both English and Spanish and the SFFD, Red Cross, Salvation Army, and DPH all worked together at the Safeway parking lot to put immediate services together for the displaced victims.

Chief Gonzalez reminded members of the public to sign up for emergency notifications by texting "Alertsf" to 888-777. He also described the discussion on Ocean Safety Prevention and Education on June 8, 2016 that was sponsored by the SFFD, SFPD, Coast Guard and National Park Service. He went on to describe working fires and a cliff rescue that occurred through the reporting period.

He announced that last month the Department made the 10 minutes, the 90th percentile, Code 3 ambulance response and this month, even though the call volume is up, probably the highest in six months, the response times were under 10 minutes and he feels good that EMS is making great strides. He mentioned that there are nine new members that are qualified to work at radio and that the controlled substance policy is in review phase. He and Dr. Yeh have a meeting scheduled with COD to discuss the final approval of the policy. Regarding the Station 49 supervisory update, discussions continue.

He invited Captain Balmy from Fire Prevention to give a Transportation Advisory Staff Committee (TASC) update which is attached: <http://sf-fire.org/sites/default/files/COMMISSION/Fire%20Commission%20Support%20Documents%202015/TASC%20PPT%2007%202016.pptx>

He described TASC as an inter departmental committee that has the responsibility of vetting any change to public streets or legislation regarding public streets before a required hearing at the SFMTA Board, it essentially reviews proposals from different agencies and organizations. The proposals are sponsored by an SFMTA member and that member provides the documents to the committee for review at least five business days before the TASC meeting. He went on to discuss the challenges and recommendations as well as proposed legislation on proposed street changes.

Vice President Cleaveland thanked Captain Balmy for his illuminating presentation and stated that he thinks it's a terrible idea to make 6th Street into a two lane road, one in each direction. He also commented that as far as the bulb outs, his concern is that responding to an emergency/fire, access is absolutely critical and design should not impede the response time. He also suggested that the City Attorney's Office should get their act together and tell the Department what codes prevail.

Commissioner Nakajo thanked Captain Balmy for his report and mentioned how much he learned from it and how much the issues raised affect him and his community and he's glad the Department has a seat at the table to provide important concerns. He also mentioned that it is important for the public to know that the Department is not resistant of the changes, the concern is if it affects or delays the Department from doing the tasks and duties required to provide emergency services to the people that rely on the Department.

Commissioner Hardeman thanked Captain Balmy for his report and stated that Cpt. Balmy has a tough job dealing with well intentions of the BOS, other City Commissions and Departments that are trying to narrow streets and increase the residential footprint at the expense of the Fire Department in some respects. Examples of how some of the changes cause damage to the apparatus and the cost to repair them were given.

President Covington thanked Captain Balmy and suggested that the proposed street changes presented at TASC should bear further exposure and dialogue at the Commission level. She acknowledged that it's very challenging for the Department and some of the changes have made it difficult for the members to do their job and suggested that some sort of agreement be made so that when plans for street changes are recommended that the Department has sufficient time to review and give suggestions. Fire Marshal DeCossio added that the challenges boil down to two causes, 1) Jurisdiction, and since the state fire marshal did not adopt a section in the fire code that regulates street calming fire department access, they leave it up to the local agency and the City adopted that specific section. He added that it doesn't carry the weight of the state, so they have competing ordinances at the local level. The second cause is that the other competing agencies, such as DPW and SFMTA have their own guidelines and they are not always in alignment.

Vice President Cleaveland thanked Chief Gonzales for his comprehensive report and congratulated him and Chief Myers on getting the EMS response times under 10 minutes.

Commissioner Nakajo also thanked Chief Gonzales for his report and commented on the EMS portion of getting the response time down where the ambulances averaged 6.08 minutes on scene for code 3 responses and were at 9.73 minutes 90% of the time, which was always the goal and he sees it as a very important historical accomplishment with the Department. Commissioner Nakajo also suggested recognizing the members who responded to the CHP Officer that was stabbed at an upcoming Commission meeting.

Commissioner Hardeman thanked the Chief for his comprehensive report and acknowledged Chief Siragusa for his wisdom and natural instincts which were once again shown when commanding the 5th alarm at 29th and Mission Street.

There was no public comment.

5. OVERVIEW OF FIRE DEPARTMENT BUDGET [Discussion]

Update and overview from Mark Corso on the current budget

Mark Corso gave the attached budget presentation: <http://sf-fire.org/sites/default/files/COMMISSION/Fire%20Commission%20Support%20Documents%202015/budget%20update.pdf>

Mark Corso discussed the budget timeframe since the last presentation on June 8, 2016. He mentioned that the Department began discussions and worked with the Board's Budget Analyst and began negotiation on a variety of departmental requests and provided justification to those requests and answered questions that they had. He announced that there were no reductions to affect any of the Department's project initiatives or fleet and equipment fund and no deletion of any positions. He added that working closely with Local 798, they were able to secure funding to restore Battalion 5, effective January and in addition they were allocated additional funding for youth firefighter training in conjunction with the Black Firefighters Association. He touched on additional positions funded for the Bureau of Fire Prevention. He added that although the process is not officially complete as it needs to be voted on by the Board of Supervisors and to the Mayor's office for the final sign off. He concluded by thanking on behalf of the Department, the Mayor's Budget Office, the Board of Supervisors, the Board's Budget Analyst Office, Local 798, the Budget Committee and the Fire Commission for their support.

Vice President Cleaveland thanked Mr. Corso for his excellent report and for shepherding the budget process through. He added that it's quite unusual to get into an agreement on the first go around and complimented Mr. Corso and the staff of the Budget Analyst's Office for coming to accord early on in the process.

Commissioner Nakajo also thanked Mr. Corso for his comprehensive summary and update and congratulated Chief Hayes-White, her administration, Local 798 and everyone else that worked on the budget and stated that in his 21 years on the Commission, this budget was the best budget that he has seen presented in terms of the process of working together and that it really is a great accomplishment.

Commissioner Hardeman echoed the words of Commissioner Nakajo and congratulated Mark Corso and complimented his style to negotiate.

President Covington also echoed the sentiment and compliments of her fellow commissioners and thanked Chief Gonzales who was very diligent in roaming the halls and speaking to everyone, all of the folks on the legislative side of the City to get the resources that are needed, along with Ms. Olivia Scanlon. She added that it really shows how when we all work together, including the Union, the Budget Committee, the Commissioners, the Administrative staff, the rank and file, a lot gets done. She also suggested that the Department would benefit largely if they had a grant writer to assist Chief Francisco with that task.

Chief Hayes-White explained in detail the description and function of the firefighter youth training.

There was no public comment.

6. AGENDA FOR NEXT FIRE COMMISSION MEETING [Discussion]
Discussion regarding agenda for the July 27, 2016 regular meeting.

- Station 49 staffing issues

Unidentified mail was curious about the people displaced from the community and would like an update on what the Fire Department is doing to help those people stay in the city where they belong.

7. ADJOURNMENT

President Covington adjourned the meeting at 11:17 a.m.

GENERAL ORDERS

SAN FRANCISCO FIRE DEPARTMENT
GENERAL ORDER

File Code 16 A-36
July 22, 2016

From: Chief of Department
To: Distribution List "A"
Subject: San Francisco Fire Department NERT Instructors
Reference: Rules & Regulations, Section 402
Enclosure: None

Officer Endorsement:
Sec. 1108 – R & R

1. The San Francisco Fire Department's Neighborhood Emergency Response Team (NERT) Training Program requests uniformed personnel for instructor positions. NERT training classes are conducted during day and evening hours Monday through Friday and some Saturdays. Instructors will work in an off-duty status and will be compensated per MOU Section 13.
2. The Training Program is a high profile program that involves the training of neighborhood citizens, business staff, and employees of various City departments in earthquake preparedness and life saving disaster skills. Instructors will also assist with ongoing training of NERT graduates who are part of a neighborhood response team in Advanced NERT classes and drills so they can most effectively assist the San Francisco Fire Department in case of a disaster.
3. Desired qualifications taken into consideration for the instructor position are the following:
 - Agreement to a minimum two-year commitment
 - Interest in community service
 - Possess a current paramedic or EMT certification
 - Experience as an instructor or trainer
 - Fire Instructor 1A and 1B certifications
4. Bilingual instructors are especially needed to teach classes in Cantonese and Spanish. Fluency in the language is mandatory for these training sessions.
5. Certification for completing instructor task book for California State Fire Marshal's mandatory 80 instructional hours for "Training Instructor", "Instructor I" and "Company Officer" can be accomplished through NERT instruction.
6. Interested members must submit a General Form and have an updated PQF on file, listing relevant education and job experience. Applications must be submitted through channels to the Assistant Deputy Chief of Training prior to the close of business on Friday, August

5, 2016 to be considered for the 2016 train-the trainer course. Include your contact information so that the Program coordinator can follow up.

7. PQF's will be reviewed and selected candidates will be scheduled for an interview.
8. In the event a member is accepted as an instructor, he/she must attend the 18-hour NERT training course *and* a three day NERT Instructor train-the-trainer (TTT) course prior to teaching. Enroll in a NERT training course prior to attending TTT. The current schedule of classes can be found at www.sfgov.org/sfnert or contact NERT at the email/phone number below. The 2016 Instructor TTT will be held August 15, 16, and 17 from 9am-5pm at the Division of Training. No TC or OT will be awarded for the 18 hour NERT class or TTT course. Members may attend TTT on their Regular watch or Mandatory but may not be a Trade Working for another member or voluntary WDO.
9. Any questions regarding this program should be directed to Lt. Erica Arteseros at erica.arteseros@sfgov.org or 415-970-2022.

Joanne Hayes-White
Chief of Department

SAN FRANCISCO FIRE DEPARTMENT
GENERAL ORDER

File Code 16 A-37
July 22, 2016

From: Chief of Department
To: Distribution List "A"
Subject: Acting Assignment Selection Process for H-4 Inspector
Reference: Rules & Regulations, Section 402
Enclosure: None

Officer Endorsement:
Sec 1108 – R. & R. _____

1. In anticipation of additional openings in this Fiscal Year, the Department seeks members interested in applying for the acting assignment selection process for the rank of H-4 Inspector in the Bureau of Fire Prevention (BFP).
2. All permanent civil service H-2 Firefighters, H-3 Level III Firefighter Paramedics, and H-10 Incident Support Specialists who have successfully completed their probationary period in their permanent class are eligible to apply. This includes members who may be on leave for exempt, provisional, non-civil service, and/or limited tenure appointments to other ranks.
3. Members must submit a General Form declaring their interest in the position and enclose an updated Promotional Qualification Form (PQF) to the Deputy Chief of Operations. Copies of all certifications listed in the PQF and all other supporting documentation must also be enclosed. Interested members who have previously submitted applications, must resubmit a General Form and PQF in order to be considered for this opportunity.
4. The Chief of Department will make selections based on a review of the PQF, with consideration for criteria items including:
 - Minimum of four years of fire suppression experience
 - State Fire Marshal Certifications in Fire Prevention
 - Other relevant coursework and/or training in Fire Prevention
 - Clean disciplinary record
 - Computer skills to enter, query, update and maintain database information
5. Application packets will be accepted on an ongoing basis.

Joanne Hayes-White
Chief of Department

CC'S TO THE COMMISSION

THOMAS P. O'CONNOR JR.
PRESIDENT
DANIEL A. GRACIA
VICE PRESIDENT
FLOYD K. ROLLINS II
SECRETARY
SHON M. BUFORD
TREASURER



DIRECTORS
STEPHEN V. GIACALONE
THOMAS A. FOGLE
ADAM H. WOOD
ADRIENNE R. SIMS
DANIEL V. CASEY

SAN FRANCISCO FIRE FIGHTERS
- Local 798 -

1139 MISSION STREET, SAN FRANCISCO, CA 94103-1514
TELEPHONE (415) 621-7103 • FAX (415) 621-1578
WWW.SFFDLOCAL798.ORG

July 22, 2016

Ms. Micki Callahan
Department of Human Resources, CCSF
One South Van Ness Avenue, 4th Floor
San Francisco, CA 94103

Dear Ms. Callahan,

We are in receipt of your most recent notice to H50 Assistant Chief test applicants notifying them that the re-administration of the exam will be held on October 24, 2016. As stated in our previous correspondence, Local 798 is greatly concerned that any delay in the re-administration of this exam will harm our members waiting for promotions on the current H-40 Battalion Chief list.

The current active H-40 list is set to expire in early February 2017. Any delays in the scoring and adoption of the new H-50 list will result in harm to those waiting for promotions to the rank of H-40. As you are well aware, in a closed promotive system there is a "domino effect" if any active lists are stalled or delayed.

Local 798 was very adamant in our previous correspondence that the re-administration of this exam be done as soon as possible. *A seven-month turnaround to give only one portion of an exam to 21 applicants is unacceptable.* We request to meet with your office as soon as possible to find a solution to rectify this problem.

Sincerely,

A handwritten signature in black ink, appearing to read 'T O'Connor', is written over the name of the sender.

Thomas P. O'Connor

cc: Fire Commission
Civil Service Commission

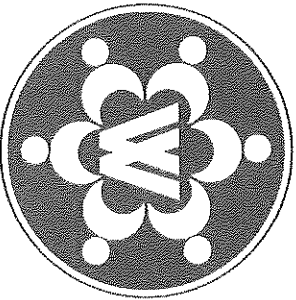
SPECIAL PRESENTATIONS

**GENDER ANALYSIS OF WOMEN IN
NONTRADITIONAL OCCUPATIONS: PUBLIC SAFETY
SAN FRANCISCO CITY WORKFORCE**

**August 10, 2016, 9 am
City Hall, Room 416**

**Elizabeth Yang, Public Policy Fellow
Department on the Status of Women**

CEDAW GENDER ANALYSIS



- CEDAW Ordinance
 - *“The City shall not discriminate against women in areas including employment practices, allocation of funding and delivery of direct and indirect services.”*
- Mayor Edwin Lee’s City of the State Address 2015
- Past Fire Department gender analyses in 2011, 2014



CEDAW

2011 FINDINGS – GENDER ANALYSIS

Summary of report

- 50% drop in the number of female applicants for the fire exam in 2009 from 2001
- White, Black, Filipino, Amer Ind women had a higher passage rate than men
- No show from 65% of African-American women who signed up yet 81% of those took test passed
- Lack of accessibility to sign up for exam

2014 FINDINGS – GENDER ANALYSIS

Summary of report

- Fire exam made available to take online
- Expanded recruitment efforts
- Worked closely with Police Department on domestic violence issues
 - Instituted paid family leave
 - Expanded inclusion of transgender firefighters

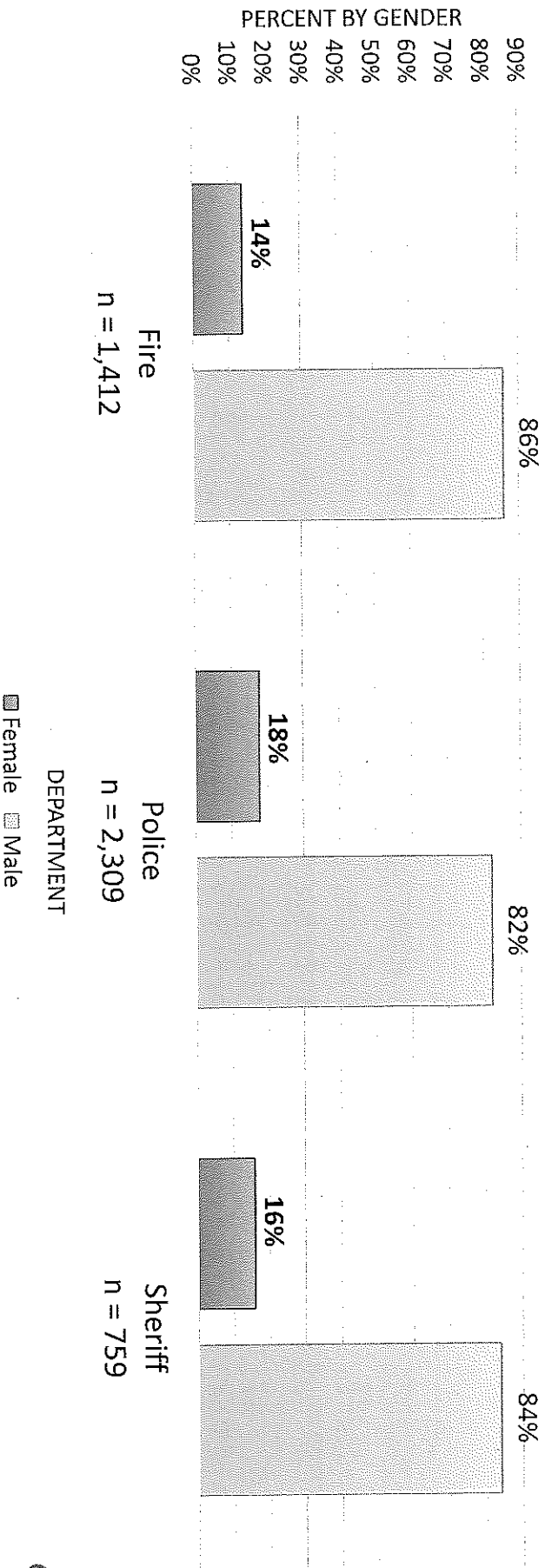
2016 DATA COLLECTION – GENDER ANALYSIS

- City Workforce Demographic Reports – Department of Human Resources
- Labor market utilization rate
- Individual interviews measuring recruitment and retention
 - Number of women firefighters interviewed in-person: 4

2016 FINDINGS – PUBLIC SAFETY

Selected Public Safety Departments by Gender, 2015

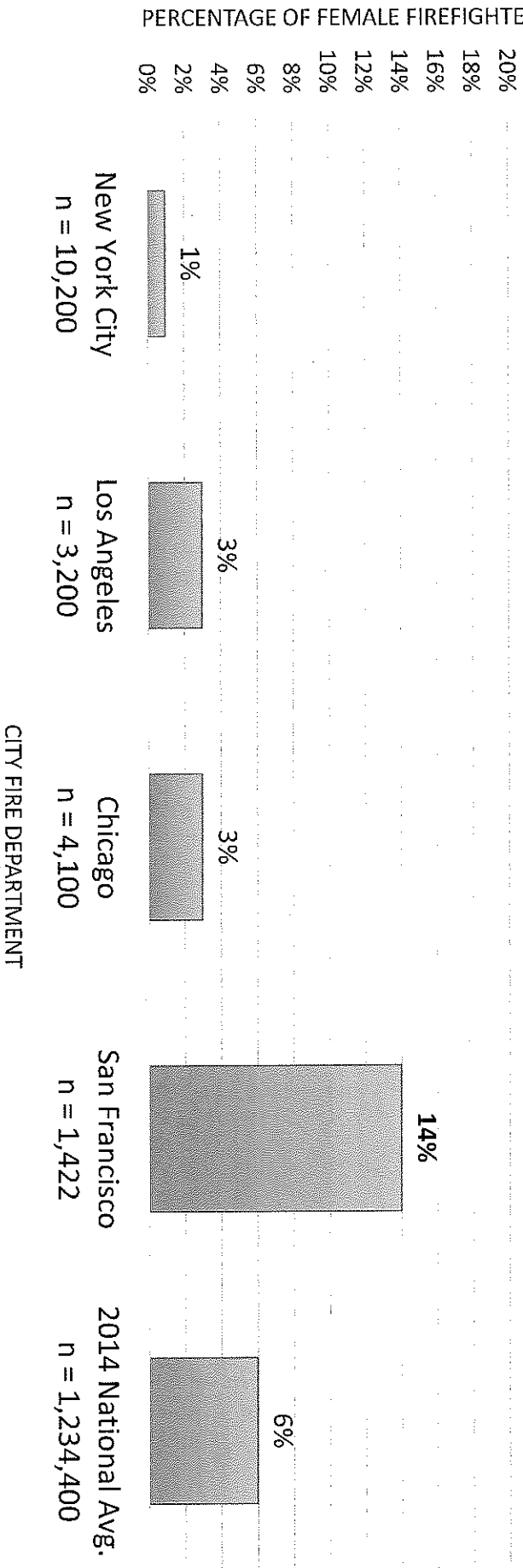
(Selected Job Types, n > 10)



Source: 2015 City and County of San Francisco (CCSF) Workforce Demographic Report, San Francisco Department of Human Resources

2016 – COMPARISON OF LARGE URBAN FIRE DEPARTMENTS

Percentage of Female Firefighters in Large Fire Departments, 2015
 (Sworn Officers)



Source: U.S. Fire Department Profile- 2014, National Fire Protection Association

2016 FINDINGS – GENDER ANALYSIS

Beginnings

- Hostile
- Traditional Boys' Club
- Rare to have women on same shift
- Hardly any female training officers

Findings from interviews

- Gender-responsive workplace
- Separate changing rooms and cubicles
- Stronger female visibility
- Women cadets are seen as equals

2016 FINDINGS – GENDER ANALYSIS

Challenges

- Recruitment – small candidate pipeline
- Difficulty in passing the physical ability test
- Some gender discrimination still

2016 FINDINGS – GENDER ANALYSIS

Recommendations

- Strategic recruiting
- Cultural change
- Internal diversity training
- Odd hour childcare service



Photo: United Fire Service Women, 2015

RESOLUTIONS

FIRE COMMISSION
City and County of San Francisco
Edwin M. Lee, Mayor

Francee Covington, *President*
Ken Cleaveland, *Vice President*
Stephen A. Nakajo, *Commissioner*
Michael Hardeman, *Commissioner*



698 Second Street
San Francisco, CA 94107
Telephone 415.558.3451
Fax 415.558.3413
Maureen Conefrey, *Secretary*

RESOLUTION 2016--05

RESOLUTION RECOMMENDING THAT THE BOARD OF SUPERVISORS AUTHORIZE THE SAN FRANCISCO FIRE DEPARTMENT TO ACCEPT AND EXPEND PORT SECURITY GRANT PROGRAM FUNDING IN THE AMOUNT OF \$769,922 FROM THE FEDERAL EMERGENCY MANAGEMENT AGENCY TO PURCHASE A NEW DIVE BOAT.

WHEREAS, The San Francisco Fire Department (SFFD) responds to over 130,000 incidents each year, including fires, vehicle accidents, and medical and other emergencies; and,

WHEREAS, Due to its geographic and topographic layout, as well as other factors, the SFFD is confronted with unique challenges in responding to these incidents; and

WHEREAS, One of these unique challenges consists of the Department's responsibilities for the protection of the Port of San Francisco and the San Francisco Bay; and,

WHEREAS, The SFFD applied for and was awarded a Fiscal Year 2015 Port Security Grant Program (PSGP) from the Federal Emergency Management Agency (FEMA) in the amount of \$769,922 for a dive boat; and,

WHEREAS, The use of these grant funds will allow the Department to procure a new dive boat, enhancing the Department's water response assets; and

WHEREAS, The grant requires the City to supply matching funds worth 25 percent of the total award, or \$256,641; and,

WHEREAS, The SFFD wishes to accept and expend the grant, to support and promote marine operations and enhance its protection of the San Francisco Bay and Port of San Francisco; now, therefore, be it

RESOLVED, That the Fire Commission recommends that the Board of Supervisors authorize the Fire Department to accept and expend Port Security Grant funding from FEMA in the amount of \$769,922 to purchase a dive boat to enhance the Department's water response capabilities and increase Port protection.

Adopted at the Regular Meeting of the San Francisco Fire Commission on August 3, 2016.

Ayes:
Nays:

Maureen Conefrey, Fire Commission Secretary

U.S. Department of Homeland Security
Washington, D.C. 20472



Mark Corso
San Francisco Fire Department
698 Second Street
San Francisco, CA 94107

Re: Grant No. EMW-2015-PU-00300

Dear Mark Corso:

Congratulations, on behalf of the Department of Homeland Security, your application for financial assistance submitted under the Fiscal Year (FY) 2015 Port Security Grant Program has been approved in the amount of \$769,922.00 . As a condition of this award, you are required to contribute a cost match in the amount of \$256,641.00 of non-Federal funds, or 25 percent of the total approved project costs of \$1,026,563.00 .

Before you request and receive any of the Federal funds awarded to you, you must establish acceptance of the award. By accepting this award, you acknowledge that the terms of the following documents are incorporated into the terms of your award:

- Agreement Articles (attached to this Award Letter)
- Obligating Document (attached to this Award Letter)
- FY 2015 Port Security Grant Program Funding Opportunity Announcement.

Please make sure you read, understand, and maintain a copy of these documents in your official file for this award.

In order to establish acceptance of the award and its terms, please follow these instructions:

Step 1: Please go on-line to the ND Grants system at <https://portal.fema.gov>. After logging in, you will see a subtitle Grants Management. Under this subtitle, you will see a link that says Award Package(s). Click this link to access your award packages. Click the Review Award Package link to review and accept the award package for your award. Please print your award package for your records.

Step 2: Please fill out and have your bank complete and sign the SF 1199A, Direct Deposit Sign-up Form. The information on the 1199A must match your SAM record. Be sure to include your DUNS and grant number on the form in Section 1F "Other." The SF 1199A should be sent directly from your financial institution to the FEMA Finance Center, via fax or mail to the Vendor Maintenance Office (see address below). The 1199A form will not be accepted unless it is received directly from the financial institution. Please pay careful attention to the instructions on the form.

FEMA Finance Center
Attn: Vendor Maintenance
P.O. Box 9001
Winchester, VA 22604

Secured Fax: (540) 504-2625
Email: FEMA-Finance@FEMA.DHS.gov

System for Award Management (SAM): Please ensure that your organization's name, address, DUNS number, EIN, and banking information are up to date in SAM and that the DUNS number used in SAM is the same one used to apply for all

FEMA awards. The System for Award Management is located at <http://www.sam.gov>. Future payments will be contingent on the information provided in the SAM; therefore it is imperative that the information is correct.

If you have any questions or concerns regarding the process to request your funds, please call (866) 927-5646.



BRIAN KAMOIE, GPD Assistant Administrator

U.S. Department of Homeland Security
Washington, D.C. 20472



AGREEMENT ARTICLES
Port Security Grant Program

GRANTEE:
PROGRAM:
AGREEMENT NUMBER:

San Francisco Fire Department
Port Security Grant Program
EMW-2015-PU-00300-S01

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Article I - Summary Description of Project

Project 1: SFFD CBRNE/Dive Boat is partially funded for \$769,922. Project scaled down due to limited available funds.

Article II - Acknowledgement of Federal Funding from DHS

All recipients must acknowledge their use of federal funding when issuing statements, press releases, requests for proposals, bid invitations, and other documents describing projects or programs funded in whole or in part with Federal funds.

Article III - Activities Conducted Abroad

All recipients must ensure that project activities carried on outside the United States are coordinated as necessary with appropriate government authorities and that appropriate licenses, permits, or approvals are obtained.

Article IV - Age Discrimination Act of 1975

All recipients must comply with the requirements of the *Age Discrimination Act of 1975 (42 U.S.C. § 6101 et seq.)*, which prohibits discrimination on the basis of age in any program or activity receiving Federal financial assistance.

Article V - Americans with Disabilities Act of 1990

All recipients must comply with the requirements of Titles I, II, and III of the *Americans with Disabilities Act*, which prohibits recipients from discriminating on the basis of disability in the operation of public entities, public and private transportation systems, places of public accommodation, and certain testing entities (42 U.S.C. §§ 12101–12213).

Article VI - Best Practices for Collection and Use of Personally Identifiable Information (PII)

All recipients who collect PII are required to have a publically-available privacy policy that describes what PII they collect, how they use the PII, whether they share PII with third parties, and how individuals may have their PII corrected where appropriate.

Award recipients may also find as a useful resource the DHS Privacy Impact Assessments: Privacy Guidance and Privacy template respectively.

Article VII - Title VI of the Civil Rights Act of 1964

All recipients must comply with the requirements of Title VI of the *Civil Rights Act of 1964* (42 U.S.C. § 2000d et seq.), which provides that no person in the United States will, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance. Implementing regulations for the Act are found at 6 C.F.R. Part 21 and 44 C.F.R. Part 7.

Article VIII - Civil Rights Act of 1968

All recipients must comply with Title VIII of the Civil Rights Act of 1968, which prohibits recipients from discriminating in the sale, rental, financing, and advertising of dwellings, or in the provision of services in connection therewith, on the basis of race, color, national origin, religion, disability, familial status, and sex (42 U.S.C. § 3601 et seq.), as implemented by the Department of Housing and Urban Development at 24 C.F.R. Part 100. The prohibition on disability discrimination includes the requirement that new multifamily housing with four or more dwelling units—i.e., the public and common use areas and individual apartment units (all units in buildings with elevators and ground-floor units in buildings without elevators)—be designed and constructed with certain accessible features (see 24 C.F.R. § 100.201).

Article IX - Copyright

All recipients must affix the applicable copyright notices of 17 U.S.C. §§ 401 or 402 and an acknowledgement of Government sponsorship (including award number) to any work first produced under Federal financial assistance awards, unless the work includes any information that is otherwise controlled by the Government (e.g., classified information or other information subject to national security or export control laws or regulations).

Article X - Assurances, Administrative Requirements and Cost Principles

Recipients of DHS federal financial assistance must complete OMB Standard Form 424B Assurances – Non-Construction Programs. Certain assurances in this document may not be applicable to your program, and the awarding agency may require applicants to certify additional assurances. Please contact the program awarding office if you have any questions.

The administrative and audit requirements and cost principles that apply to DHS award recipients originate from 2 C.F.R. Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, as adopted by DHS at 2 C.F.R. Part 3002.

Article XI - Debarment and Suspension

All recipients must comply with Executive Orders 12549 and 12689, which provide protection against waste, fraud and abuse by debarring or suspending those persons deemed irresponsible in their dealings with the Federal government.

Article XII - Drug-Free Workplace Regulations

All recipients must comply with the *Drug-Free Workplace Act of 1988* (41 U.S.C. § 701 et seq.), which requires that all organizations receiving grants from any Federal agency agree to maintain a drug-free workplace. DHS has adopted the Act's implementing regulations at 2 C.F.R. Part 3001.

Article XIII - Duplication of Benefits

Any cost allocable to a particular Federal award provided for in 2 C.F.R. Part 200, Subpart E may not be charged to other Federal awards to overcome fund deficiencies, to avoid restrictions imposed by Federal statutes, regulations, or terms

and conditions of the Federal awards, or for other reasons. However, this prohibition would not preclude the non-Federal entity from shifting costs that are allowable under two or more Federal awards in accordance with existing Federal statutes, regulations, or the terms and conditions of the Federal awards.

Article XIV - Energy Policy and Conservation Act

All recipients must comply with the requirements of 42 U.S.C. § 6201 which contain policies relating to energy efficiency that are defined in the state energy conservation plan issues in compliance with this Act.

Article XV - Reporting Subawards and Executive Compensation

a. Reporting of first-tier subawards.

1. *Applicability.* Unless you are exempt as provided in paragraph d. of this award term, you must report each action that obligates \$25,000 or more in Federal funds that does not include Recovery funds (as defined in section 1512(a)(2) of the American Recovery and Reinvestment Act of 2009, Pub. L. 111-5) for a subaward to an entity (see definitions in paragraph e. of this award term).

2. *Where and when to report.*

- i. You must report each obligating action described in paragraph a.1. of this award term to <http://www.fsrs.gov>.
- ii. For subaward information, report no later than the end of the month following the month in which the obligation was made. (For example, if the obligation was made on November 7, 2010, the obligation must be reported by no later than December 31, 2010.)

3. *What to report.* You must report the information about each obligating action that the submission instructions posted at <http://www.fsrs.gov> specify.

b. Reporting Total Compensation of Recipient Executives.

1. *Applicability and what to report.* You must report total compensation for each of your five most highly compensated executives for the preceding completed fiscal year, if—

- i. the total Federal funding authorized to date under this award is \$25,000 or more;
- ii. in the preceding fiscal year, you received—

(A) 80 percent or more of your annual gross revenues from Federal procurement contracts (and subcontracts) and Federal financial assistance subject to the Transparency Act, as defined at 2 CFR 170.320 (and subawards); and

(B) \$25,000,000 or more in annual gross revenues from Federal procurement contracts (and subcontracts) and Federal financial assistance subject to the Transparency Act, as defined at 2 CFR 170.320 (and subawards); and

iii. The public does not have access to information about the compensation of the executives through periodic reports filed under section 13(a) or 15(d) of the Securities Exchange Act of 1934 (15 U.S.C. 78m(a), 78o(d)) or section 6104 of the Internal Revenue Code of 1986. (To determine if the public has access to the compensation information, see the U.S. Security and Exchange Commission total compensation filings at <http://www.sec.gov/answers/execomp.htm>.)

2. *Where and when to report.* You must report executive total compensation described in paragraph b.1. of this award term:

- i. As part of your registration profile at <https://www.sam.gov>.
- ii. By the end of the month following the month in which this award is made, and annually thereafter.

c. Reporting of Total Compensation of Subrecipient Executives.

1. *Applicability and what to report.* Unless you are exempt as provided in paragraph d. of this award term, for each first-tier subrecipient under this award, you shall report the names and total compensation of each of the subrecipient's five most highly compensated executives for the subrecipient's preceding completed fiscal year, if—

- i. in the subrecipient's preceding fiscal year, the subrecipient received—

(A) 80 percent or more of its annual gross revenues from Federal procurement contracts (and subcontracts) and Federal financial assistance subject to the Transparency Act, as defined at 2 CFR 170.320 (and subawards); and

(B) \$25,000,000 or more in annual gross revenues from Federal procurement contracts (and subcontracts), and Federal financial assistance subject to the Transparency Act (and subawards); and

ii. The public does not have access to information about the compensation of the executives through periodic reports filed under section 13(a) or 15(d) of the Securities Exchange Act of 1934 (15 U.S.C. 78m(a), 78o(d)) or section 6104 of the Internal Revenue Code of 1986. (To determine if the public has access to the compensation information, see the U.S. Security and Exchange Commission total compensation filings at <http://www.sec.gov/answers/execomp.htm>.)

2. *Where and when to report.* You must report subrecipient executive total compensation described in paragraph c.1. of this award term:

i. To the recipient.

ii. By the end of the month following the month during which you make the subaward. For example, if a subaward is obligated on any date during the month of October of a given year (*i.e.*, between October 1 and 31), you must report any required compensation information of the subrecipient by November 30 of that year.

d. Exemptions

If, in the previous tax year, you had gross income, from all sources, under \$300,000, you are exempt from the requirements to report:

i. Subawards,

And

ii. The total compensation of the five most highly compensated executives of any subrecipient.

e. Definitions. For purposes of this award term:

1. *Entity* means all of the following, as defined in 2 CFR part 25:

i. A Governmental organization, which is a State, local government, or Indian tribe;

ii. A foreign public entity;

iii. A domestic or foreign nonprofit organization;

iv. A domestic or foreign for-profit organization;

v. A Federal agency, but only as a subrecipient under an award or subaward to a non-Federal entity.

2. *Executive* means officers, managing partners, or any other employees in management positions.

3. *Subaward*:

i. This term means a legal instrument to provide support for the performance of any portion of the substantive project or program for which you received this award and that you as the recipient award to an eligible subrecipient.

ii. The term does not include your procurement of property and services needed to carry out the project or program (for further explanation, see Sec. __.210 of the attachment to OMB Circular A-133, "Audits of States, Local Governments, and Non-Profit Organizations").

iii. A subaward may be provided through any legal agreement, including an agreement that you or a subrecipient considers a contract.

4. *Subrecipient* means an entity that:

i. Receives a subaward from you (the recipient) under this award; and

ii. Is accountable to you for the use of the Federal funds provided by the subaward.

5. *Total compensation* means the cash and noncash dollar value earned by the executive during the recipient's or subrecipient's preceding fiscal year and includes the following (for more information see 17 CFR 229.402(c)(2)):

i. *Salary and bonus.*

ii. *Awards of stock, stock options, and stock appreciation rights.* Use the dollar amount recognized for financial statement reporting purposes with respect to the fiscal year in accordance with the Statement of Financial Accounting Standards No. 123 (Revised 2004) (FAS 123R), Shared Based Payments.

iii. *Earnings for services under non-equity incentive plans.* This does not include group life, health, hospitalization or medical reimbursement plans that do not discriminate in favor of executives, and are available generally to all salaried employees.

iv. *Change in pension value.* This is the change in present value of defined benefit and actuarial pension plans.

v. *Above-market earnings on deferred compensation which is not tax-qualified.*

vi. Other compensation, if the aggregate value of all such other compensation (e.g. severance, termination payments, value of life insurance paid on behalf of the employee, perquisites or property) for the executive exceeds \$10,000.

Article XVI - False Claims Act and Program Fraud Civil Remedies

All recipients must comply with the requirements of 31 U.S.C. § 3729 which set forth that no recipient of federal payments shall submit a false claim for payment. See also 38 U.S.C. § 3801-3812 which details the administrative remedies for false claims and statements made.

Article XVII - Federal Debt Status

All recipients are required to be non-delinquent in their repayment of any Federal debt. Examples of relevant debt include delinquent payroll and other taxes, audit disallowances, and benefit overpayments. See OMB Circular A-129 and form SF-424B, item number 17 for additional information and guidance.

Article XVIII - Fly America Act of 1974

All recipients must comply with Preference for U.S. Flag Air Carriers: (air carriers holding certificates under 49 U.S.C. § 41102) for international air transportation of people and property to the extent that such service is available, in accordance with the *International Air Transportation Fair Competitive Practices Act of 1974* (49 U.S.C. § 40118) and the interpretative guidelines issued by the Comptroller General of the United States in the March 31, 1981, amendment to Comptroller General Decision B-138942.

Article XIX - Hotel and Motel Fire Safety Act of 1990

In accordance with Section 6 of the *Hotel and Motel Fire Safety Act of 1990*, 15 U.S.C. §2225a, all recipients must ensure that all conference, meeting, convention, or training space funded in whole or in part with Federal funds complies with the fire prevention and control guidelines of the *Federal Fire Prevention and Control Act of 1974*, as amended, 15 U.S.C. §2225.

Article XX - Limited English Proficiency (Civil Rights Act of 1964, Title VI)

All recipients must comply with the *Title VI of the Civil Rights Act of 1964* (Title VI) prohibition against discrimination on the basis of national origin, which requires that recipients of federal financial assistance take reasonable steps to provide meaningful access to persons with limited English proficiency (LEP) to their programs and services. Providing meaningful access for persons with LEP may entail providing language assistance services, including oral interpretation and written translation. In order to facilitate compliance with Title VI, recipients are encouraged to consider the need for language services for LEP persons served or encountered in developing program budgets. Executive Order 13166, *Improving Access to Services for Persons with Limited English Proficiency* (August 11, 2000), requires federal agencies to issue guidance to recipients, assisting such organizations and entities in understanding their language access obligations. DHS published the required recipient guidance in April 2011, *DHS Guidance to Federal Financial Assistance Recipients Regarding Title VI Prohibition Against National Origin Discrimination Affecting Limited English Proficient Persons*, 76 Fed. Reg. 21755-21768, (April 18, 2011). The Guidance provides helpful information such as how a recipient can determine the extent of its obligation to provide language services; selecting language services; and elements of an effective plan on language assistance for LEP persons. For additional assistance and information regarding language access obligations, please refer to the DHS Recipient Guidance <https://www.dhs.gov/guidance-published-help-department-supported-organizations-provide-meaningful-access-people-limited> and additional resources on <http://www.lep.gov>.

Article XXI - Lobbying Prohibitions

All recipients must comply with 31 U.S.C. §1352, which provides that none of the funds provided under an award may be expended by the recipient to pay any person to influence, or attempt to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with any Federal action concerning the award or renewal.

Article XXII - Non-supplanting Requirement

All recipients who receive awards made under programs that prohibit supplanting by law must ensure that Federal funds do not replace (supplant) funds that have been budgeted for the same purpose through non-Federal sources. Where federal statutes for a particular program prohibits supplanting, applicants or recipients may be required to demonstrate and document that a reduction in non-Federal resources occurred for reasons other than the receipt of expected receipt of Federal funds.

Article XXIII - Patents and Intellectual Property Rights

Unless otherwise provided by law, recipients are subject to the Bayh-Dole Act, Pub. L. No. 96-517, as amended, and codified in 35 U.S.C. § 200 et seq. All recipients are subject to the specific requirements governing the development, reporting, and disposition of rights to inventions and patents resulting from financial assistance awards are in 37 C.F.R. Part 401 and the standard patent rights clause in 37 C.F.R. § 401.14.

Article XXIV - Procurement of Recovered Materials

All recipients must comply with section 6002 of the Solid Waste Disposal Act, as amended by the Resource Conservation and Recovery Act. The requirements of Section 6002 include procuring only items designated in guidelines of the Environmental Protection Agency (EPA) at 40 C.F.R. Part 247 that contain the highest percentage of recovered materials practicable, consistent with maintaining a satisfactory level of competition, where the purchase price of the item exceeds \$10,000 or the value of the quantity acquired by the preceding fiscal year exceeded \$10,000; procuring solid waste management services in a manner that maximizes energy and resource recovery; and establishing an affirmative procurement program for procurement of recovered materials identified in the EPA guidelines.

Article XXV - Contract Provisions for Non-federal Entity Contracts under Federal Awards

a. Contracts for more than the simplified acquisition threshold set at \$150,000.

All recipients who have contracts exceeding the acquisition threshold currently set at \$150,000, which is the inflation adjusted amount determined by Civilian Agency Acquisition Council and the Defense Acquisition Regulation Council as authorized by 41 U.S.C. §1908, must address administrative, contractual, or legal remedies in instance where contractors violate or breach contract terms and provide for such sanctions and penalties as appropriate.

b. Contracts in excess of \$10,000.

All recipients that have contracts exceeding \$10,000 must address termination for cause and for convenience by the non-Federal entity including the manner by which it will be effected and the basis for settlement.

Article XXVI - SAFECOM

All recipients who receive awards made under programs that provide emergency communication equipment and its related activities must comply with the SAFECOM Guidance for Emergency Communication Grants, including provisions on technical standards that ensure and enhance interoperable communications.

Article XXVII - Terrorist Financing E.O. 13224

All recipients must comply with U.S. Executive Order 13224 and U.S. law that prohibit transactions with, and the provisions of resources and support to, individuals and organizations associated with terrorism. It is the legal responsibility of recipients to ensure compliance with the E.O. and laws.

Article XXVIII - Title IX of the Education Amendments of 1972 (Equal Opportunity in Education Act)

All recipients must comply with the requirements of Title IX of the Education Amendments of 1972 (20 U.S.C. § 1681 et seq.), which provides that no person in the United States will, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any educational program or activity receiving Federal financial assistance. Implementing regulations are codified at 6 C.F.R. Part 17 and 44 C.F.R. Part 19

Article XXIX - Trafficking Victims Protection Act of 2000

All recipients must comply with the requirements of the government-wide award term which implements Section 106(g) of the *Trafficking Victims Protection Act (TVPA) of 2000*, as amended (22 U.S.C. § 7104). This is implemented in accordance with OMB Interim Final Guidance, *Federal Register*, Volume 72, No. 218, November 13, 2007. Full text of the award term is located at 2 CFR § 175.15.

Article XXX - Rehabilitation Act of 1973

All recipients of must comply with the requirements of Section 504 of the *Rehabilitation Act of 1973*, 29 U.S.C. § 794, as amended, which provides that no otherwise qualified handicapped individual in the United States will, solely by reason of the handicap, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance. These requirements pertain to the provision of benefits or services as well as to employment.

Article XXXI - System of Award Management and Universal Identifier Requirements

A. Requirement for System of Award Management

Unless you are exempted from this requirement under 2 CFR 25.110, you as the recipient must maintain the currency of your information in the SAM until you submit the final financial report required under this award or receive the final payment, whichever is later. This requires that you review and update the information at least annually after the initial registration, and more frequently if required by changes in your information or another award term.

B. Requirement for unique entity identifier

If you are authorized to make subawards under this award, you:

1. Must notify potential subrecipients that no entity (see definition in paragraph C of this award term) may receive a subaward from you unless the entity has provided its unique entity identifier to you.
2. May not make a subaward to an entity unless the entity has provided its unique entity identifier to you.

C. Definitions

For purposes of this award term:

1. *System of Award Management (SAM)* means the Federal repository into which an entity must provide information required for the conduct of business as a recipient. Additional information about registration procedures may be found at the SAM Internet site (currently at <http://www.sam.gov>).
2. *Unique entity identifier* means the identifier required for SAM registration to uniquely identify business entities.
3. *Entity*, as it is used in this award term, means all of the following, as defined at 2 CFR part 25, subpart C:
 - a. A Governmental organization, which is a State, local government, or Indian Tribe;
 - b. A foreign public entity;
 - c. A domestic or foreign nonprofit organization;
 - d. A domestic or foreign for-profit organization; and
 - e. A Federal agency, but only as a subrecipient under an award or subaward to a non-Federal entity.
4. *Subaward*:
 - a. This term means a legal instrument to provide support for the performance of any portion of the substantive project or program for which you received this award and that you as the recipient award to an eligible subrecipient.
 - b. The term does not include your procurement of property and services needed to carry out the project or program (for further explanation, see 2 CFR 200.330).
 - c. A subaward may be provided through any legal agreement, including an agreement that you consider a contract.

5. *Subrecipient* means an entity that:

- a. Receives a subaward from you under this award; and
- b. Is accountable to you for the use of the Federal funds provided by the subaward.

Article XXXII - USA Patriot Act of 2001

All recipients must comply with requirements of the *Uniting and Strengthening America by Providing Appropriate Tools Required to Intercept and Obstruct Terrorism Act* (USA PATRIOT Act), which amends 18 U.S.C. §§ 175–175c. Among other things, the USA PATRIOT Act prescribes criminal penalties for possession of any biological agent, toxin, or delivery system of a type or in a quantity that is not reasonably justified by a prophylactic, protective, bona fide research, or other peaceful purpose

Article XXXIII - Use of DHS Seal, Logo and Flags

All recipients must obtain DHS's approval prior to using the DHS seal(s), logos, crests or reproductions of flags or likenesses of DHS agency officials, including use of the United States Coast Guard seal, logo, crests or reproductions of flags or likenesses of Coast Guard officials.

Article XXXIV - Whistleblower Protection Act

All recipients must comply with the statutory requirements for whistleblower protections (if applicable) at 10 U.S.C § 2409, 41 U.S.C. 4712, and 10 U.S.C. § 2324, 41 U.S.C. §§ 4304 and 4310.

Article XXXV - DHS Specific Acknowledgements and Assurances

All recipients must acknowledge and agree—and require any sub-recipients, contractors, successors, transferees, and assignees acknowledge and agree—to comply with applicable provisions governing DHS access to records, accounts, documents, information, facilities, and staff.

1. Recipients must cooperate with any compliance review or complaint investigation conducted by DHS.
2. Recipients must give DHS access to and the right to examine and copy records, accounts, and other documents and sources of information related to the grant and permit access to facilities, personnel, and other individuals and information as may be necessary, as required by DHS regulations *and* other applicable laws or program guidance.
3. Recipients must submit timely, complete, and accurate reports to the appropriate DHS officials and maintain appropriate backup documentation to support the reports.
4. Recipients must comply with all other special reporting, data collection, and evaluation requirements, as prescribed by law or detailed in program guidance.
5. If, during the past three years, the recipient has been accused of discrimination on the grounds of race, color, national origin (including limited English proficiency), sex, age, disability, religion, or familial status, the recipient must provide a list of all such proceedings, pending or completed, including outcome and copies of settlement agreements to the DHS awarding office and the DHS Office of Civil Rights and Civil Liberties.
6. In the event any court or administrative agency makes a finding of discrimination on grounds of race, color, national origin (including limited English proficiency), sex, age, disability, religion, or familial status against the recipient, or the recipient settles a case or matter alleging such discrimination, recipients must forward a copy of the complaint and findings to the DHS Component and/or awarding office.

The United States has the right to seek judicial enforcement of these obligations.

Article XXXVI - Disposition of Equipment Acquired Under the Federal Award

When original or replacement equipment acquired under this award by the recipient or its sub-recipients is no longer needed for the original project or program or for other activities currently or previously supported by DHS/FEMA, you must request instructions from DHS/FEMA to make proper disposition of the equipment pursuant to 2 C.F.R. § 200.313.

Article XXXVII - Prior Approval for Modification of Approved Budget

Before making any change to the DHS/FEMA approved budget for this award, you must request prior written approval from DHS/FEMA where required by 2 C.F.R. § 200.308. For awards with an approved budget greater than \$150,000, you may not transfer funds among direct cost categories, programs, functions, or activities without prior written approval from DHS/FEMA where the cumulative amount of such transfers exceeds or is expected to exceed ten percent (10%) of the total budget DHS/FEMA last approved. You must report any deviations from your DHS/FEMA approved budget in the first Federal Financial Report (SF-425) you submit following any budget deviation, regardless of whether the budget deviation requires prior written approval.

Article XXXVIII - Acceptance of Post Award Changes

In the event FEMA determines that changes are necessary to the award document after an award has been made, including changes to period of performance or terms and conditions, recipients will be notified of the changes in writing. Once notification has been made, any subsequent request for funds will indicate recipient acceptance of the changes to the award. Please call the FEMA/GMD Call Center at (866) 927-5646 or via e-mail to ASK-GMD@dhs.gov if you have any questions.

Obligating Document for Award/Amendment

1a. AGREEMENT NO. 2. 3. RECIPIENT NO. 4. TYPE OF ACTION 5. CONTROL NO.
 EMW-2015-PU-00300-S01 AMENDMENT946000417 AWARD W510955N
 NO. ***

6. RECIPIENT NAME AND ADDRESS San Francisco Fire Department 698 Second Street San Francisco, CA, 94107	7. ISSUING FEMA OFFICE AND ADDRESS Grant Operations 245 Murray Lane - Building 410, SW Washington DC, 20528-7000 POC: 866-927-5646	8. PAYMENT OFFICE AND ADDRESS Financial Services Branch 500 C Street, S.W., Room 723 Washington DC, 20472
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9. NAME OF RECIPIENT PROJECT OFFICER Mark Corso	PHONE NO. (415) 558-3417	10. NAME OF FEMA PROJECT COORDINATOR Central Scheduling and Information Desk Phone: 800-368-6498 Email: Askcsid@dhs.gov
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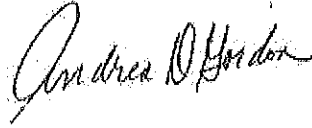
11. EFFECTIVE DATE OF THIS ACTION 09/01/2015	12. METHOD OF PAYMENT PARS	13. ASSISTANCE ARRANGEMENT Cost Reimbursement	14. PERFORMANCE PERIOD From: 09/01/2015 To: 08/31/2018 Budget Period 09/01/2015 08/31/2018
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15. DESCRIPTION OF ACTION
 a. (Indicate funding data for awards or financial changes)

PROGRAM NAME ACRONYM	CFDA NO.	ACCOUNTING DATA (ACCS CODE) XXXX-XXX-XXXXXX-XXXXX-XXXX-XXXX-X	PRIOR TOTAL AWARD	AMOUNT AWARDED THIS ACTION + OR (-)	CURRENT TOTAL AWARD	CUMULATIVE NON-FEDERAL COMMITMENT
Port Security Grant Program	97.056	2015-SL-B411-P410- -4101-D:W510955N \$ 769,922.00	\$0.00	\$769,922.00	\$769,922.00	\$256,641.00
TOTALS			\$0.00	\$769,922.00	\$769,922.00	\$256,641.00

b. To describe changes other than funding data or financial changes, attach schedule and check here.
 N/A

16 a. FOR NON-DISASTER PROGRAMS: RECIPIENT IS REQUIRED TO SIGN AND RETURN THREE (3) COPIES OF THIS DOCUMENT TO FEMA (See Block 7 for address)
 Port Security Grant Program recipients are not required to sign and return copies of this document. However, recipients should print and keep a copy of this document for their records.
 16b. FOR DISASTER PROGRAMS: RECIPIENT IS NOT REQUIRED TO SIGN
 This assistance is subject to terms and conditions attached to this award notice or by incorporated reference in program legislation cited above.

17. RECIPIENT SIGNATORY OFFICIAL (Name and Title) N/A	DATE N/A
18. FEMA SIGNATORY OFFICIAL (Name and Title)  ANDREA GORDON, Assistance Officer	DATE 09/15/2015

DRAFT STRATEGIC PLAN

Our Mission

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 health, wellness and cultural diversity and is free of harassment and discrimination.

Our Department's Values drive our actions

The San Francisco Fire Department values:

- The public's trust and the opportunity to serve;
- A work environment that promotes health, wellness and 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.

Past, Present, Future, narrative (VERY ROUGH FIRST PASS).

From the Gold Rush to the tech explosion, San Francisco has always been a boom town on the edge of the future. In 1848 – The City's Population was 1000 with only a few hundred buildings in the vicinity of Jackson Square. The Gold Rush saw the City's population grow from 1000 to 25,000 in just a little over a year. The Fire Department grew with the City, as the first Volunteer Fire Department was formed after the City's 1st great Fire at Dennison's Exchange on Kearny at the close of 1849.

From the Annals of San Francisco:

"This was the first of the great fires which devastated San Francisco, and it was to be speedily followed by still more extensive and disastrous occurrences of a similar character. Scarcely were the ashes cold when preparations were made to erect new buildings on the old sites, and within a few weeks the place was covered as densely as before with houses of every kind."

As the City continued to grow, so did the number of fires, with 6 great fires in just 2 years and another 12 notable fires over the next 15. In just 17 years, the City again more than doubled in population, and saw a City whose growth was undeterred by disaster.

The San Francisco Fire Department is currently in the midst of its 150th Anniversary celebration. In December of 1866, a paid Fire Department for the City of San Francisco was established, with six steam fire engines, eleven horse hose reels, two hook and ladder trucks and thirty horses. This paid Department has kept the City safe and minimized damage to life and property through 150 great years, including the 1906 Earthquake, the 1989 Loma Prieta Earthquake, and countless fire, marine and medical emergencies.

These 150 years have seen the City of San Francisco transform from a sprawling, undeveloped land of gold rush settlers into its present day status as one of the most beautiful, diverse and iconic cities in the world. The City of San Francisco has seen it all over the past 150 years – vast urban development, major demographic shifts, economic booms and busts, natural disasters - and the San Francisco Fire Department has been there to support it and provide vital emergency services to the residents and visitors of San Francisco.

The San Francisco Fire Department has grown significantly from those early days as a paid career Department, from horses and steam engines to the advanced equipment and dedicated trained staff that make up the Department of today. Operating today out of 44 fire stations and with a vast network of dynamically deployed ambulances, the Fire Department responds to over 130,000 calls a year for service. However, the growth of the Department has not been without its challenges. As the Department of today makes meeting the demand for its services a priority, the effects of financial constraints affect everything about its operations, and is a factor in all future planning for the Department.

The City of San Francisco is currently at its highest daytime and nighttime populations in the City's history. The City has seen unprecedented growth in the current decade, resulting in numerous challenges for all of City government, including the Fire Department. With further large developments planned at Treasure Island, Candlestick Point and Hunters Point, this growth is anticipated to push the population of San Francisco to over one million residents by 2032. Given this growth, planning is absolutely crucial for the Department, to both support this population and demographic shift as well as for adapting effectively as part of the ever changing roles of fire and medical services.

(statistics on population, call volume, staffing levels and neighborhood changes to illustrate our increasing needs)

Strategic Planning Committee

*"Government has no other end but the preservation of property."
John Locke, Enlightenment Thinker and Philosopher 1632-1704*

The San Francisco Fire Department was requested by the Mayor's Office to submit a Strategic Plan to guide the Department through the next five (5) years. To meet this request, a committee was formed, comprised by members from a variety of ranks and Divisions, as well a representation from employee groups, Local 798, the Fire Commission, private industry, and retired Department members.

A look back in the history of the San Francisco Fire Department shows the budget of the Department as increasing over time, but decreasing as a percentage of the overall City budget. Recent history shows the City emerging from the effects of the Great Recession which resulted in economic slowdown, belt tightening, budget cuts and deferred maintenance. This Strategic Plan looks to address and correct the effects of recent history and direct the SFFD into the future.

Looking forward, we must take into account that the City is growing while its geography remains fixed. Population density is increasing, structure density is increasing and traffic density is increasing. Firehouses are by necessity located in the neighborhoods they serve. As new neighborhoods are being built, the demands on the SFFD will only increase.

The work load of the SFFD has shifted with fire related calls declining and medical related calls increasing. Fire related dispatches, while low in frequency, pose a high risk to the community due to the risk of conflagration from the dense construction of buildings and the difficulty of navigating city streets to access the fire. For this reason, the SFFD must always send a robust response to any report of fire in a structure.

The result of successful efforts to improve fire safety has been a decrease in structure fires in the City. This has placed a greater emphasis on training as the opportunities for firefighters to hone their craft on the fire ground have decreased. The current training facility at 19th Street and Folsom Street is inadequate for the Department's current and growing needs. The Treasure Island training facility is inconvenient at best and due to close in eight years. Our City is only getting more crowded. Where will our first responders train to meet the dangers of tomorrow? Land acquisition and a new Training Facility must be a priority as we plan for the next five (5) years.

A vision of the future for the SFFD shows us informing, educating and advocating as we enlist the community and build relationships with City leaders to advance our mission of providing for the safety of the residents of San Francisco. We plan to renew our focus on community engagement with community stakeholders, non-profits and businesses as we move to the future.

As more and more of our members fall victims to cancer and other illnesses related to exposure, we plan to focus much of our attention on the health and wellness of our First Responders. We hope that increased resources, planning and services will help to keep our members safe.

Finally, if we are to remain a World-Class Fire Department, we will need state-of-the-art vehicles, equipment, personal protective equipment, facilities and personnel. In the next five (5) years, we will focus on funding these endeavors, and planning for sustainability as the City and Department continue to grow.

"Twenty years ago was the best time to plant a tree. What's the second-best time? Now."

Mary Barra CEO General Motors

Executive Summary

For its Strategic Plan, the San Francisco Fire Department has focused its work around five key areas, and has identified nine key goals. The Strategic Plan includes specific strategies, action steps and benchmarks for achieving these desired goals.

In order to evaluate the Department's progress, the Strategic Planning Committee will prepare an annual operating report to evaluate accomplishments and outline next-steps, and report its status to the Fire Commission. It is the intent of the San Francisco Fire Department to have all members, both uniformed and civilian, contribute to this process.

Evaluation Process

A Goal Team will be assigned to each of the following goal groups: Operations, Community Programs, Health and Wellness, Infrastructure, and Staffing. Each Goal Team will be responsible for evaluating and reporting their progress to the Strategic Planning Committee on an annual basis. Team Members from each group will be selected by the Strategic Planning Committee, and will include members of Administration, Command Staff and Department heads, a Union representative, Civilian Staff, as well as a representative "Goal Team Leaders" from the Umbrella Committee. Each Goal Team will meet independently to plan and guide projects designed to fulfill the Department's Strategic Goals.

Rank and file members of the Department will serve on each of the Strategic Goal Teams, and will regularly provide feedback to the Strategic Plan Team as another way to measure success in internal communication strategies.

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HOLD for Letter from the Chief

Operations

Proposed Operations Team Committee Members	Operations Planning Team Leader Deputy Chief of Operations, Assistant Deputy Chief of EMS, Assistant Deputy Chief of Homeland Security, Assistant Chief, Assistant Deputy Chief of Support Services, EMS Section Chief of Operations, Captain of the Bureau of Equipment, Union Representative, DEM/ Radio representative, Fire Commission, Rank and File members, MIS, Assignments, Strategic Planner
Benchmarks	Phase 1: Identify members of steering committee Phase 2: Develop Action Plans Phase 3: Review & analyze Phase 4: Present findings to Committee (annually) Phase 5: Modify Goals/ Strategies/ Action Steps as needed

Goal 1: Evaluate and adjust current service models to ensure that the SFFD continues to provide the best customer/patient care possible

Strategy 1: Improve Delivery of Service

Action Steps	<ol style="list-style-type: none"> Utilize continuous demand analysis to meet medical call operational objectives. Review and improve system status and resource management
Method of Evaluation	<ol style="list-style-type: none"> Reevaluate response-time standards to improve delivery of service Analyze ambulance posting locations for system efficiency Continuously review call coding and appropriate apparatus response

Strategy 2: Explore Alternative Patient Transport Destination Options to address the diverse needs of our patient population

Action Steps	<ol style="list-style-type: none"> Explore expansion of the EMS-6 program Provide additional training to all Rescue Captains regarding social services resources and advanced clinical training Work with our allied agencies to establish potential alternatives to ED destination transport Explore alternative staffing models to address the varied calls for service, and best utilizes personnel and resources
Method of Evaluation	<ol style="list-style-type: none"> Monitor call data for evidence of a reduction in high-end user calls including increased placements in more appropriate services

Strategy 3: Improve Clinical Performance

Action Steps	<ol style="list-style-type: none"> Explore additional technology for pre-hospital care options Participate in evidence-based medical research for pre-hospital studies Create comprehensive risk management program Establish continuous patient care record (PCR) audit process
Method of Evaluation	<ol style="list-style-type: none"> Fewer investigated incidents/fewer complaints Acquire and deploy "state of the art" equipment

Strategy 4: Expand Complex Incident Management Capabilities

Action Steps	1. Increase medical surge capacity (recall, ready rigs, and out of county services)
Method of Evaluation	

Community Programs & Partnerships

Proposed Community Partners Team Committee Members	Community Partners Planning Team Leader Deputy Chief of Administration, Assistant Deputy Chief of Training, Assistant Chief, Assistant Deputy Chief of Support Services, PIO, Communications & Outreach, Union Representative, Commissioner, Rank and File members, Strategic Planner, Webmaster, Employee Group Representatives
Benchmarks	Phase 1: Identify members of steering committee Phase 2: Develop Action Plans Phase 3: Review & analyze Phase 4: Present findings to Committee (annually) Phase 5: Modify Goals/ Strategies/ Action Steps as needed

Goal 1: Streamline Department Communications to maximize effective messaging within the organization, City Government and the Community

Strategy 1: Identify and fortify internal & external partnerships

Action Steps	<ol style="list-style-type: none"> 1. Commit to regular meetings to ensure clear communications with Board of Supervisors, the Mayor's Office, and other City agencies 2. Target additional Governmental, Business and Philanthropic partners to identify regional initiatives and leverage resources
Method of Evaluation	

Strategy 2: Strengthen SFFD media relations

Action Steps	<ol style="list-style-type: none"> 1. Streamline communications through the Department's PIO 2. Collaborate with Employee Groups to establish a media agenda for common interests 3. Initiate media outreach and schedule appearances to update the public on Department news and community involvement 4. Increase Twitter, Facebook and Instagram presence and ensure accurate, on-time information. Keep up-to-date of new social media platforms 5. Create a joint Administration and Labor policy for social media, on and off-duty 6. Review Department's website to ensure information is current, simplified, and presented in a user friendly format. Expand the use of video, photographs and graphics for a more user-friendly experience
Method of Evaluation	

Strategy 3: Reinforce SFFD internal communications

Action Steps	<ol style="list-style-type: none"> 1. Encourage participation in committees, special events and planning from members and civilians from a variety of ranks, classifications and Divisions 2. Utilize a variety of mediums to increase ongoing communications to the field from Administration
Method of Evaluation	<ol style="list-style-type: none"> 1. Develop an annual survey to evaluate internal perception of the quality of communications

Goal 2: Expand SFFD Community Programs to ...

Strategy 1: Develop a community outreach plan

Action Steps	<ol style="list-style-type: none"> 1. Expand Department Operations participation at neighborhood and community meetings and events 2. Establish and convene quarterly Battalion-based and Battalion-led Community Committees 3. Update outreach materials for community meetings
Method of Evaluation	<ol style="list-style-type: none"> 1. Track community participation 2. Encourage community feedback and adjust new programs as necessary

Strategy 2: Cultivate Community preparedness programs

Action Steps	<ol style="list-style-type: none"> 1. Increase Neighborhood Emergency Response Team (NERT) training, staffing and leadership support 2. Increase training for specialized volunteer opportunities, such as TeenNERT, Medical Reserve Corps, SFPD-ALERT and more. 3. Expand fire safety training through the Bureau of Fire Prevention 4. Expand the CPR-in-Schools initiative 5. Develop Public Safety materials for marketing SFFD programs and safety messages. Ensure messages meet multi-cultural and diverse community needs. 6. Explore collaboration with other education providers, such as CCSF and the State Fire Marshall
Method of Evaluation	

Health & Wellness

Proposed Health & Wellness Team Committee Members	Health & Wellness Planning Team Leader Deputy Chief of Administration, Assistant Chief, Assistant Deputy Chief of Training, Assistant Deputy Chief of Support Services, Department Physician, PIO, Industrial Hygienist, Health & Safety Committee Representative, Union Representative, Commissioner, Rank and File members, Strategic Planner, Stress Unit member
Benchmarks	Phase 1: Identify members of steering committee Phase 2: Develop Action Plans Phase 3: Review & analyze Phase 4: Present findings to Committee (annually) Phase 5: Modify Goals/ Strategies/ Action Steps as needed

Goal 1: Build-on existing health & wellness resources for members of the SFFD

Strategy 1: Develop employee health education & expand support programs for members

Action Steps	<ol style="list-style-type: none"> 1. Create a voluntary employee wellness program 2. Develop additional Cancer awareness, education, & screening programs for members, and strive for 100% participation rates 3. Increase SFFD Stress Unit staffing, and contract with MHN to provide employee assistance 4. Increase mental health awareness education for incoming and current staff 5. Update Health Check Standards
Method of Evaluation	<ol style="list-style-type: none"> 1. Collect & analyze employee sick day and worker's comp data 2. Analyze data and submit an annual progress report

Strategy 2: Improve physical safety in the work environment

Action Steps	<ol style="list-style-type: none"> 1. Determine the most common employee injuries and their causes 2. Develop an education and training program to address the most common injuries 3. Formalize a process for communicating common health hazards to members in the field and incorporating common hazards into new training modules 4. Collaborate with the Industrial Hygienist and Cancer Foundation to reduce cancer-causing exposures in the workplace
Method of Evaluation	<ol style="list-style-type: none"> 1. Evaluate on the job injury statistics 2. Analyze data and submit an annual progress report

Infrastructure

Proposed Infrastructure Team Committee Members	Infrastructure Planning Team Leader Deputy Chief of Administration, Assistant Chief, Assistant Deputy Chief of Support Services, Director of Finance & Planning, Captain of the Bureau of Equipment, Logistics Manager, EMS Logistics, ESER Captain, DEM/ Radio, Water Supply Officer, Stationary Engineer, MIS, Union Representative, Commissioner, Rank and File members, Strategic Planner
Benchmarks	Phase 1: Identify members of steering committee Phase 2: Develop Action Plans Phase 3: Review & analyze Phase 4: Present findings to Committee (annually) Phase 5: Modify Goals/ Strategies/ Action Steps as needed

Goal 1: Expand revenue generation/funding alternatives

Strategy 1: Explore alternative sources of funding

Action Steps	<ol style="list-style-type: none"> 1. Research Department specific Impact Fees, parcel taxes and general obligation bonds 2. Develop a plan to identify availability and uses of private donations to the Department 3. Seek and apply for grants that enhance/supplement/promote Department goals
Method of Evaluation	

Strategy 2: Capture all supplemental reimbursement for medical calls.

Action Steps	<ol style="list-style-type: none"> 1. Establish an EMS revenue officer 2. Enhance the Department's Ground Emergency Medical Transport (GEMT) reimbursement 3. Work with the applicable Local, State and Federal entities on other EMS revenue programs in process and designed for future development, such as GEMT expansion, first-responder fees, and Inter-Governmental Transfers (IGTs)
Method of Evaluation	

Strategy 3: Undergo comprehensive analysis of current Departmental fee structures and explore other opportunities for fee-for-service programs

Action Steps	<ol style="list-style-type: none"> 1. Continuously review fee structures and schedules to determine that all costs associated with providing a service are recovered 2. Within the scope of applicable legislation, evaluate additional potential fee for service areas within the Department.
Method of Evaluation	

Strategy 4: Develop a grant application and administration infrastructure

Action Steps	<ol style="list-style-type: none"> 1. Establish a centralized procedure and workflow for grants 2. Establish a Grants Unit/Committee, responsible for the entire grants process, from identification and application of grants to administration and monitoring 3. Initiate outreach to other entities who have been awarded previous grants
Method of Evaluation	

Strategy 5: Leverage the Department's Division of Training for enhanced revenue opportunities

Action Steps	<ol style="list-style-type: none"> 1. Establish a fee-for-use service for other jurisdictions/agencies at the Treasure Island Training Facility. 2. Explore an Instructional Service Agreement with City College of San Francisco, as well as an accountability system for hours that would create revenue from State.
Method of Evaluation	

Goal 2: Update aging facilities, equipment, and apparatus in order to meet the Mission of the Department

Strategy 1: Develop an alternative vehicle procurement process

Action Steps	<ol style="list-style-type: none"> 1. Draft an alternate "life-cycle replacement schedule for apparatus" per NFPA (1901) and NFPA (1917) plan standards 2. Receive approval and funding for the proposed schedule, with the goal of being up to par in three (3) or five (5) years. 3. Once the entire fleet is modernized, create a sustainability plan for the future.
Method of Evaluation	

Strategy 2: Update aging facilities in order to support current & future technologies

Action Steps	<ol style="list-style-type: none"> 1. Develop a plan to remodel and/ or rebuild two (2) Fire Stations per year until all facilities are modernized. 2. Fund and properly staff a maintenance schedule to ensure our facilities remain in peak working order
Method of Evaluation	

Strategy 3: Develop a standard plan for Department facility expansion based on City growth predictions

Action Steps	<ol style="list-style-type: none"> 1. Develop a standard formula for expansion based on population growth, new developments, traffic patterns and call history 2. Secure funding and procure land to build a new, state of the art training facility. 3. Install additional training features into new and upgraded facilities
Method of Evaluation	

Strategy 4: Modernize equipment and update inventory pars

Action Steps	<ol style="list-style-type: none">1. Purchase a full complement of tools and equipment for every frontline and relief piece in the Department.2. Continue to upgrade power tools from gas to battery-powered3. Fund an effective, sustainable, flexible water delivery system for the City
Method of Evaluation	

Strategy 5: Update inventory control processes to reduce damage, loss and spoilage

Action Steps	<ol style="list-style-type: none">1. Roll-out an inventory system to track apparatus, equipment, tools and supplies2. Automate and improve upon equipment requests and restocking processes3. Analyze data recorded through new processes, and develop new policies and procedures to reduce inventory loss as needed
Method of Evaluation	

Strategy 6: Evaluate the feasibility of a transfer of the General Services Agency Fire & Ladder Shops over to the SFFD's Bureau of Equipment

Action Steps	<ol style="list-style-type: none">1. Perform a cost analysis of the transfer process and long-term cost-saving projections2. Confer with Departments such as SFPUC who have absorbed Central Shops functions into their Departments
Method of Evaluation	

Recruiting, Staffing & Training

Proposed Human Resource Team Committee Members	Human Resource Planning Team Leader Deputy Chief of Administration, Assistant Chief, Assistant Deputy Chief of Training, Assistant Deputy Chief of EMS, EMS Training Section Chief, Training Captain (H-2), Training Captain (In-service), Training Captain (EMS), Recruiter, Captain of Assignments, Human Resources Manager, Director of Finance & Planning, Union Representative, Commissioner, Rank and File members, Strategic Planner, Employee Group representatives
Benchmarks	Phase 1: Identify members of steering committee Phase 2: Develop Action Plans Phase 3: Review & analyze Phase 4: Present findings to Committee (annually) Phase 5: Modify Goals/ Strategies/ Action Steps as needed

Goal 1: Adjust staffing levels, recruitment and hiring processes to meet the growing needs of the Department

Strategy 1: Develop an entry level Firefighter Recruitment Plan designed to reach all of the San Francisco Bay Area's diverse communities

Action Steps	<ol style="list-style-type: none"> 1. Revamp neighborhood outreach programs 2. Create an entry level Job Announcement flow chart with clearly defined pre-requisites, expectations and timelines
Method of Evaluation	

Strategy 2: Increase the total number of Department positions to meet the growing needs of the Department (- ANY others? Omit all or add all)

Action Steps	<ol style="list-style-type: none"> 1. Increase Information Services staffing to a minimum of 20 technicians in order to meet the ever-changing technological needs of the Department. 2. Develop hiring plan to staff all Engine Companies as ALS response vehicles 3. Develop a plan to increase the staffing levels in the Division of Support Services to include one (1) stationary engineer per ten (10) properties, as well as a Chief engineer to oversee facility maintenance. 4. Develop a plan to include a staff of facilities crafts people, including two (2) carpenters, two (2) electricians, two (2) plumbers and two (2) painters. 5. Formalize EMS logistical support positions & increase EMS administrative staffing (add numbers?) 6. Create a comprehensive online training position by adding a department within the Division of Training for developing, producing and disseminating content 7. Expand the NERT program (numbers?) 8. Establish a grant writing position
Method of Evaluation	

Strategy 3: Develop a Comprehensive Staffing Plan

Action Steps	<ol style="list-style-type: none"> 1. Utilize demand analysis for staffing 2. Create a multi-year promotional plan to encourage career-ladder development 3. Initiate succession planning to address continuity of operations at all levels of the Organization 4. Research and identify trends concerning workforce retirements 5. Develop a plan to reduce dependence on the mandatory overtime system 6. Redesign the ambulance staffing schedule to meet changing system demands and provide a variety of options for employees (is this why we staff?) 7. Develop a plan to attract and retain talented Civilian MIS, Communications and other administrative professionals
Method of Evaluation	

Goal 2: Create a culture that values ongoing leadership development

Strategy 1: Develop an employee development program to give employees and supervisors tools for improvement

Action Steps	<ol style="list-style-type: none"> 1. Produce a Department-wide annual training plan that meets the needs of all Divisions and positions, current and future, including entry level, CEU's and promotional training needs 2. Identify continuing education opportunities for specialized positions in the Department, both uniformed and civilian 3. Implement a mentorship plan for entry-level and promotional positions
Method of Evaluation	

Strategy 2: Identify and implement educational & experience prerequisites for promotions

Action Steps	<ol style="list-style-type: none"> 1. Perform a job analysis and determine relevant educational pre-requisites for all promotional opportunities 2. Perform a survey of comparable departments and determine industry standard regarding educational & experience prerequisites 3. Identify qualifying State Fire Training certification standards 4. Evaluate National Fire Academy programs
Method of Evaluation	<ol style="list-style-type: none"> 1. Evaluate the job success rate with candidates in possession of AS or advanced degrees 2. Evaluate the job success rate with candidates in possession of specific experience 3. Evaluate the job success rate with candidates with State and National Fire Academy training

Strategy 3: Develop the Leaders of tomorrow by offering continuous supervisor and management training

Action Steps	<ol style="list-style-type: none"> 1. Identify key training benchmarks required for advanced positions 2. Create advanced academies for Officers and other management 3. Create a management training track by using identified State Fire Marshal (State Fire Training) courses and National Fire Academy courses, and others as
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	<p>identified by the Committee.</p> <ol style="list-style-type: none"> 4. Commit to training the future leaders of the SFFD by providing management and advanced leadership courses in-house 5. Provide time-off to employees to further their education offsite 6. Promote and support EMTs to train as paramedics while on duty 7. Incorporate leadership training throughout the department with measurable outcomes and defined expectations
Method of Evaluation	

Strategy 4: Improve Personnel Management and Clarify Roles and Responsibilities

Action Steps	<ol style="list-style-type: none"> 1. Define Supervisory and administrative roles and responsibilities in each functional area 2. Incorporate EMS specific Department Rules and Regulations and operational guidelines into current Department documents & manuals 3. Clearly outline the discipline and appeal process 4. Create a "task book" to be used as a guide during promotional probationary periods 5. Develop a plan to track EMT L1 and L2 members through probation
Method of Evaluation	

Goal 3: Provide training that prepares Department members for the changing and challenging environment of the delivery of emergency services

Strategy 1: Provide industry recognized recruit training

Action Steps	<ol style="list-style-type: none"> 1. Continue to fund and support incoming recruit classes to increase staffing levels to remain ahead of the retirements and growth of the City. 2. Adapt the Department's current Training curriculum to follow the standards established by State Fire Marshal (State Fire Training) 3. State-certify current and future Department Training staff 4. Develop a pool of qualified H-28 Lieutenants & H-33 Rescue Captains to staff the recruit classes 5. Certify the Treasure Island Training Facility (TITF) to meet State requirements 6. Update Department manuals and the recruit handbook
Method of Evaluation	

Strategy 2: Improve the quality of in-service training to reflect current emergency service trends

<p>Action Steps</p>	<ol style="list-style-type: none"> 1. Increase inter-agency MCU/ICS exercises 2. Tailor additional training offerings based on National and Departmental CQI findings 3. Increase specialized hands-on/live training including but not limited to live-burns, MCI, high-rise, BART, HazMat, water rescue and active police incidents 4. Conduct training scenarios involving below grade operations, active shooter, roof operations and hose leads 5. Create partnership with TIDA and Lanar Inc. for assistance with training on the buildings and structures on Treasure island and Yerba Buena Island 6. Coordinate advanced clinical hospital training 7. Coordinate trainings with the California Fire Fighter Joint Apprenticeship Committee 8. Provide additional integrated EMS/ Suppression training, including Fire Ground and Battalion based modules 9. Provide online Continuing Education to all Divisions via Target Solutions,
<p>Method of Evaluation</p>	

BUREAU OF FIRE PREVENTION

SAN FRANCISCO



FIRE DEPARTMENT

**DIVISION OF FIRE PREVENTION &
INVESTIGATION**

MEMORANDUM

TO: Chief of Department, Joanne Hayes-White

FROM: Fire Marshal Daniel de Cossio, DFPI

SUBJECT: Activity Report for the Division – July 2016

DATE: August 3, 2016

REFERENCE: Rules and Regulations, Section 2209

This is the activity report for the Division of Fire Prevention and Investigation for the period from July 1 thru July 31, 2016.

A handwritten signature in black ink, appearing to read "Daniel de Cossio", written over a horizontal line.

Daniel de Cossio

1. BUREAU OF FIRE PREVENTION

a.) **Revenue Generating Programs** - The Bureau of Fire Prevention collects fees for services based on California state laws and regulations. For most of the services we provide, we are permitted to charge fees to recover costs. Table 1 outlines budgeted fees and revenues for the Division of Fire Prevention and Investigation and provides a percentage of where we are in relation to where we should be at this time.

Table 1 – Revenues for the Division of Fire Prevention and Investigation (Source—FAMIS)
BFP - July 2016

Fiscal Year 2016–2017 Revenue Program	As of July 31, 2016			Projected Year-End
	Budgeted Amount 16–17	Actual Revenue	Percent of Budgeted Amount	
Plan Review Fees	6,099,000.00	665,003.00	130.84%	7,980,036.00
Fire Administrative Citation				0.00
Construction Inspection Fees	1,750,000.00	144,275.00	98.93%	1,731,300.00
Fire Dept. Permits	1,050,000.00	39,628.00	45.29%	475,536.00
False Alarm Fees	220,500.00	6,500.00	35.37%	78,000.00
Referral Inspections	185,175.00	10,920.00	70.77%	131,040.00
Waterflow Information	146,875.00	11,635.00	95.06%	139,620.00
Miscellaneous Fees	1,500.00	2.00	1.60%	24.00
Pre-Application Fees	141,250.00	8,160.00	69.32%	97,920.00
Re-inspection Fees	30,000.00	5,940.00	237.60%	71,280.00
				0.00
Revenue Programs Subtotal	9,624,300.00	892,063.00	111.23%	10,704,756.00
High-Rise Annual Inspection Fees*	1,820,000.00	86,014.00		1,820,000.00
Annual Permit Renewal Fees*	1,795,000.00			1,795,000.00
Fire Residential Inspection Fees	627,041.00	46,315.00		627,041.00
Revenue Programs Total	13,866,341.00	1,024,392.00		14,946,797.00
Projected Surplus/Deficit			108%	1,080,456.00
	Revenue**	Expenditure	Surplus/Deficit	
Overtime Revenue/Expenditure	99,560.00	53,785.00	45,775.00	

FAMIS—August 1, 2016

* Full recovery of revenues is expected for the categories of Annual High-Rise Inspection and Annual Permit Renewal Fees. Revenues for these programs fluctuate throughout the year based on the method of collection by the Tax Collector's Office.

** Revenue shown in this column does not reflect the overtime surcharge collected by the Tax Collector for Annual Permit Renewal Fees, which covers a portion of the overtime expenditures. The estimated amount of Annual Permit Renewal Fees that should be allocated to this category is \$204,160.

Description of Revenue Programs:

1. Plan Review—The BFP's Plan Review Section is located within the Department of Building Inspection at 1660 Mission St. The Section reviews plans to verify compliance with State Building and Fire Codes.
2. High-Rise Annual Inspection Fees-All high-rise buildings in the State are required to be inspected annually, as mandated by the California State Fire Marshal. This program is designed to recover 100% of its cost, but revenues fluctuate throughout the year.

3. Construction Inspection Fees-The plans reviewed by the plan check division generate construction inspections which are carried out by the district fire inspectors.
4. Annual Permit Renewal Fees-Fire Department Permits are required by the California Fire Code for special uses, such as hazardous materials, public assemblies, etc. The fees for these permits are charged annually, and are collected by the Tax Collector's office after the initial filing fee is collected.
5. Overtime Fees-Many inspections and plan reviews are conducted on an overtime basis at the request of the applicant, who also pays for the service. Overtime for Place of Assembly Nighttime Inspection Surcharge is included in Annual Permit Renewal Fees.
6. Fire Dept. Permits-As stated above, certain uses require Fire Dept. Permits. This category is for the initial fees that are collected by the BFP when the permit is issued.
7. False Alarm Fees- The SF Fire Code requires that when the SFFD responds to excessive false alarm calls at buildings, the owners be charged a penalty fee. The BFP processes bills and payments, including the maintenance of records for such fees.
8. Referral Inspections-The BFP is responsible for inspecting occupancies requiring a fire department clearance as part of a federal, state, or local license.
9. Waterflow Request Fees- The BFP flows hydrants and performs analysis that provides fire protection contractors with the water supply information necessary to design fire protection systems. A fee is charged for this service.
10. Miscellaneous- This is a catch-all category for BFI subpoena revenue, photocopy revenues, and various consultation fees.
11. Pre-Application Fees-The plan review section meets with architects and engineers prior to the detailed design of buildings to discuss code issues specific to projects.
12. Re-Inspection Fees- During the course of the BFP's inspections, a Notice of Violation may be issued for fire hazards found. This fee is charged for each re-inspection until the condition is corrected.

b.) Non-Revenue Generating Services – Some of the services provided by the BFP are not fee generating in the same way our other programs are. These services are supposed to be paid for by local taxes, according to California law. Examples include: complaint inspections (fire hazard), public education presentations, telephone consultation, etc.

c.) San Francisco International Airport – SFFD BFP personnel provide fire prevention services to the airport, entirely under the SFO budget.

d.) Port of San Francisco – The Port Fire Marshal is the Fire Department's liaison to the Port and conducts construction and referral inspections, plan review, pier surveys, and issues permits along the Port's 7 ½ 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.

2. Bureau of Fire Investigation – The monthly and year-to-date report for the BFI is included as an attachment.

CC: Fire Commission Secretary

San Francisco Fire Department Bureau of Fire Investigations

Summary Report From 07/01/2016 To 07/31/2016

	YTD 07/01/2016 To 07/31/2016		07/01/2016 To 07/31/2016	
	Count	Property Loss Contents Loss	Count	Property Loss Contents Loss
STRUCTURE FIRES				
ACCIDENTAL	3	\$426,000	3	\$426,000
INCENDIARY	5	\$22,750	5	\$22,750
UNDER INVESTIGATION	2	\$5,400	2	\$5,400
UNDETERMINED	1	\$500	1	\$500
STRUCTURE FIRES TOTAL	11	\$454,650	11	\$454,650
VEHICLE FIRES				
ACCIDENTAL	1	\$235,000	1	\$235,000
INCENDIARY	8	\$33,410	8	\$33,410
UNDETERMINED	1	\$5,000	1	\$5,000
VEHICLE FIRES TOTAL	10	\$273,410	10	\$273,410
ATTEMPTS TO BURN	3	\$3,728	3	\$3,728
OTHER INCIDENTS	10	\$3,000	10	\$3,000
STRUCTURE FIRES	3	\$17,500	3	\$17,500
COMMERCIAL				
RESIDENTIAL	8	\$437,150	8	\$437,150
STRUCTURE FIRES TOTAL	11	\$454,650	11	\$454,650
GREATER ALARMS	1		1	
2ND ALARMS	0		0	
3RD ALARMS	0		0	
4TH ALARMS	0		0	
5TH ALARMS	0		0	
GREATER ALARMS TOTAL	1		1	
OTHER	5		5	
ARRESTS	1		1	
DEATHS	5		5	
INJURIES	0		0	
JUVENILE FIRE SETTERS	22		22	
SUBPOENAS REQUESTED				