

SAN FRANCISCO FIRE COMMISSION

Fire Commission Regular Meeting Wednesday, January 11, 2017 - 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 December 14, 2016.
- Minutes from Special Meeting on January 5, 2017.

4. CERTIFICATES AND ACKNOWLEDGEMENT OF APPRECIATION

Certificates and acknowledgement of appreciation of SFPD Officer Nadia Mohamed, Officer Raymond Fernandez and Officer Brandon Rock who took swift and decisive action that saved the life of a 13 year old boy who suffered a gunshot wound to his upper leg, hitting a main artery.

5. REPORT ON FY 2017-2018 CAPITAL AND INFORMATION TECHNOLOGY BUDGET REQUESTS *[Discussion and possible action]*

Report from the Department's Chief Financial Officer on the Department's 2017-2018 Capital and Information Technology (IT) budget requests.

6. 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 December 14, 2016, including budget, academies, special events, communications and outreach to other government agencies and the public.

REPORT FROM OPERATIONS

Report on overall field operations, including greater alarm fires, Emergency Medical Services, Bureau of Fire Prevention & Investigation, and Airport Division and update on recent discussions regarding establishment of H-23 classification.

7. FIRE COMMISSION ANNUAL STATEMENT OF PURPOSE 2017 *[Discussion and possible action]*

Discussion and possible action to adopt the 2017 Annual Statement of Purpose.

8. HARASSMENT PREVENTION TRAINING FOR ALL MEMBERS OF THE DEPARTMENT *[Discussion and possible action]*

9. REPORT FROM THE FIRE MARSHAL REGARDING AUTHORITY AND SCOPE OF BUREAU OF FIRE PREVENTION INSPECTIONS OF WAREHOUSES IN SAN FRANCISCO *[Discussion]*

10. PRESENTATION OF THE DRAFT STRATEGIC PLAN *[Discussion and possible action]*

Update from Mark Corso on the draft Strategic Plan.

11. FIRE COMMISSION ELECTION OF OFFICERS *[Action]*

- a. Nomination and election of Commission President.
- b. Nomination and election of Commission Vice-President.

12. COMMUNICATIONS

Email from James Corrigan dated December 11, 2016

13. AGENDA FOR NEXT FIRE COMMISSION MEETING *[Discussion]*

Discussion regarding agenda for the January 25, 2017 regular meeting.

14. ADJOURNMENT

MINUTES FOR ADOPTION

SAN FRANCISCO FIRE COMMISSION

Draft Minutes of Fire Commission Special Meeting Thursday, January 5, 2017 - 10:00 a.m.

698 Second Street, Room 221 ■ San Francisco ■ California ■ 94107

President Covington called the meeting to order at 10:10 AM.

Item No.

1. ROLL CALL

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

2. CLOSED SESSION: PUBLIC EMPLOYEE PERFORMANCE EVALUATION OF CHIEF JOANNE HAYES-WHITE *[Discussion]*

A. Public comment on all matters pertaining to the potential closed session.

President Covington called for public comment. No member of the public came forward and President Covington closed public comment.

Before going into closed session, the Commission discussed the process, forms and format that should be used for the Chief's performance evaluation. There was brief discussion on the draft strategic plan attached to the Chief's appraisal form.

B. Vote on decision whether to go into closed session.

Vice President Cleaveland made a motion to hold discussions in Closed Session. Commissioner Nakajo seconded, and the motion was unanimously approved. (4-0; Covington, Cleaveland, Nakajo, Hardeman)

The Commission went into closed session at 10:32. Present in the closed session were Commissioners Covington, Cleaveland, Nakajo, Hardeman; Joanne Hayes-White, Chief of Department; Maureen Conefrey, Commission Secretary; and Katie Porter, Chief Labor Attorney, City Attorney's Office.

C. Joanne Hayes-White, Chief of the Fire Department

Pursuant to Admin. Code section 67.10(b); Govt. Code section 54957(b), Govt. Code section 54957.1(a)(5), the Commission may hold a closed session to discuss the evaluation of the Chief (Discussion).

Chief Joanne Hayes-White left the closed session at 11:01 am.

The Commission reconvened in open session at 11:27 am.

D. Vote on whether to disclose discussions if held in Closed Session per Administrative Code §67.12(a).

Vice President Cleaveland made a motion to not disclose discussions held in Closed Session. Commissioner Hardeman seconded.

There was no public comment.

The motion was unanimously approved. (4-0; Covington Cleaveland, Nakajo, Hardeman)

3. ADJOURNMENT

President Covington adjourned the meeting at 11:27 a.m.

DRAFT

SAN FRANCISCO FIRE COMMISSION

**FIRE COMMISSION REGULAR MEETING
DRAFT MINUTES**

Wednesday, December 14, 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=26768

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
Raemona Williams	Deputy Chief - Administration	
Dan DeCossio	Bureau of Fire Prevention	
Tony Rivera	Support Services	
Shane Francisco	Homeland Security	
Jeff Myers	EMS	
Rudy Castellanos	Airport Division	
Jeff Columbini	Division of Training	
Assistant Chiefs		
Kirk Richardson	Division 3	
Staff		
Mark Corso	CFO	
Olivia Scanlon	Communication and Outreach Coordinator	
Jesusa Bushong	Human Resources Director	
Clement Yeh	Medical Director	
Jonathan Baxter	PIO	

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 October 26, 2016
- Minutes from Regular Meeting on November 9, 2016.

Vice President Cleaveland Moved to approve the October 26, 2016 and November 9, 2016 regular meeting Minutes. Commissioner Hardeman Seconded. Motion to approve above Minutes was unanimous.

There was no public comment.

4. CERTIFICATES AND ACKNOWLEDGEMENT OF APPRECIATION

Certificates and acknowledgement of appreciation of SFFD Lt. Ronald Johansen and H-3 Firefighter/Paramedic John Drake, Coast Guard members; Chief Petty Officer III Class Megan Vanhouten, Fireman Ryan Seaman, and BM2 Petty Officer II Class Justin Lubore, K2 Radames "Ray" Rodriguez and Fish and Game Officers Ryan Henson and Scott Murtha who took swift and decisive action at a bay rescue of a young man.

Chief Hayes-White asked Public Information Officer Jonathan Baxter to give a recap of the events of the October 29, 2016 bay rescue. Paramedic Baxter explained that on October 29, 2016, a young man fell into the bay and because of the swift and coordinated response of the above recipients, the young man will live as the result of the rescue and treatment that was given that morning led to the successful outcome. He added that he was proud at the coordination and cooperation displayed by all responding agencies, which together formed the basis for the successful outcome. Chief Hayes-White presented each of the recipients with a certificate and thanked them each individually.

There was no public comment.

5. REVIEW OF THE HARASSMENT PREVENTION POLICY *[Discussion]*

Discussion and review of the harassment prevention policy.

Chief Hayes-White introduced Jesusa Bushong, who oversees the Department's Human Resource Division to make the presentation. Ms. Bushong gave a brief background description of the Department's Harassment Prevention Training and what currently is required of the SFFD. She mentioned that because of budget cuts in 2003, the SFFD had lost funding for their EEO Unit which conducted its own internal investigations. When funding was cut, the Department issued a General Order in 2003 to explain to the membership the proper procedures for filing an EEO complaint. She added that the General Order was updated in 2005 and that the anti-harassment discrimination and retaliation provisions have always been in the Department's rules and regulations. She presented the attached PowerPoint Presentation: <http://sf-fire.org/sites/default/files/COMMISSION/Fire%20Commission%20Support%20Documents%202015/Harassment%20Prevention%20PP.pdf>

Ms. Bushong described the two theories of Harassment; Quid pro quo, which is when a complainant is subject to a request of a sexual nature as a condition of employment and Hostile Work Environment which may be based on any protected category and may take many forms including, but not limited to verbal, visual or physical, unwelcome conduct on account of the complainant's membership in a protected category, which is so severe or pervasive as to alter the condition of the complainant's employment and create an abusive working environment. She went on to read the list of protected categories. She mentioned that this training is provided at all recruit academy classes as well as to newly promoted Lieutenants and Battalion Chiefs, with the emphasis on officer responsibilities.

Vice President Cleaveland thanked Ms. Bushong for the timely presentation and mentioned that the Golden Rule is do unto others as you would have done to yourself.

Commissioner Hardeman thanked Ms. Bushong for her presentation and mentioned that he took his online Harassment Prevention training yesterday.

Commissioner Nakajo thanked Ms. Bushong for her presentation and confirmed that the entire department, uniformed and civilian, had to complete the online harassment prevention training, even though the law only requires supervisors take it every two years.

President Covington thanked Ms. Bushong for her presentation and inquired about implicit bias training. Ms. Bushong stated that they are exploring the option and hope to have training rolled

out sometime in 2017. President Covington asked for an explanation on implicit bias and how it is identified. Ms. Bushong described it as something in your subconscious, you may not necessarily be aware of it and it could be based on your experiences, your upbringing, or environment. She gave an example of implicit bias as she herself being a Filipino, making a comment in the workplace that Filipinos are always late to meetings. President Covington thanked her for that example and stated that it is universal, that every group has something to say about its own group that is not necessarily true for individuals. She stated that implicit bias training and annual harassment training for every member of the department is important. She suggested that an action item with a timeframe for implementation should be on a future agenda for annual harassment prevention training.

There was no public comment.

6. 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 November 9, 2016, including budget, academies, strategic planning, 150th Anniversary recap, special events, communications and outreach to other government agencies and the public.

Chief Hayes-White's report covered events since the last meeting on November 9, 2016. She reported that five months into the current fiscal year, the budget for both expenditures and revenues are on track. She stated that 51 members from the 120th Academy class graduated on November 4, 2016 and the 121st Academy started on November 28th with 54 recruits, but unfortunately, due to an injury, one recruit resigned. She announced that the H-8's per diem paramedic pool is at approximately 85 members, that 16 members bumped up to H-3 Level 2 Paramedic and 10 members are to be bumped up next month. She added they are also scheduling an H-3 Level 1 entry EMT academy in mid-January.

With regards to the strategic plan, she mentioned the final draft was sent to the Committee as well as the Fire Commission on December 13th 2016 and thanked all members for their efforts and hard work, specifically Deputy Director Mark Corso. She mentioned that the 150th Anniversary celebration events have been completed which ended with a nice celebration at the Zoo, and she thanked the volunteers, the Guardians of the City, Ms. Olivia Scanlon, Lt. Mike Day and Firefighter Larry Yup. She thanked all the members of the 150th Anniversary Committee, and specifically mentioned President Covington who had a pivotal role, and attended every meeting and all the events. She also thanked her predecessors who attended some or all of the events, which included retired Chief of Department Ed Phipps, Fred Postel, Robert Demmons Mario Trevino and Paul Tabasco.

Chief Hayes-White announced the promotion of nine Captains and nine Rescue Captains and that she will be making two Assistant Chief promotions once the list is officially adopted. She talked about the meetings she has had with MTA in regards to bike lanes and the concerns the Department has with them. She touched on the labor management meeting with Local 798, the excellent screening of the documentary of the Garland Street fire, the American Legion Awards where Captain Shattuck and Firefighter Cameron received acknowledgements and awards for their service and she attended the Department on the Status of Women Conference where she offered keynote remarks. She mentioned that she attended the turkey carving event at the Salvation Army and St. Anthony's Dining Room, the Macy's tree lighting event and a Strategic Planning meeting with the Mayor's Office. She touched on the meeting she attended, along with President Covington and Vice President Cleaveland with Local 798 on the H-23 classification which continues to be a work in progress but she is confident they will move forward on it. She touched on the meeting with the folks at PUC that she, Olivia Scanlon and Chief Rivera had regarding the status of the ESER projects, particularly at it relates to the water supply system. She mentioned that she was at the Board of Supervisor's meeting where Supervisor Peskin acknowledged members of the Department, Carla Bayer, James Litwin and Doug May, under the direction of Lt. Gino Adams, Robert Wong, and Paramedic/Firefighter Matt Farris and Firefighter John Vagenus for their phenomenal efforts in saving a 13 year old boy who had

collapsed from cardiac arrest near Station 28. Chief Hayes-White concluded her report by wishing everyone a very happy holiday.

There was no public comment.

REPORT FROM OPERATIONS

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

Chief Williams' report covered the month of November 2016. Chief Williams stated that the annual vacancy bid for Suppression members has been completed and the result will be implemented mid-January along with the reopening of Battalion 5. Under Homeland Security, she announced that Chief Francisco continues to attend various meetings and training exercises disseminating awareness to the command staff of real or potential terrorist activity. Under the Investigative Services Bureau, she reported that they continue to conduct random post-accident and fireboat drug and alcohol testing and there have been no positive results from those tests, as well as candidate background checks for the upcoming academies. She reported that the Physician's Office continues to administer candidate promotional probationary physicals for Department members, as well as return to work and work related injury exams.

Chief Williams announced that under Support Services, Pump Station 1 is complete for the most part and all ESER projects continue to move forward and are on track, members of Station 16 relocated and demolition has started. She stated that the construction of Station 5 has been pushed back to March of 2017, pending the successful contractor bid which is opening later in the week. With regards to Pier 26, Support Services is working close with the Port for relocation of the fireboats during construction. She added that the pile driving has been completed and construction will resume early next year. She mentioned that under Fleet Management, all bids have been awarded, and apparatus are either delivered or on ordered and all trucks are being outfitted with cordless extrication tools. She said that they are installing solar panels on all the ambulances in the fleet to reduce emissions and greenhouse gases. She touched on the current academy class, EMS Division, in service training, NERT and Fire Reserves who have assisted with Habitat for Humanity and the SFFD toy program.

Chief Williams invited Chief Columbini, Director of Training to come forward to acknowledge a member of his training staff. Chief Columbini mentioned that instructor Lt. Tyson Lee was recognized at the Fire Symposium in Fresno and has been recognized as one of the three finalist for instructor of year in the State of California. He mentioned that he is extremely proud of the job Lt. Lee does for the academy.

Vice President Cleaveland thanked the Chiefs for their reports. He asked Chief Hayes-White if the relationship between the Department and MTA regarding bike lanes is amenable. Chief Hayes-White explained the dialogue is lively but generally productive, and everybody has the City's best interest in mind. She added that they come from different angles with various missions and for the SFFD, life safety is critical. She stated that getting from point A to B with the size of the apparatus can be challenging, although the members do an excellent job navigating their way through winding streets and hills, there is a lot of congestion and one of the concerns is when there is an existing condition and it's made more difficult, it become problematic for the members. She added that she is very proud of the team she put together to work with MTA to come up with compromises. There was brief discussion on the recent warehouse fire in Oakland and Chief Hayes-White stated it would be helpful at a future meeting to have an agenda item concerning the City's inspection of warehouses. She also mentioned that the SFFD reached out to the City of Oakland and offered support and resources. Vice President Cleaveland thanked Chief Hayes-White and wants the citizens of San Francisco to know that we want to make sure warehouses are safe. Vice President Cleaveland asked if there was any news on finding a new training facility, in the event of having to eventually move off of Treasure Island. Chief Rivera stated there are many different possibilities, including a shared road course with the Police Department. Chief Hayes-White added that they are continuing to explore

options and looking at vacant properties and looking to the School District for vacant properties, as well as private entities that may have other ideas in mind or may be willing to move locations. She mentioned that beyond Treasure Island, she would be concerned to go any further than that because it takes companies out of service and it's already a challenge to get them to Treasure Island.

Commissioner Nakajo thanked Chief Williams for her excellent report. He appreciated that Chief Williams and Chief Columbini acknowledged Lt. Tyson Yee, and anything that has to do with the positives of the Department or any issues, the Commission would rather hear about it than not hear about it. Commissioner Nakajo also commented that he thinks a discussion on warehouse inspections should be put on a future agenda. He announced that it was a pleasure to join the Chief Hayes-White, Chief Williams and Chief Gonzales in distribution the 150th Anniversary commemorative coins to various members of the Department. He acknowledged the Dugan family and Original Joes for providing lunches to all the members working on December 3, 2016, as well as the Lyft drivers who helped deliver the lunches. He touched on the compromises and needs of the Department when it comes to decisions of the MTA and traffic calming issues. He also acknowledged the good work of the individuals from the Department that saved the young man who had a medical crisis, and especially Chief Hayes-White who was able to relate to the mother of the young man through the translation of member Doug May.

Commissioner Hardeman thanked Chief Williams for her report and was happy to hear everything is on schedule. He congratulated Chief Francisco for working on the grants, and Tyson Yee on receiving his well-earned recognition. He also acknowledged Chief Hayes-White for all her hard work throughout the year and mentioned that she is the busiest person he knows and gave her an A plus for pulling off all the 150th Anniversary events, with the help of staff, Olivia Scanlon and President Covington. He also gave a shout out the SFFD Toy Program and encouraged all that were watching the meeting to donate.

President Covington confirmed that the current academy class will only have the legal holidays off, no extended time over the Christmas holiday. She also confirmed that 16 H-8's bumped up from Level 1 EMT to Legal 2 Paramedic in November and they anticipate 10 more in January. President Covington commented that she though the 150th Anniversary events were fabulous and having Olivia Scanlon be the key contact for a lot of the events was an excellent choice. She was particularly impressed with the December 3, 2016 gala, that she and her son attended, with fabulous music, good food and the fabulous members of the Department who attended. She touched briefly on the Mayor's strategic plan retreat that was held in September. She mentioned that she had a discussion with Chief Hayes-White and Fire Marshal DeCossio regarding agendizing warehouse inspections in the City for this meeting and it was the feeling that perhaps they needed to allow a little more time to pass before delving deeply into warehouse inspections and how they happen and the impacts upon people who may be living in them or not and it was decided it would be placed on the agenda in January. President Covington confirmed with Chief Williams that the main reasons the Department sought training accreditation was to be able to get many of the smaller departments in the area to train at our facility as well as to provide certified training to the members of the SFFD and gain additional funding. Chief Williams added that once they secure instructors, they will be able to offer additional training classes.

There was no public comment.

7. OVERVIEW OF THE CITY'S BUDGET INSTRUCTIONS AND PROCESS FOR FY 17/18-18/19 [Discussion]

Discussion and overview of the City's budget instructions and process for FY 17/18-18/19.

Mr. Mark Corso gave a brief overview of both the departmental process, as well as some of the higher level city financial information. His presentation is attached: http://sf-fire.org/sites/default/files/COMMISSION/Fire%20Commission%20Support%20Documents%202015/budget_0.pdf

Mr. Corso mentioned that for the most part, the budget process is quite similar to previous years. The Department receives targets for general fund support reductions in December and the Department's budget is due to the Mayor and controller's office on February 21st and the Mayor then reviews all submissions in order to process his office's budget, that is due to the Board of Supervisors June 1st or before. He added that budget hearings commence in late June and go through early July. He stated the City is looking at some budget deficits over the next five years related to employee costs, specifically pension obligations and benefits and other factors such as increase in services that have been incorporated into the budget over the last few years. He also touched on some of the challenges facing the city such as growth, recession recovery and the budget deficit.

Commissioner Nakajo thanked Mr. Corso for his presentation and asked for clarification on the two year budget cycle. Mr. Corso stated that until they move to a fixed budget, every year they are essentially reevaluating the second year, which is now fiscal years 2017/2018-2018/2019 and there will be a number of modifications that the process undergoes. Commissioner Nakajo confirmed that the Mayor's office is asking all departments for three percent reductions over the next two fiscal years. He added that last year when the budget was approved for the next fiscal year, changes to the overall city financial outlook have managed some modifications and additional request for reductions, including no new positions. Mr. Corso mentioned that he thinks the Mayor's office is committed to the H-2 hiring plan and anything that is above and beyond what has already been approved in the budget, is what would be at stake. It was confirmed that the Department was reconvening its internal Budget Committee.

President Covington thanked Mr. Corso for his report and was interested in whether or not there have been any conversations amongst the members of the Budget Committee regarding grant writers and acknowledged the successful job Mr. Corso and Chief Francisco have done in writing grants. Mr. Corso confirmed that that position has been brought up in both the previous years and he anticipates that it would be one of the talking points that will be coming out of the Budget Committee. Chief Hayes-White explained that she will not give up, but she sees it as an uphill battle with the reductions the Mayor's Office is requesting. President Covington agreed with most of what was stated, but she was making a public commitment to fight for monies and dig deep to come up with good strategies, not just to survive but to be able to move forward.

There was no public comment.

8. FIRE COMMISSION MEETING CALENDAR 2017 [Discussion and possible action]
Discussion and possible action to adopt the 2017 Fire Commission Regular Meeting calendar.

President Covington proposed cancelling the November 22, 2017 and December 27, 2017 meetings.

Vice President Cleaveland Moved to adopt the Calendar as amended. Commissioner Hardeman Seconded. The 2017 calendar was adopted as amended unanimously.

There was no public comment.

9. COMMUNICATIONS

Email from Jesse Heitz dated 11/28/16
Emails from James Corrigan dated 12/2/16 and 12/5/16

There was no public comment.

10. AGENDA FOR NEXT FIRE COMMISSION MEETING [Discussion]
Discussion regarding agenda for the January 11, 2017 regular meeting.

- Action Item on Annual Harassment Requirement

- Commission Elections
- Strategic Plan
- Action on H23
- Budget overview

There was no public comment.

11. ADJOURNMENT

President Covington adjourned the meeting at 11:44 a.m.

DRAFT

BUDGET DOCUMENTS

San Francisco Fire Department

FY17-18 and FY18-19 Capital Budget Request

Project	FY17-18	FY18-19
Roof Replacements	\$ 1,890,000	\$ 1,533,818
Exterior Envelope	\$ 262,971	\$ 5,750,000
Windows	\$ 294,000	\$ 96,000
Showers	\$ 214,000	\$ 856,000
Mechanical/HVAC	\$ 4,167,529	\$ 7,700,000
Emergency Generators	\$ 1,650,000	\$ 1,980,000
Exhaust Extractor	\$ 750,000	\$ 750,000
Electrical	\$ 16,955,000	\$ 31,555,000
Sitework/Sidewalk	\$ 412,588	\$ 765,747
Kitchens	\$ 2,480,000	\$ 1,372,414
Apparatus Bay Door Maintenance	\$ 750,000	\$ 750,000
Data Infrastructure Upgrades	\$ 7,023,000	\$ 3,804,000
Oxygen Cascade Systems	\$ 400,000	\$ 400,000
Chief's Residence	\$ 1,369,166	\$ -
Boiler Maintenance	\$ 750,000	\$ 750,000
SFFD Training Facility Study	\$ 500,000	\$ -
SFFD Bureau of Equipment Study	\$ 500,000	\$ -
SFFD Electrical and Wiring Study	\$ 500,000	\$ -
TOTAL	\$ 40,868,254	\$ 58,062,979

Roof Replacements

Station	FY17-18	FY18-19
Station 7	\$ 500,000	
Station 8		\$ 330,000
Station 11	\$ 520,000	
Station 12	\$ 360,000	
Station 14		\$ 420,000
Station 21	\$ 290,000	
Station 22	\$ 220,000	
Station 33		\$ 240,000
DOT Folsom/Tower		\$ 543,818
TOTAL	\$ 1,890,000	\$ 1,533,818

Exterior Envelope

Station	FY17-18	FY18-19
Station 3		\$ 1,590,000
Station 9	\$ 262,971	
Station 12		\$ 1,680,000
Station 21		\$ 1,360,000
Station 33		\$ 1,120,000
TOTAL	\$ 262,971	\$ 5,750,000

Roofs at numerous fire stations are leaking due to deferred maintenance, causing multiple health and safety issues at many of the stations. Without this much-needed attention and repair, roofs will continue to leak, resulting in numerous other issues at the facility, including water damage, dry rot, and leaks throughout all areas of the building. Many roofs are in need of repair beyond simple patching. A number of roofs were/will be repaired as part of the ESER bond focused-scope program.

Due to much deferred maintenance, the status of many of the fire station exteriors is deteriorating. The cracks in the concrete need to be painted and active leaks need to be addressed in order to prevent further damage throughout the building. Repair also includes fixing the epoxy injection and elastic water barrier paint. Damage can run from cosmetic improvements to complete painting of the exterior to substantial repair. Many of the exteriors of the Department's facilities have not been painted in years and have seen the impacts of weather as well as regular wear and tear.

Windows

Station	FY17-18	FY18-19
Station 7	\$ 110,000	
Station 10		\$ 96,000
Station 18	\$ 91,000	
Station 22	\$ 47,000	
Station 34	\$ 46,000	
TOTAL	\$ 294,000	\$ 96,000

Due to much deferred maintenance, the status of many of the fire station exteriors is deteriorating, including windows. Active leaks need to be addressed in order to prevent further damage. Further damage could result in major health and safety issues such as rot and mold, as well as energy loss and inefficiencies. Furthermore, window failure has resulted in several workers' compensation claims from windows falling out of their frames. The Department would like to implement an annual replacement program to address the needs of stations with failing window systems.

Showers

Station	FY17-18	FY18-19
Station 2		\$ 107,000
Station 3	\$ 107,000	
Station 7	\$ 107,000	
Station 11		\$ 107,000
Station 12		\$ 107,000
Station 14		\$ 107,000
Station 21		\$ 107,000
Station 23		\$ 107,000
Station 31		\$ 107,000
Station 49		\$ 107,000
TOTAL	\$ 214,000	\$ 856,000

Showers at fire stations are used quite frequently. Fire Station members must be able to wash after being exposed to environmental hazards. Due to many years of deferred maintenance, showers and shower pans have leaks and are not properly sealed, which is leading to further damage throughout the building and could result in rot, mold or pests.

Mechanical/HVAC

Station	FY17-18	FY18-19
Station 7	\$ 1,100,000	
Station 12		\$ 790,000
Station 19		\$ 890,000
Station 21		\$ 630,000
Station 22		\$ 470,000
Station 23		\$ 600,000
Station 24		\$ 840,000
Station 25		\$ 680,000
Station 29		\$ 640,000
Station 33		\$ 520,000
Station 34		\$ 460,000
Station 37		\$ 590,000
Station 39		\$ 590,000
Station 43	\$ 850,000	
DOT Folsom	\$ 715,892	
SFFD Headquarters	\$ 1,501,637	
TOTAL	\$ 4,167,529	\$ 7,700,000

HVAC systems throughout the Department are extremely old and in frequent need of repair. Due to their age, they are also extremely inefficient from an energy perspective. Because of a lack of funding in the past, HVAC systems have not been maintained (or repaired) to appropriate levels. In addition, the SFFD relies primarily on boilers for heat. The boiler inventory has a very small number of energy efficient boilers - the remainder are outdated and inefficient, resulting in increased costs for the City. Poor distribution and/or control systems also contribute to high energy costs and greenhouse gas emission. The Department must restore heat within 48 hours of break-down of the heating system.

Emergency Generators

Station	FY17-18	FY18-19
Station 2	\$ 330,000	
Station 3	\$ 330,000	
Station 7	\$ 330,000	
Station 19	\$ 330,000	
Station 26		\$ 330,000
Station 28		\$ 330,000
Station 33		\$ 330,000
Station 34		\$ 330,000
Station 40		\$ 330,000
Station 43		\$ 330,000
Station 49	\$ 330,000	
TOTAL	\$ 1,650,000	\$ 1,980,000

Back-up power is an integral part of emergency response. Each fire station has a backup generator. Many of these generators are inefficient and cannot power many of the current systems in the fire houses, including the apparatus doors. Manually opening a door can take up to 15 minutes. Improving generator stock in the department will ensure redundancy and decrease the likelihood of power failure during emergency response. Additional generator funding will allow the Department to install newer, more efficient units.

Exhaust Extractor Maintenance

Station	FY17-18	FY18-19
Various Stations	\$ 750,000	\$ 750,000
TOTAL	\$ 750,000	\$ 750,000

The Department recently upgraded the exhaust extractors at its stations as part of a Federal Emergency Management Agency (FEMA) grant. The Department is currently requesting an allocation of funding for regular and on-going maintenance and repair of these systems.

Electrical

Station	FY17-18	FY18-19
Station 2	\$ 2,340,000	
Station 3		\$ 1,590,000
Station 6		\$ 2,200,000
Station 7	\$ 2,350,000	
Station 8	\$ 1,570,000	
Station 9	\$ 2,130,000	
Station 10		\$ 2,060,000
Station 11	\$ 2,450,000	
Station 12		\$ 1,680,000
Station 13		\$ 4,580,000
Station 14		\$ 1,970,000
Station 15	\$ 2,070,000	
Station 17		\$ 2,020,000
Station 18		\$ 1,950,000
Station 19		\$ 1,920,000
Station 20		\$ 1,720,000
Station 23		\$ 1,290,000
Station 26		\$ 1,220,000
Station 31	\$ 1,740,000	
Station 32		\$ 1,000,000
Station 33		\$ 1,120,000
Station 38	\$ 1,135,000	\$ 1,135,000
Station 40	\$ 1,170,000	
Station 41		\$ 1,110,000
Station 42		\$ 1,160,000
Station 43		\$ 1,830,000
TOTAL	\$ 16,955,000	\$ 31,555,000

The electrical systems at most Department fire stations are in need of major upgrades. As currently existing, the systems cannot handle the electrical load required for present-day operations, nor can they completely support the systems and technologies used by the Department on a daily basis. For example, for many of the stations targeted for installation of heavy-duty washer extractors for the cleaning of personal protective equipment, electrical upgrades are required in order to support the operation of the washing machines. Upgrades of current electrical distribution systems are required to support safety and reliability of the stations themselves.

Sitework/Sidewalk

Station	FY17-18	FY18-19
Station 7	\$ 130,273	
Station 10		\$ 177,146
Station 12		\$ 68,924
Station 22		\$ 74,902
Station 23		\$ 70,699
Station 25		\$ 69,229
Station 32		\$ 67,910
Station 33		\$ 55,237
Station 34		\$ 123,802
Station 37		\$ 57,898
Station 38	\$ 74,247	
Station 40	\$ 97,825	
Station 49	\$ 110,243	
TOTAL	\$ 412,588	\$ 765,747

Numerous fire stations have damage to concrete and sidewalks surrounding the stations. In most cases, these areas are accessed by the public on a daily basis. This is a liability for the Department and the City, as there is the potential for claims of injuries and damages if an accident were to occur. The State Highway Code and the local Public Works Code require property owners to maintain the sidewalk adjacent to their property to a condition acceptable to the Director of Public Works. This responsibility includes making repairs as needed when a sidewalk is damaged. Damage on the sidewalk for which the Department is responsible for include missing pavement, uneven pavement, holes or cracks in the pavement, and missing sewer vent covers.

Kitchens

Station	FY17-18	FY18-19
Station 2		\$ 310,000
Station 3		\$ 310,000
Station 6		\$ 310,000
Station 7	\$ 310,000	
Station 8	\$ 310,000	
Station 9	\$ 310,000	
Station 10		\$ 310,000
Station 11	\$ 310,000	
Station 15	\$ 310,000	
Station 31	\$ 310,000	
Station 38	\$ 310,000	
Station 40	\$ 310,000	
Station 43		\$ 132,414
TOTAL	\$ 2,480,000	\$ 1,372,414

Fire Stations are staffed by members on a 24-hours-a-day/7-days-a-week basis, and therefore need to have fully functional kitchens. Due to many years of deferred maintenance, the quality of many of the fire station kitchens is quite poor. Damage ranges from rot from leaks throughout the facility that have not been addressed to broken and unstable cabinetry. A third of the stations no longer have doors on their cabinets and a number of stations need new flooring because existing linoleum has peeled away due to heavy use and cleaning.

Apparatus Bay Door Maintenance

Station	FY17-18	FY18-19
Various Stations	\$ 750,000	\$ 750,000
TOTAL	\$ 750,000	\$ 750,000

SFFD apparatus doors are anticipated to be replaced as part of the 2014 ESER bond program. However, the need for maintenance and repair still exists on an annual basis for the Department, given the amount of use for apparatus doors. The Department is currently requesting an allocation of funding for regular maintenance and repair of doors to resolve issues that may occur throughout the year.

Data Infrastructure Upgrades

Station	FY17-18	FY18-19
Fire Station 2	\$ 527,000	
Fire Station 3	\$ 275,000	
Fire Station 6	\$ 381,000	
Fire Station 7	\$ 401,000	
Fire Station 8	\$ 272,000	
Fire Station 9	\$ 370,000	
Fire Station 10	\$ 357,000	
Fire Station 11	\$ 424,000	
Fire Station 12	\$ 292,000	
Fire Station 13	\$ 794,000	
Fire Station 14	\$ 341,000	
Fire Station 15	\$ 358,000	
Fire Station 17	\$ 349,000	
Fire Station 18	\$ 337,000	
Fire Station 19	\$ 332,000	
Fire Station 20		\$ 297,000
Fire Station 21		\$ 235,000
Fire Station 22		\$ 175,000
Fire Station 23		\$ 224,000
Fire Station 24		\$ 311,000
Fire Station 25		\$ 253,000
Fire Station 26		\$ 211,000
Fire Station 28		\$ 203,000
Fire Station 29		\$ 238,000
Fire Station 31	\$ 301,000	
Fire Station 32		\$ 174,000
Fire Station 33		\$ 195,000
Fire Station 34		\$ 170,000
Fire Station 37		\$ 217,000
Fire Station 38	\$ 393,000	
Fire Station 39		\$ 219,000
Fire Station 40	\$ 202,000	
Fire Station 41		\$ 193,000
Fire Station 42		\$ 200,000
Fire Station 43	\$ 317,000	
Fire Station 44		\$ 289,000
TOTAL	\$ 7,023,000	\$ 3,804,000

The technology infrastructure currently supporting fire stations is quite outdated and in need of upgrade and/or replacement. This project would modernize the Department's fire stations with new wiring and equipment to support industry-standard Fire Station Alerting and notification capabilities. This will include new electrical wiring, emergency lighting, PA and Speaker Systems in all Fire Stations. By doing these upgrades, the Department's goal is to improve Fire and EMS response times.

Oxygen Cascade Systems

Station	FY17-18	FY18-19
Various Locations (20)	\$ 400,000	\$ 400,000
TOTAL	\$ 400,000	\$ 400,000

Approximately half of the Department's fire stations have an oxygen cascade system which allows members to refill the oxygen bottles that are used on medical calls. Currently, some of these systems do not have complete safety features, most significantly in some cases protective housing for the event of tank failure.

Chief's Residence

Station	FY17-18	FY18-19
Roofing	\$ 83,349	
Exterior Envelope	\$ 7,998	
Windows	\$ 170,988	
Showers	\$ 26,483	
Mechanical (HVAC)	\$ 369,779	
Electrical	\$ 299,173	
Sitework/Sidewalk	\$ 51,687	
Kitchen	\$ 135,000	
Interior Work	\$ 75,869	
Specialties	\$ 11,725	
ADA Upgrades	\$ 137,115	
TOTAL	\$ 1,369,166	\$ -

The Chief's Residence serves as a secondary Operations Center in the event of a disaster. The electrical system at the facility needs to be upgraded. The windows leak and are starting to rot, and the building needs to be weatherproofed. The kitchen has not been upgraded since the 1950's and there are no exhaust fans in the bathrooms.

Boiler System Maintenance & Replacement

Station	FY17-18	FY18-19
Various Stations	\$ 750,000	\$ 750,000
TOTAL	\$ 750,000	\$ 750,000

In addition to complete boiler replacement that is needed at a number of stations (covered in the HVAC/Mechanical project), the Department has annual needs for regular maintenance and repairs on its existing boiler systems.

SFFD Training Facility Study

Station	FY17-18	FY18-19
Facility Planning	\$ 500,000	\$ -
TOTAL	\$ 500,000	\$ -

Continuing the preliminary work with DPW in the Department efforts for a new training facility, the Department is proposing a more in-depth study of its needs to complement the current needs assessment of training that DPW is conducting.

SFFD Bureau of Equipment Study

Station	FY17-18	FY18-19
Facility Planning	\$ 500,000	\$ -
TOTAL	\$ 500,000	\$ -

The Department's longer term plan includes a relocation of the Department's Bureau of Equipment to the space currently occupied by the EMS Division at 1415 Evans once the move to the new EMS facility is complete. This allocation would assist in establishing the needs of the Bureau from a programmatic perspective and see what re-purposing of the current facility/property is needed.

SFFD Electrical and Wiring Study

Station	FY17-18	FY18-19
Facility Planning	\$ 500,000	\$ -
TOTAL	\$ 500,000	\$ -

This allocation would fund an in-depth study of the Departmental needs for IT and electrical infrastructure at Department stations, including electrical and cabling/wiring upgrades that are needed to meet the current demands of station operations and make use of current technologies.

San Francisco Fire Department

FY17-18 and FY18-19 Budget

Committee on Information Technology (COIT) IT Project Submissions

Project	Amount
Incident Display Boards	\$ 301,400
SharePoint Implementation & Training	\$ 150,000
Training Simulator	\$ 250,000
Mobile Network Consultant Services	\$ 150,000
TOTAL	\$ 851,400

Incident Display Boards (\$301,400) -

LCD monitors display information on incoming alerts based on input from the CAD system, including units responding, address/location, incident type, cross streets, any premise hazards, etc. These incident boards can assist in improving response. At a glance, firefighter could get all relevant information for a call without having to wait for the complete audio dispatch and/or the run printout. The Department has installed a number of trial units at a couple of fire stations, and has received very positive feedback

SharePoint Implementation & Training (\$150,000) -

Create a single repository for multiple documents currently stored through different applications within the SFFD IT infrastructure. Because training documents will also be available through SharePoint, the Department could simplify delivery of training through the platform, as well as improve collaboration capabilities of Department committees and workgroups. The Department has started to use the SharePoint application, but additional design and training resources are needed to fully implement.

Training Simulator (\$250,000) -

Funding to be used to procure an advance fire training simulator, with the ability to transmit a number of different scenarios for crews to train on. Given the dangers and difficulties of live fire training, fire training simulation platforms are an effective and efficient way to deliver training and provide scenarios to improve situational awareness, communications, and response. Enhanced incident management training through simulation would help Department members improve decision-making as well as performance in stressful environments, with scenarios customizable to emphasize specific aspects of response.

Mobile Network Consultant Services (\$150,000) -

Over the past few years, the Department has increased dramatically the number of mobile devices it uses in its day to day operations, including tablets, laptops and smartphones. With these devices comes the need for a mobile network infrastructure, to protect the performance and security of the networks and allow IT staff to administer, maintain and support the Department's mobile applications and hardware efficiently and ensure all systems integrate correctly. The Department does not have the expertise to develop a management plan for mobile networks, so it is requesting funds to hire a consultant who is well versed in successful mobile network infrastructure development.

COMMUNICATIONS

Conefrey, Maureen (FIR)

From: MaryLou Corrigan <marylouc@mac.com>
Sent: Friday, December 16, 2016 10:19 PM
To: Commission, Fire (FIR)
Cc: Peskin, Aaron (BOS); newstips@ktvu.com; tbyrne@sfchronicle.com; jdineen@sfchronicle.com; jgarofoli@sfchronicle.com; nsawyer@sfweekly.com
Subject: Now you know why drinking in our San Francisco firehouses continues despite what Headquarters might say.

San Francisco Fire Commissioners:

Chief Hayes White and Deputy Chief Gonzalez portray themselves in writing as being strongly against employees violating parking laws with their personal vehicles, such as parking in "red zones," and within 15 ft of firehouse doors.

Dec. 13th, 2016 E Mail from Chief Hayes-White:

"The Chief has directed Deputy Chief Gonzales to reinforce this policy to all members.

Deputy Chief Gonzales has reiterated to members that they are not allowed to use unauthorized parking permits in the front of Fire Stations. **Members are subject to all San Francisco Parking and Traffic Regulations.**"

Chief Hayes-White and Deputy Chief Gonzalez also tell the Public and the Commission that no drinking of alcohol takes place in our firehouses. They point to the Rules and Regs forbidding such and that they continually reiterate this to the firehouse officers.

But, three days after the above E Mail, three San Francisco firefighters parked their private vehicles for 24 hours, one in a "red zone" and two others in front of a firehouse door and bay.

Both Chiefs will defend themselves that the bay did not have a fire truck or engine in that bay. Well let them try to tell that to the judge, who interprets the laws.

Also, weakly the officers will say, "There is a lot of construction in the area." I say to these officers, "manage the problem legally."

If Fire Department Management spent as much time on managing this problem of too many cars for too few on property parking spots,

the problem would evaporate. Fire Department management for at least as far back as 2004, approaches this problem as "unsolvable." And that's because "illegal parking" is part of the SFFD culture. "We can't mess with culture; We would become unpopular" they would add.

The dot connection to continued drinking in the firehouse is this.

For the last 7 years, Chief Hayes-White has been cracking down on illegal parking by employees around firehouses.

Because the problem lies outside the firehouse, we can gauge her success or failure as in the parking problem case.

For the last 7 years she denies any drinking goes on in any of the firehouses under her Command.

But the drinking problem is within the walls of the firehouse and it would be up to the officers to report it.

We can't know but only guess by means of deduction.

Seeing that officers in the firehouses fail to have the backbone and sense of duty to say, "You can't park there" to a firefighter, do you really think these same officers would have the wherewithal to say, "You can't drink on my watch?" He or she would be met with, "If you don't want to drink or to watch us drink, "go back to your room and stay there until dinner."

Firefighters know that drinking, like free parking, is also part of the culture and will not be stamped out soon.

December 16, 2016 Ignore the fire safety reasons and park for free say the officers of Station 8.



Dec. 16, 2016 Ignore the traffic code and the "honor" handed down to S.F. firefighters by those who went before.



Conefrey, Maureen (FIR)

From: James Corrigan <seamus37@icloud.com>
Sent: Wednesday, December 14, 2016 11:43 AM
To: FireChief, Secretary
Cc: Peskin, Aaron (BOS); Yee, Norman (BOS); Mar, Eric (BOS); Campos, David (BOS); Cohen, Malia (BOS); Tang, Katy (BOS); Commission, Fire (FIR); Gonzales, Mark (FIR); nsawyer@sfweekly.com
Subject: Re: Bringing "SHAME ON YOU" to the historical integrity and honesty of the San Francisco Fire Department.

Chief Hayes-White,

I greatly appreciate you responding.

I appreciate Deputy Chief Gonzalez reiterating that members are not allowed to use unauthorized parking permits in the front of Fire Stations.

Neither you nor the Deputy Chief can be everywhere. I assume it is left up to the officers at the various Fire Stations to enforce your Department Rules.

That is where the problem lies. It isn't being done because Fire House Officers can not say "NO" to free parking for SFFD firefighters.

For an example, today across from E 19, two vehicles are parked in a restricted and reserved parking section of SF State and use the phony Decals to obtain free parking without fear of ticketing or being towed.

It is 11:30 A.M. right now. You or Deputy Chief Gonzalez could phone E 19 and have the Captain or Lieutenant reprimand the drivers and confiscate the phony decals.

That would be a sign that you are as serious as you appear to keep the good name and integrity of the SFFD with being confused

with the very unethical practice of scamming for free parking.

These photos were taken at 10:30 A.M., **today**, December 14, 2016, in front of E 19 behind Stonestown.

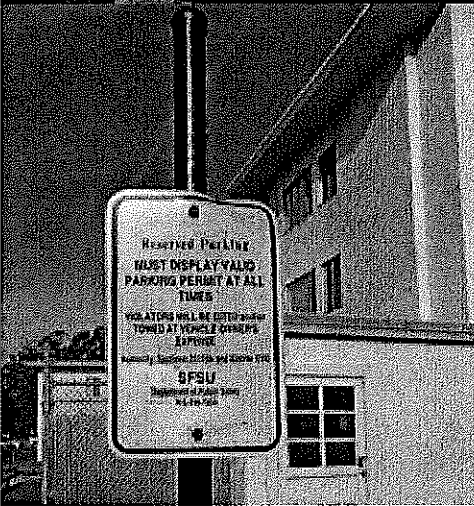
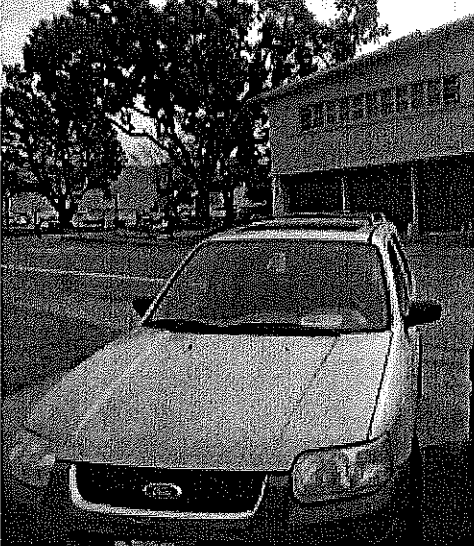
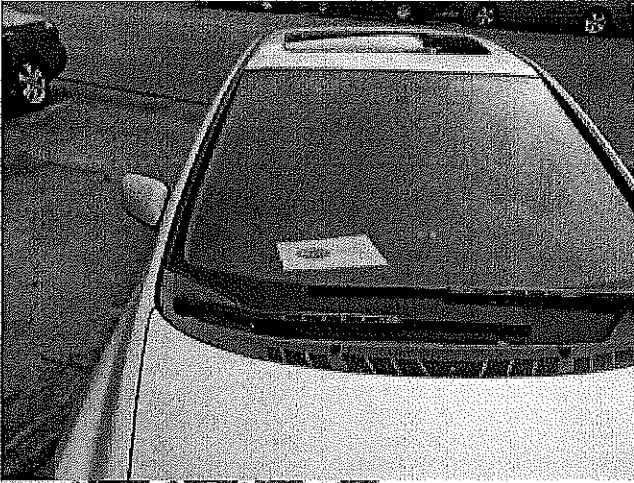
I intend to take a follow up photo much later today or early tomorrow morning.

Will you or a member of your Staff willing to make that call to the Officers at E 19?

Wishing you the very best this Christmas Season,

Please strive to keep the dignity and respect your Department deserves, ongoing,

Jim Corrigan



Conefrey, Maureen (FIR)

From: MaryLou Corrigan <marylouc@mac.com>
Sent: Monday, December 12, 2016 2:24 PM
To: newstips@ktvu.com; tbyrne@sfchronicle.com; jdineen@sfchronicle.com; jgarofoli@sfchronicle.com
Cc: FireChief, Secretary; Commission, Fire (FIR)
Subject: Is this within Chief Hayes-White's powers?

TO ANYONE EVER TICKETED BY THE SFMTA:

Does Chief Hayes- White have the power to over ride the traffic code?

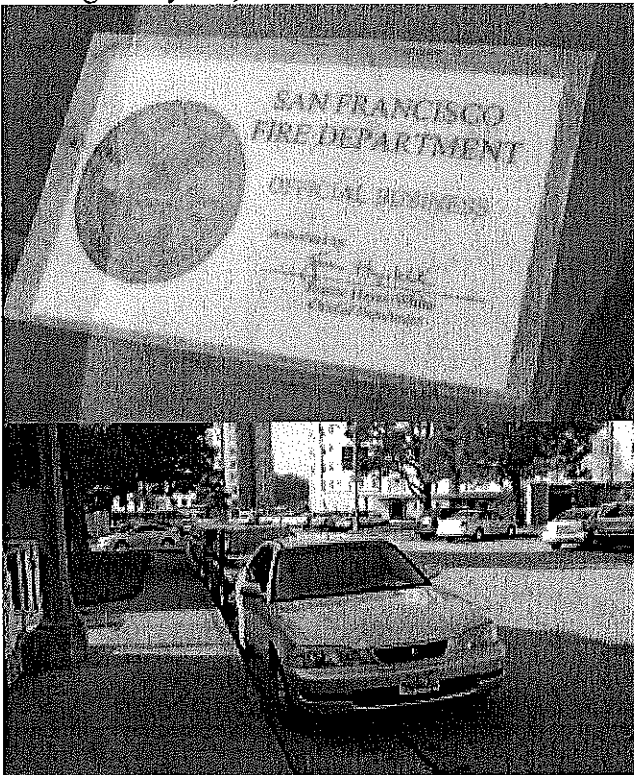
Private automobiles do not have the right to park within 15 feet of firehouse doors at any time.

But, by virtue of the Decal she signed and is placed on the dash of this firefighter's private automobile outside of Station 19 in back of Stonestown, the car sits for 24 hours without being ticketed.

The "Official Business" Chief Hayes White refers to is, the parking of a car a firefighter drives to work and back.

Potos were taken Dec. 12, 2016 11:00 A.M.

You rightfully ask, "How is that OFFICIAL SFFD BUSINESS?"



Is Chief Hayes-White participating in a Parking scam?

Jim Corrigan

Maureen Conefrey
Fire Commission Secretary
(415) 558-3451

From: MaryLou Corrigan [mailto:maryloucorrigan@gmail.com]

Sent: Sunday, December 11, 2016 12:50 PM

To: Commission, Fire (FIR) <fire.commission@sfgov.org>

Cc: Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>; Yee, Norman (BOS) <norman.yee@sfgov.org>; FireChief, Secretary <secretary.firechief@sfgov.org>; Reiskin, Ed (MTA) <ed.reiskin@sfmta.com>; Mar, Eric (BOS) <eric.mar@sfgov.org>; Campos, David (BOS) <david.campos@sfgov.org>; Avalos, John (BOS) <john.avalos@sfgov.org>; Cohen, Malia (BOS) <malia.cohen@sfgov.org>; Tang, Katy (BOS) <katy.tang@sfgov.org>

Subject: Bringing "SHAME ON YOU" to the historical integrity and honesty of the San Francisco Fire Department.

Dear San Francisco Fire Commissioners:

Is there any form of life that is lower than an able-bodied person who cheats the system by fraudulently using a Handicapped Placard in order to park for free at San Francisco parking meters?

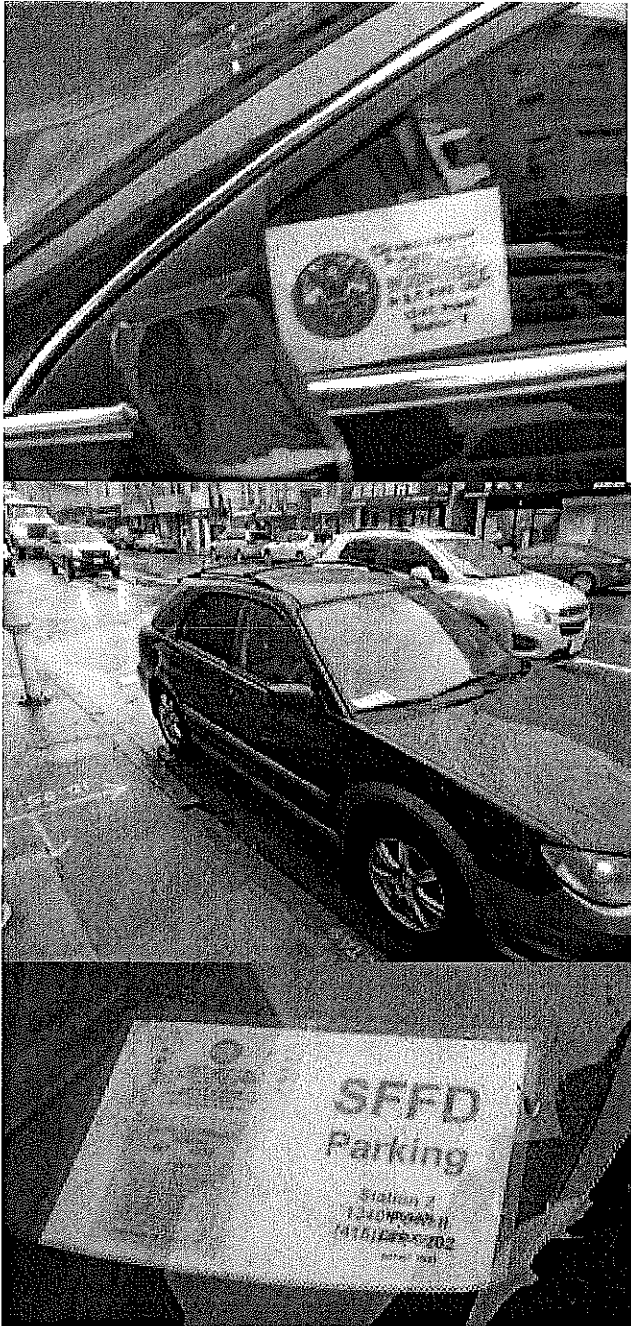


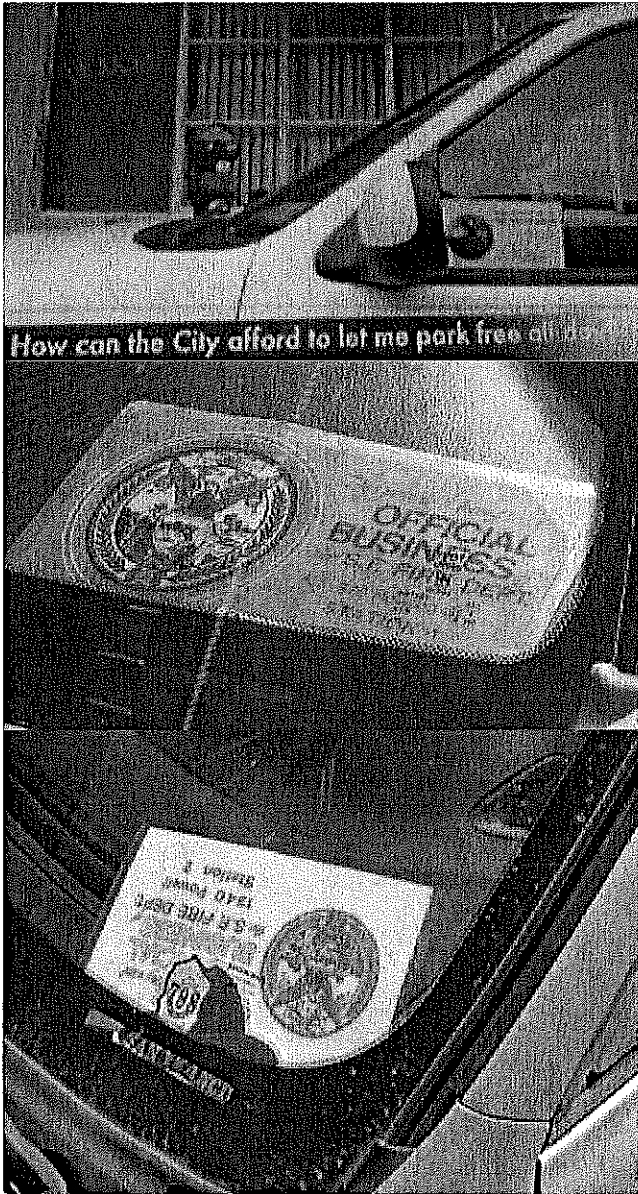
The answer is "Yes." The lowest form of life are the able-bodied, well paid, San Francisco firefighters who cheat the system by

utilizing **phony, fraudulent, official looking placards placed on the dash of their private vehicles** that they drive to work, in order to park for free at meters and be free from threat of ticketing by the SFMTA while parking for 24 hours in “red zones,” “yellow zones,” “tow away zones” and within the 15 ft of firehouse doors painted in “red.” Of course it is not limited to these drivers. The officers of the firehouses; the battalion Chiefs and the Chief of Department Hayes-White are all guilty of perpetuating this scam by their willingness to go along with it and make no attempt to end it.

December 5, 2016

December 10, 2016





Sincerely yours,

Jim Corrigan

Conefrey, Maureen (FIR)

From: James Corrigan <seamus37@icloud.com>
Sent: Wednesday, December 14, 2016 5:47 PM
To: FireChief, Secretary
Cc: Peskin, Aaron (BOS); Yee, Norman (BOS); Mar, Eric (BOS); Cohen, Malia (BOS); Tang, Katy (BOS); Commission, Fire (FIR); Gonzales, Mark (FIR); nsawyer@sfweekly.com; Reiskin, Ed (MTA)
Subject: Re: Bringing "SHAME ON YOU" to the historical integrity and honesty of the San Francisco Fire Department.

Chief Hayes-White,

Naturally that was the right thing to do. "Mr. Corrigan,

Station 19 was contacted earlier today and directed to remove the permits."

Unfortunately it was at the behest of a private citizen and not a matter of your Officer Staff in our firehouses doing it out of an obligation to enforce the Rules.

Could you answer this question regarding firefighters driving to work?

Is the SFFD under any obligation, contractual or otherwise, to provide free parking to firefighters who choose to drive to work?

I understand when a firefighter might be detailed to another firehouse in the morning, it is convenient to have an automobile.

However, firefighters may legally ride MUNI free by showing their Badge.

Or, one of the many light-duty personnel could chauffeur those "detailed."

Or, a firefighter with a car, for the good of the Department, could be chosen for the Detail on that Day.

Or, they could take an UBER.

Many Stations can accommodate many employee private vehicles on their property.

Station # 2 and Station # 19 are not so blessed. That is why illegal means (fake SFFD "On Official Business" Decals are employed.)

One suggestion I might make to you in order to relieve the "parking problems" at some Stations that have gone on for so long "unmanaged" would be to fill/reserve a few slots at those firehouses by firefighters who

offer not to drive to the firehouse and therefore would expect no parking accommodations.

This would show some "evidence" by you to the fact that the SFFD is a "transit first" Department of the City & County.

Thanks for doing the right thing out at Station 19 today,

You will have to agree, there is a great deal more work to do to stamp out this cheating that goes on around the City, each day in San Francisco,

Thank you,

Jim Corrigan

On Dec 14, 2016, at 4:02 PM, FireChief, Secretary <secretary.firechief@sfgov.org> wrote:

Mr. Corrigan,

Station 19 was contacted earlier today and directed to remove the permits.

Regards,

Kelly Alves

Office of the Chief of Department

San Francisco Fire Department

698 Second Street

San Francisco, CA 94107

Phone: 415-558-3401 / Fax: 415-558-3407 / web: www.sf-fire.org or www.sffd150.org

From: James Corrigan [<mailto:seamus37@icloud.com>]

Sent: Wednesday, December 14, 2016 11:43 AM

To: FireChief, Secretary <secretary.firechief@sfgov.org>

Cc: Peskin, Aaron (BOS) <aaron.peskin@sfgov.org>; Yee, Norman (BOS) <norman.yee@sfgov.org>; Mar, Eric (BOS) <eric.mar@sfgov.org>; Campos, David (BOS) <david.campos@sfgov.org>; Cohen, Malia (BOS) <malia.cohen@sfgov.org>; Tang, Katy (BOS) <katy.tang@sfgov.org>; Commission, Fire (FIR) <fire.commission@sfgov.org>; Gonzales, Mark (FIR) <mark.gonzales@sfgov.org>; nsawyer@sfweekly.com

Subject: Re: Bringing "SHAME ON YOU" to the historical integrity and honesty of the San Francisco Fire Department.

Chief Hayes-White,

I greatly appreciate you responding.

I appreciate Deputy Chief Gonzalez reiterating that members are not allowed to use unauthorized parking permits in the front of Fire Stations.

Neither you nor the Deputy Chief can be everywhere. I assume it is left up to the officers at the various Fire Stations to enforce your Department Rules.

That is where the problem lies. It isn't being done because Fire House Officers can not say "NO" to free parking for SFFD firefighters.

For an example, today across from E 19, two vehicles are parked in a restricted and reserved parking section of SF State and use the phony Decals to obtain free parking without fear of ticketing or being towed.

It is 11:30 A.M. right now. You or Deputy Chief Gonzalez could phone E 19 and have the Captain or Lieutenant reprimand the drivers and confiscate the phony decals.

That would be a sign that you are as serious as you appear to keep the good name and integrity of the SFFD with being confused

with the very unethical practice of scamming for free parking.

These photos were taken at 10:30 A.M., **today**, December 14, 2016, in front of E 19 behind Stonestown.

I intend to take a follow up photo much later today or early tomorrow morning.

Will you or a member of your Staff willing to make that call to the Officers at E 19?

Wishing you the very best this Christmas Season,
Please strive to keep the dignity and respect your Department deserves, ongoing,

Jim Corrigan

<image001.jpg>

<image002.jpg>

<image003.jpg>

On Dec 13, 2016, at 12:17 PM, FireChief, Secretary <secretary.firechief@sfgov.org> wrote:

Dear Mr. Corrigan,

Thank you for your emails over the last several days. The Fire Department's rules on this issue remain the same and have not changed. The Fire Department is not authorized to grant permission to employees to park personally owned vehicles in red zones in front of Fire Stations. The Chief has directed Deputy Chief Gonzales to reinforce this policy to all members.

Deputy Chief Gonzales has reiterated to members that they are not allowed to use unauthorized parking permits in the front of Fire Stations. Members are subject to all San Francisco Parking and Traffic Regulations.

Should you have further questions, please contact Deputy Chief Mark Gonzales at mark.gonzales@sfgov.org

Regards,

Kelly Alves
Office of the Chief of Department
San Francisco Fire Department
698 Second Street
San Francisco, CA 94107
Phone: 415-558-3401 / Fax: 415-558-3407 / web: www.sf-fire.org or www.sffd150.org

From: James Corrigan [mailto:seamus37@icloud.com]
Sent: Tuesday, December 13, 2016 7:06 AM
To: Commission, Fire (FIR) <fire.commission@sfgov.org>
Cc: Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>; Yee, Norman (BOS) <norman.yee@sfgov.org>; FireChief, Secretary <secretary.firechief@sfgov.org>; Reiskin, Ed (MTA) <ed.reiskin@sfmta.com>; Mar, Eric (BOS) <eric.mar@sfgov.org>; Campos, David (BOS) <david.campos@sfgov.org>; Avalos, John (BOS) <john.avalos@sfgov.org>; Cohen, Malia (BOS) <malia.cohen@sfgov.org>; Tang, Katy (BOS) <katy.tang@sfgov.org>
Subject: Bringing "SHAME ON YOU" to the historical integrity and honesty of the San Francisco Fire Department.

Dear San Francisco Fire Commissioners:

Is there any form of life that is lower than an able-bodied person who cheats the system by fraudulently using a Handicapped Placard in order to park for free at San Francisco parking meters?

<image001.jpg>

<image002.jpg>

The answer is "Yes." The lowest form of life are the able-bodied, well paid, San Francisco firefighters who cheat the system by utilizing **phony, fraudulent, official looking placards placed on the dash of their private vehicles** that they drive to work, in order to park for free at meters and be free from threat of ticketing by the SFMTA while parking for 24 hours in "red zones," "yellow zones," "tow away zones" and within the 15 ft of firehouse doors painted in "red." Of course it is not limited to these drivers. The officers of the firehouses; the battalion Chiefs and the Chief of Department Hayes-White are all guilty of perpetuating this scam by their willingness to go along with it and make no attempt to end it.

December 5, 2016

December 10, 2016

<image003.jpg><image004.jpg><image005.jpg><image006.jpg><image007.jpg>

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Sincerely yours,

Jim Corrigan

GENERAL ORDERS

SAN FRANCISCO FIRE DEPARTMENT
GENERAL ORDER

File Code 16 A-71
December 30, 2016

From: Chief of Department
To: Distribution List "A"
Subject: Year 2017 Vacation Selections, Airport Division
Reference: Rules & Regulations, Section 2519
Enclosure: (A) Vacation Policy, Balance Limits, Accrual Rates, Granting Rules, Bidding Instructions
(B) 2017 Watch Calendar

Officer Endorsement:
Section 1108 – R & R _____

1. Vacation selections for the Year 2017 shall be made via HRMS. All members working 24-hour shifts at the Airport Division shall submit computer vacation bids. Members working non-24-hour shifts shall have their vacations approved by their supervisors.
2. All members are directed to enter a vacation bid. Company Officers are responsible for notifying Company members of the 2017 Vacation bid.
3. Bidding opens at 1200 hours on Wednesday, January 4, 2017. Close of bidding is 1200 hours on Tuesday, January 10, 2017. No bids will be accepted after this deadline.
4. Second Request Vacation bidding will open at 1200 hours, Wednesday, January 11, 2017. Members shall make these requests via HRMS. The deadline to submit Second Request Vacations is 1200 hours on Tuesday, January 17, 2017.
5. The Annual IDV and TC bidding will begin 1200 hours, Wednesday, January 18, 2017, with a deadline of 1200 hours, Tuesday, January 24, 2017. Under no circumstances will the sum of vacation, IDV and TC days granted exceed the number of days listed under the Vacation Granting Rules section of Enclosure (A).
6. Any member who is at or near their vacation balance limit is strongly encouraged to take their vacation and IDVs early in the year. It is recommended that members check their time balances against the stated limits set forth in Enclosure "A". Any member who reaches their respective accumulated vacation maximum will cease to accrue vacation time.

Joanne Hayes-White
Chief of Department

Conefrey, Maureen (FIR)

Subject:

FW: General Order 16 A-72, Reactivation of Battalion 5

SAN FRANCISCO FIRE DEPARTMENT
GENERAL ORDER

File Code 16 A-72
December 30, 2016

From: Chief of Department
To: Distribution List "A"
Subject: Reactivation of Battalion 5
Reference: Rules & Regulations, Section 402
Enclosure: None

Officer Endorsement:
Section 1108 - R. & R. _____

1. On January 14, 2017, at 0800 hours, Battalion 5 will be reactivated and placed in-service. At 0800 hours, the Battalion Chief assigned to Battalion 5 shall contact DEC and request to be put in-service.
2. A test box shall be given to Battalion 5 and the Battalion Chief shall confirm receipt of such test box on both the MDT and the station alerting system.
3. Battalion 5 will be quartered at Station 21, 1443 Grove Street and can be reached at 415-558-3221 or METS 2221.
4. Battalion 5 will be administratively responsible for Stations 5, 10, 12, 21 and will report to Division 2.

Joanne Hayes-White
Chief of Department

SAN FRANCISCO FIRE DEPARTMENT
GENERAL ORDER

File Code 16 A-73
December 30, 2016

From: Chief of Department
To: Distribution List "A"
Subject: Battalion Realignment
Reference: Rules & Regulations, Section 402
Enclosure None

Officer Endorsement:
Section 1108 - R. & R. _____

1. On January 14, 2017, at 0800 hours, there will be an administrative Battalion realignment.
2. The following Battalion administrative changes will occur:
 - Station 1 will be assigned to Battalion 2, Division 3
 - Station 3 will be assigned to Battalion 4, Division 2
 - Stations 5, 10, 12, 21 will be assigned to Battalion 5, Division 2
 - Station 19 will be assigned to Battalion 9, Division 3
3. Battalion Chiefs shall include these Companies as part of their daily balancing and administrative duties beginning January 14, 2017.
4. The Battalion realignment is administrative only, response areas shall remain the same.

Joanne Hayes-White
Chief of Department

Conefrey, Maureen (FIR)

From: FireChief, Secretary
Sent: Friday, December 30, 2016 9:45 AM
Subject: General Order 16 A-74, 2017 Daily Drill Schedule
Attachments: 16 A-74 Daily Drill Schedule - Attachments.pdf

SAN FRANCISCO FIRE DEPARTMENT
GENERAL ORDER

File Code 16 A-74
December 30, 2016

From: Chief of Department
To: Distribution List "All"
Subject: 2017 Daily Drill Schedule
Reference: Articles 10, 11, and 23, Rules and Regulations
Enclosures: (A) Drill Schedule Overview
(B) Drill Schedule Instructions
(C) Daily Drill Schedule
(D) Drill List, Training Bulletin List
(E) Engine Drafting Drill Schedule
(F) Engine Drill Schedule
(G) Truck Drill Schedule
(H) Saturday/Sunday Battalion Chief's Drill Schedule
(I) Weekday Battalion Chief's Drill
(J) Division Chief's Weekly Evening Exercise
(K) Saturday Auto Extrication Drill
(L) 5" Hose Drill
(M) Alternate Drill Topics
(N) Rescue Systems Drill
(O) SCBA Knowledge/Skills Performance Evaluations
(P) Surf Rescue Drill
(Q) Fireboat/Marine Safety Drill
(R) ICS 214 Form
(S) Division 2 Weekend Drill Schedule
(T) Division 3 Weekend Drill Schedule
(U) Human Resources Management System (HRMS) Instructions

Officer Endorsement:
Sec. 1107 - R. & R. _____

1. Company Officers shall conduct Station drills each day from 1000-1200 hours. If a drill cannot be conducted during these hours due to Department business, then the drill shall be held between 1330-1530 hours.

2. All Officers, Firefighters, Paramedic/Firefighters and Incident Support Specialists assigned to suppression shall participate in station drills. All members shall be in the proper uniform and utilize appropriate safety equipment during manipulative drills. Safety shall be stressed at all times.
3. Journal entries shall contain an adequate description of each drill performed, emphasizing the time, subject covered, the text, lesson plan, equipment employed, and training deficiencies, if any.
4. Scheduled manipulative practices must be repeated often enough to maintain proficiency. However, Company Officers have an option, on occasion, of selecting an alternate drill or of devising an evolution encompassing a number of drills when it is more pertinent to their Companies' work activities. Drills of a specialized nature may be requested through the Battalion Chief. Assistance in scheduling may be obtained from the Division of Training.
5. Special attention is directed to Enclosure (H). Battalion Chiefs shall conduct Saturday and Sunday drills at the Division of Training drill yard or other locations with Companies in their districts and/or Companies that regularly respond into their district as scheduled by the Division Chief. Enclosure (H) contains a list of suggested drill topics for Battalion drills. Assistance in coordinating specialized drills may be obtained from the Division of Training.
6. Most reports shall now be submitted through HRMS; hard copies shall no longer be sent to the Division of Training. Please see specific instructions for each drill for exceptions. HRMS Instructions are included in Enclosure "U".
7. Company Officers are reminded that they are responsible for the efficiency and effectiveness of their Companies.
8. Company R1 inspections afford a unique opportunity to identify problem buildings or areas and pre-plan an effective attack. Take this opportunity to involve the entire crew in a situation you may very well face someday. These are the places to drill and practice; the places where various problem fires may occur.
9. The Division of Training would like to reiterate the importance of these drills. Drills are the foundation of our operations and ensure the safety of our members. The Division of Training is receptive to ideas and suggestions for the improvement of our training and drill program. Department Officers and members are encouraged to submit their suggestions by General Form to the Director of Training.

Joanne Hayes-White
Chief of Department

Conefrey, Maureen (FIR)

From: FireChief, Secretary
Sent: Friday, December 30, 2016 9:45 AM
Subject: General Order 16 A-75, Company Based Modular Training Program-2017
Attachments: 16 A-75 Company Based Modular Training Program 2017 .pdf

SAN FRANCISCO FIRE DEPARTMENT GENERAL ORDER

File Code 16 A-75
December 30, 2016

From: Chief of Department
To: Distribution List "A"
Subject: Company Based Modular Training Program-2017
Reference: Rules and Regulations, Sec. 402
Enclosures: Attachment "A"-Training Schedule Overview
Attachment "B"-Group Distribution
Attachment "C"-Training Calendar

Officers Endorsement:
Sec 1108 – R & R

1. The San Francisco Fire Department Company Based Modular Training Program will be utilized to accomplish In-Service training for the Department. This program has improved accountability, reduced scheduling conflicts, and increased the total amount of In-Service training hours per member.
2. Prior to each Company Based Training Module, a General Order or an e-mail will be distributed Department-wide, and will provide the subject matter, and a detailed schedule of groups due for training. Please refer to Attachment "A" for an overview of the Training Schedule. Module topics may be changed based upon needs of the Department. Company and Chief Officers are reminded to view the Fire Calendar on a daily basis for updates, deletions, or changes to the training schedule.
3. All-day training modules will commence at 0900 hours and conclude at 1700 hours. During split modules, the AM Session will commence at 0900 hours and end at 1200 hours while the PM Session will commence at 1330 hours and end at 1630 hours.
4. Due to the 31-day tour, there are certain tours that are not covered in the training cycle, therefore it is the members' responsibility to attend with another Group. Battalion Chiefs are to identify the members of his/her Battalion that have NOT received the training and remind these members to attend.
5. Division Chiefs and their Incident Support Specialists are expected to attend and participate in all training sessions, and will be responsible for ensuring that all personnel assigned to their Battalion arrive for training promptly. Division and Battalion Chiefs may be directed to teach and/or direct drills for his/her Battalion.
6. Trades will not be allowed on training days, with the exception of a trade between two members on their mutual training days (flip/flops), or upon the approval of a Division Chief.

7. All Companies due for training must be placed out of service by the Company Officer or Battalion Chief no later than 0815 hours or 1215 hours to ensure adequate travel time to the training site. Companies that arrive late will be required to sign in on a "late roster" which will be forwarded to the Deputy Chief of Operations. Additionally, Officers of Companies arriving late must submit a General Form addressed to the Deputy Chief of Operations explaining their tardiness. This General Form will be completed prior to leaving the training site.
8. The training site will depend on the course content, but typical sites include:
 - Division of Training - 19th and Folsom Facility
 - Division of Training - Treasure Island Training Facility
 - BART, MUNI stations
 - Ocean Beach
9. Division Chiefs will be responsible for determining "cover-ins" to maintain coverage while groups are in training. Personnel from units who are out of service shall be utilized. A group in training will be placed back in service whenever the Division of Emergency Communications (DEC), in consultation with the Director of Training, determines that too many units are out of service Citywide. If necessary, the training group could be deployed to an incident as a task force as stated in Article 2310 of the Rules and Regulations.
10. Normal Station drills and other In-Station Company Based Training will not be affected by this training program. Please refer to G.O. 16 A-74 or specific information related to the 2017 Daily Drill Schedule.
11. No changes will be made to the schedule without prior notification and approval of the Director of Training.
12. All members shall report to training sessions in Class B-1 Station uniform. Class B-1 uniform requirements include Class B uniform with the addition of the uniform cap and tie.

Joanne Hayes-White
Chief of Department

SAN FRANCISCO FIRE DEPARTMENT
GENERAL ORDER

File Code 16 A-76
December 30, 2016

From: Chief of Department
To: Distribution List "A"
Subject: Company Based Modular Training Module 1 – American Heart Association CPR Instructor
Renewal Course
Reference: Rules & Regulations, Section 402
Enclosure: None

Officer Endorsement:
Section 1108 – R & R

1. The Division of Training will offer American Heart Association (AHA) Cardio-Pulmonary Resuscitation (CPR) Instructor training beginning January 10, 2017.
2. The CPR Instructor course is open to all uniformed members. Members must attend CPR Instructor training in an off-duty status and Time-Coming (TC) will not be granted.
3. Members wishing to become CPR Instructors or renew their CPR Instructor certificate must attend one of the 3-hour CPR Instructor courses listed below. Training will be held at the Division of Training's Treasure Island Training Facility (TITF). To sign up for the course, contact A/EMS Training Section Chief Melany Brandon at 415-318-4517.

Tuesday, January 10, 2017	CPR Instructor Renewal	0900-1200 hours
Wednesday, January 11, 2017	CPR Instructor Renewal	0900-1200 hours
Thursday, January 12, 2017	CPR Instructor Renewal	0900-1200 hours

(Class size will be limited to 18 students)

4. Once training has been completed, members will be detailed on-duty during Company Based Modular Training (CBMT) – Module 2, for at least one teaching evaluation and will assist with Department-wide CPR renewal training. CBMT – Module 2 is scheduled from January 17, 2017 through April 6, 2017.

Joanne Hayes-White
Chief of Department

SAN FRANCISCO FIRE DEPARTMENT
GENERAL ORDER

File Code 16 A-77
December 30, 2016

From: Chief of Department
To: Distribution List "A"
Subject: Company Based Modular Training Module 2–American Heart Association CPR Training
Reference: Rules & Regulations, Section 402
Enclosure: None

Officer Endorsement:
Section 1108 – R & R

1. California Code of Regulations-Title 22, and the California Health and Safety Code state that all sworn members of every California Fire Department shall be trained to administer First Aid and Cardio-Pulmonary Resuscitation (CPR).
2. ALL EMTs and First Responders, regardless of assignment, must attend CPR training. Members who received a CPR card from either a recent H2 Firefighter or H3L1 EMT Academy with an expiration date between April 2017 and December 2018 must sign up for CPR training during this module to get on the Department's CPR training recertification cycle.
3. Company Based Modular Training – Module 2 - American Heart Association CPR training, will begin January 17, 2017 and conclude on April 6, 2017.
4. Members due for training will be detailed on the Fire Calendar before their scheduled training date by the Division of Training. St. 49 H3L1 EMTs will sign up for their training date and time via an appointment tab on HRMS.
5. Classes will be held at the Division of Training Treasure Island Training Facility (TITF), Monday-Thursday. Sessions commence at 0900 and 1330 and will be three hours in duration.
6. Classes from April 4th through April 6th will be held in the Commission Room at Fire Headquarters. Headquarters personnel shall contact 415-318-4510 to schedule their attendance.
7. Members are to arrive promptly and follow all provisions stated in General Order 16 A-75 Company Based Modular Training Program-2017. Only members that are on approved leaves and cannot attend the training during this Module will be accommodated upon return to duty.

Joanne Hayes-White
Chief of Department

SAN FRANCISCO FIRE DEPARTMENT
GENERAL ORDER

File Code 16 A-78
December 30, 2016

From: Chief of Department
To: Distribution List "A"
Subject: Maintenance and Posting of the OSHA Form 300 and Form 300A
Reference: Occupational Safety and Health Act of 1970 and 29 CFR 1904
Enclosures: (A) OSHA Form 300 – 2 copies
(B) OSHA Form 300A
(C) Instructions for Completing Form 300A

Officer Endorsement:
Sec. 1108 - R. & R.

1. Enclosure (A) OSHA Form 300, Log of Work-Related Injuries and Illnesses, is enclosed for use during the Year 2017.
2. If additional copies of OSHA Form 300 are needed, they may be printed from A.O. Reports, under the Forms tab.
3. Enclosure (B) OSHA Form 300A, Annual Summary of Work-Related Injuries and Illnesses, is the summary form to be completed to reflect the data gathered during 2016. This Form must be completed by February 1, 2017 by the Station Captain and posted until April 30, 2017. Please post the form on the Health and Safety Bulletin Board in the Communications Room. This is to be in plain view for viewing by OSHA Inspectors.
4. Enclosure (C), Instructions for Completing Form 300A, reviews instructions for filling out OSHA Form 300A.
5. If additional information or assistance is needed regarding OSHA Form 300 or Form 300A, contact the Office of the Department Physician at 558-3446.

Joanne Hayes-White
Chief of Department

CC'S TO THE COMMISSION

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December 19, 2016

Honorable Civil Service Commissioners
Executive Officer Michael Brown
Civil Service Commission
25 Van Ness Avenue
Suite 720
San Francisco, CA 94102

**Re: Appeal of H-40 Battalion Chief Announcement and Examination Dates (Item 12 on
December 19, 2016 Commission Agenda, File No. 0352-16-7);
Urgent Request for Consideration of Additional Submission**

Dear Commissioners Roccanova, Favetti, Chan, Crowley and Heldfond and Executive Officer Brown:

I am submitting this letter on behalf of San Francisco Firefighters Local 798 ("Local 798") as an urgent request for consideration by the Civil Service Commission ("Commission").

I. REASON FOR LATE SUBMISSION

On October 27, 2016, Local 798 timely filed an appeal of the decision by the Department of Human Resources ("DHR") to refuse to extend the announcement and examination dates for the H-40 Fire Battalion Chief examination ("Appeal"). On the Appeal, my name is listed as Local 798's representative along with my email address and telephone number.

The Notice of Civil Service Commission Meeting ("Notice"), dated December 8, 2016, states that it was sent to me by electronic mail. However, I did not receive¹ the Notice or the December 7, 2016 response to the Appeal by DHR's Assistant Deputy Director John Kraus ("Staff Report").

For the last several weeks, I have been in Asia with very limited access to electronic mail. I returned to the United States on the evening of Friday, December 16, 2016. It was thus after

¹On December 8, 2016, I did receive an email from the Commission concerning a proposed update to the City's policy on family and romantic relationships at work, also to be considered at the December 19, 2016 Commission meeting. Also, on December 14, 2016, I received an email from the Commission with the agenda for the December 19, 2016 meeting. Because I was out of the country on both dates, I did not actually read these emails until later.

the close of business on the last weekday before the December 19, 2016 Commission meeting that I first had access to the Staff Report and that I learned that the deadline (December 13, 2016) for submission of additional documents concerning the Appeal had already passed.

The fact that I was not timely notified of the hearing date and the Staff Report is confirmed by the fact that the Report Transmittal Form (Form 22) omits my name and contact information from the list of "Notifications."

In my absence, attorney Carol Koenig of my law firm learned of this situation on December 14, 2016. She contacted the Commission immediately and was told that it was too late to submit a written statement in response to the Staff Report. She was also told that it was too late to request a continuance of the December 19, 2016 hearing date.

Now that I have read the Staff Report, I would like to submit the following response on behalf of Local 798. In light of the fact that I was not properly notified of the hearing and the Staff Report, I respectfully request that the Commission grant us due process and consider the following response prior to making any decision on this matter.

II. RESPONSE TO STAFF REPORT

A. Relevant Facts

On October 11, 2016, the City issued an announcement ("Announcement") of an examination for H-40 Battalion Chief in the San Francisco Fire Department ("SFFD"). The filing deadline was extended to November 23, 2016. The examination is now scheduled for January 10, 2017.

As stated in the Announcement, the H-40 examination is open to "employees who received a permanent Civil Service appointment to Class H-30 [Captain] on or prior to November 23, 2016." (Attachment C to Staff Report.) "Candidates must have successfully completed probation as a permanent appointee in Class H-30 Captain in order to be considered for appointment to Class H-40 Battalion Chief." (Attachment C.)

There is an active eligible list for H-40 Battalion Chief. It is scheduled to expire on February 11, 2017.

All Acting H-30 Captains will be precluded from taking the H-40 examination because they were not "permanent appointees in Class H-30" before November 23, 2016. However, within the next few weeks, five (5) of these Acting H-30's will be permanently appointed to Class H-30 and thus eligible to take an H-40 examination if it is delayed just a short time pursuant to a new Announcement.

Both the SFFD and Local 798 have requested that the H-40 examination be delayed. This is significant in showing the common concerns of management and the union about the negative ramifications of implementing an exam before the expiration of the current active list.

B. Argument

1. If the Appeal is denied, employees will be precluded from taking the H-40 examination.

This Appeal should be granted to allow qualified employees to take the H-40 examination. If the announcement is not rescinded and the examination not rescheduled, a number of qualified Acting H-30 Captains will be precluded from taking the examination primarily because the City conducted a prior exam improperly and held up their permanent appointments.

Promotions in the SFFD have a domino effect. One examination has the cumulative effect of setting off a chain of events. When there is an examination for H-50 Assistant Chief, H-40 Battalion Chiefs take the examination and subsequently move up to H-50. When that happens, H-40 positions open up and H-30 Captains move up to H-40. Then, H-30 positions open up and H-20 Lieutenants move up to H-30. The upshot of this is that H-40's and H-30's, among others, are stuck in their positions until higher promotional positions become available. During that time, they sometimes take "acting" (i.e. non-permanent) positions at the higher rank.

There was an H-50 examination in February 2016. The Commission determined that that test was improperly administered by the Exam Unit. It took many months for the examination to be redone. The new H-50 list finally issued on or about December 9, 2016 and, to the best of our knowledge, has not been officially adopted yet. Because the H-50 examination was not properly conducted in the first place, the results have been delayed for a considerable time. Once the results of the re-conducted test are official, as the Staff Report notes, two anticipated appointments to H-50 will create two H-40 vacancies. Thus, two (2) permanent H-40's will be selected from the list to become permanent H-50's. Then, two (2) acting H-40's will become permanent H-40's. In turn, two (2) permanent H-30's will become acting H-40's and two (2) acting H-30's will become permanent H-30's. Until the employees are in a permanent (i.e. not acting) Civil Service position, they cannot take the exam for, and cannot be promoted to, the next higher rank.

Had the H-50 examination been properly administered, two additional H-40's would have been promoted to H-50; two additional H-30's would have been promoted to H-40; and two additional H-20 Lieutenants would have been promoted to H-30, making them eligible to take the H-40 exam. Thus, the Exam Unit's mistakes have directly prevented two Local 798 members from qualifying to take the H-40 exam.

In addition, in the first week in January 2017, the SFFD is opening a new Battalion (Battalion 5 which has been closed for more than a decade). Battalion 5 will require three (3) new H-40 Battalion Chiefs. Thus, three (3) permanent H-40's will be appointed in early January 2017. A minimum of five (5) permanent H-40's are thus likely to be appointed by early next month.

The H-40 examination at issue in this Appeal is open only to permanent H-30's as of November 23, 2016. If the examination goes forward on January 10, 2017, as now proposed, at least two (2) Acting H-30's who will become permanent H-30's in the next few weeks (Sherman Tillman, an African-American male, and Julie Mau, an Asian-American female) will be precluded from taking the H-40 exam because of the delay in the H-50 exam. Had the H-50 examination been conducted properly, those Acting H-30's would have become permanent H-30's prior to November 23, 2016 and would have been eligible to take the H-40 exam. However, **because the H-50 exam had to be repeated, the chain reaction described above has ensued,**

preventing at least two (2) Acting H-30's from timely becoming permanent H-30's who would be eligible to take the H-40 exam.

The H-40 list created by the upcoming examination will be in effect for three or four years. Accordingly, it will have far-reaching implications. This examination will be the last opportunity that many H-30's will have in their careers to be promoted to the H-40 rank. This is far too important an examination to rush when it is clear that acting hastily will adversely affect so many people.

2. No sufficient justification has been proffered for the hasty administration of the H-40 examination.

The City's plan is to conduct an H-40 examination before the current active list expires.

This plan is inconsistent with the City's timing of other SFFD promotional examinations. There are no eligible lists for a number of other important positions in the SFFD, and no plan to conduct examinations for those positions. For example, there are expired lists for H-3, Level II EMT/Paramedic, H-22 Lieutenant in Fire Prevention, and H-24 Lieutenant in Fire Investigation (Arson). Similarly, there is a list that has been exhausted (i.e. no one is on the list) for the H-4 Fire Inspector position. Yet, there has been no move by the City to conduct tests for these positions.

In the recent past, the H-30 Captain and H-50 Assistant Chief lists expired, and there were no active lists for many months before new examinations were finally administered and new lists created.

The Staff Report's description of the facts concerning the last H-40 examination announcement (CBT-H040-05882) and the H-20 examination announcement (CBT-H020-058946) is misleading in that it omits the most important facts. In those cases, while the exams may have been "announced" before the lists expired, the application deadlines and the dates for the actual tests were *after* the lists expired.

Thus, the selection of the H-40 examination for administration before the active list expires is atypical, and requires a good explanation for the deviation from past practice.

The Staff Report relies heavily on Commission Rule 311.4.4,² which states that, with certain exceptions, SFFD examinations should be conducted at least sixty days prior to the expiration of the eligible list. However, that Rule is honored more in the breach than in the observance. The overwhelming past practice in the SFFD is that examinations have been conducted *after* the expiration of the active eligible list.

The Staff Report states that, "according to CSC Rule 311.3, the Human Resources Director may only postpone the administration of an examination if there are no vacancies or anticipated vacancies in the class when the test is due." However, there are vacancies in the positions of H-3, Level II, H-22, H-24 and H-4; yet no examinations have been scheduled. Thus, it appears

² Rule 311.4.4 applies to the SFFD and no other department. The Staff Report's references to practices in the Police Department and other departments are irrelevant. What is most significant are the practices within the Fire Department.

that the City is acting arbitrarily by applying Rules 311.3 and 311.4.4 to the H-40 exam, but not other exams.

When there are no active lists in existence, the SFFD routinely uses "acting" personnel. Indeed, the Memoranda of Understanding ("MOU") between the City and Local 798 acknowledge this practice in that there are extensive provisions concerning acting assignments. (MOU, Sections 18 and 23).

Contrary to the Staff Report, the use of acting assignments is not "disruptive, costly, inefficient or demoralizing." Rather, the use of acting personnel is commonplace and has never created a problem for the SFFD. While Local 798 agrees that it would be better to have all personnel in permanent positions, there is no emergency that warrants preventing Acting H-30's from becoming permanent H-30's before the H-40 examination is given. Moreover, there is no urgency that would necessitate the overturning of past practice.

The Staff Report's reference to entrance examinations is inapposite. The conditions relating to entrance exams for new employees are vastly different than those relating to promotional exams for existing employees.

Further, the Staff Report's reference to consent decrees is irrelevant inasmuch as the SFFD has not been under a consent decree for many years. From at least 2008 to the present, post-consent decree, examinations have never been conducted prior to the expiration of the existing eligibility list.

The re-administration of the H-50 examination, described above, illustrates that there is precedent for extending the application period. In that case, the Commission reopened the application period for the H-50 exam for the express purpose of allowing two (2) probationary H-40's to take the test.

The City has already conceded that the date for the H-40 examination is not set in stone. The application filing date and the examination date have both been extended. There is no good reason not to extend those dates for a short additional time.

The Staff Report inaccurately reflects Local 798's position on this point. The Staff Report repeatedly mentions that "DHR already accommodated Local 798 once regarding this matter by extending the closing date of the H-40 application filing period." The Staff Report thus suggests that Local 798 has changed its position and is asking for more than it did originally. This is not true. Local 798 has consistently requested that the examination announcement be rescinded and re-issued on a date after the current list expires. That DHR made some modification in the scheduling cannot be used to argue that Local 798 is somehow asking for too much or changing its position. Local 798 has made it clear that it was never satisfied with the H-40 examination dates. Moreover, this should not be seen as just a matter of give-and-take bargaining; rather, the Commission should resolve this matter in the interests of what is fair and just for the employees.

In short, no argument has been presented to justify the need for such hasty action with respect to the H-40 examination. In fact, it appears that the justification for the administration of the exam on January 10, 2017 is arbitrary. Local 798 has been advised by members of the Exam Unit that the selection of this date was merely a matter of "scheduling convenience."

The Staff Report incorrectly asserts that, by seeking to delay the H-40 examination for a few weeks, Local 798 favors an inefficient practice. That assertion misses the point: Local 798's position is that the most efficient practice is to rescind and re-issue the examination announcement in order to allow more people to take the H-40 exam. Moreover, it is more efficient to conduct tests for positions for which no eligible list now exists (because the list has expired or been exhausted) before rushing through a test for a position for which the eligible list is still active. The most efficient practice is to use the existing list until it expires or is exhausted, and then to test only those eligible candidates who are ready for the next promotion.

III. CONCLUSION

For all of the foregoing reasons, Local 798 requests that the announcement for the H-40 Battalion Chief examination be rescinded and re-issued after the current list expires on February 11, 2017.

Thank you for your consideration of this additional submission by Local 798.

Sincerely,


DIANE SIDD-CHAMPION

cc: Chief Joanne Hayes-White, San Francisco Fire Department
San Francisco Fire Commission
Micki Callahan, Director of Human Resources
John Kraus, Assistant Deputy Director of Human Resources

CHIEF OF DEPARTMENT



SAN FRANCISCO FIRE DEPARTMENT
Public Information Office

12-29-2016

Press Release

1730 Hrs.

For Immediate Release PST

Jonathan Baxter
415-660-0545 (c)
415-558-3404 (0)

San Francisco Fire Department Fire Prevention and Public Education Team Event

WHAT San Francisco Fire Department (SFFD), will present to a group of San Francisco community members on Fire Safety and provide a number of fire prevention tips, as well as demonstrations. We are pleased to announce that through our partnership with Kidde, we will be making available 250 free smoke alarms to the attendees, while supplies last.

WHEN January 3rd, 6:30 PM

WHERE Brava Theater
2781 24th St, San Francisco, Ca.

WHO

- Jonathan Baxter, San Francisco Fire Public Information Officer
- Captain Lourdes Russell, San Francisco Bureau of Fire Prevention
- Inspector Kathy Gilbraith, San Francisco Bureau of Fire Prevention
- Inspector Fernando Juarez, San Francisco Bureau of Fire Prevention
- Investigator Janet Brock San Francisco Bureau of Fire Investigation
- Spike Kahn, Director and Founder Pacific Felt Factory Arts Space

WHY San Francisco Fire Department's newly formed Fire Prevention and Education team promotes Fire Safety through Community Outreach and Education. "In an effort to support our mission, we are excited to have a team of Fire Prevention experts deliver critical information to the community," said Fire Chief Joanne Hayes-White. "Our Public/Private partnership with Kidde helps us in accomplishing this task."

"Kidde is a world leader in the fire safety products industry," said Sharon Cooksey, Communications Manager for Kidde. "And, we recognize that with leadership comes a responsibility to the communities we serve. That's why we actively give back through charitable programs and are proud to announce the donation of 250 smoke detectors for the San Francisco community at this event".

VISUALS

- Live Fire Extinguisher Demonstration allowing for participation of the attendees.
- Power Point Style Fire Prevention and Education presentation.
- Fire Prevention Safety Handouts from NFPA, including creating an escape plan in your home and work place, fire extinguisher information and tips such as the PASS acronym.

CONTACT

Jonathan Baxter, San Francisco Fire Department: 415-660-0545

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SAN FRANCISCO FIRE DEPARTMENT

Public Information Office

12-02-2016

Press Release

1700 Hrs.

For Immediate Release PST
Jonathan Baxter - 415 - 558-3404(o)
415 - 660-0545(c)

San Francisco Fire Bureau of Fire Prevention

New requirements for ALL San Francisco apartment buildings

WHAT:

To promote and provide information to all building owners and residents in San Francisco regarding the new tenant focused safety requirements of the 2016 Fire Code required for all apartments beginning January 31, 2017. A live demonstration of the posted informational signage will be available along with additional information regarding enforcement of these requirements.

In August 2016, the San Francisco Board of Supervisors passed new legislation aimed at promoting fire and life safety, reducing the risk of fires, and preventing property damage from fires. These laws, which have been incorporated into the San Francisco Fire Code, establish new requirements for owners of residential buildings.

The new requirements include having building owners provide residential tenants with updated information on fire safety and smoke alarm requirements, post fire safety related information in common areas of their buildings, file and post a Statement of Compliance form for annual fire alarm testing, and post the building manager contact information at the building entry. The requirements and effective dates vary based on the total number of residential units in each building and when the legislation was approved. Failure to comply with these requirements will lead to violations being issued.

The new code requirements and compliance dates are available on the San Francisco Fire Department-Bureau of Fire Prevention website at www.sf-fire.org under the Building Owner's Requirements link. On the site you will find the necessary forms, examples of signs, sample letters to residents, and other helpful information to assist you with compliance.

If you would like more information after visiting our website, please visit our office at 698 2nd St., Room 109, between 8am-4pm, Monday-Friday or call 415-558-3300. The San Francisco Fire Department-Bureau of Fire Prevention is available to answer your questions.

WHEN:

January the 4th, 2017 at 11am

WHERE:

1476 Valencia St. **San Francisco, Ca.**

WHO:

San Francisco Fire Chief Joanne Hayes-White

San Francisco Fire Marshal Dan DeCossio

Members of the San Francisco Fire Prevention and Education Team



PROMISING PRACTICES FOR Increasing Diversity Among First Responders

Prepared for U.S. Department of Labor, Chief Evaluation Office

SITE PROFILE
San Francisco Fire Department

PREPARED BY

Coffey
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This project has been funded, either wholly or in part, with federal funds from the U.S. Department of Labor under Coffey Consulting, LLC's MOBIS Contract GS-10F-0176P, DOL BPA DOLQ129639242, Task Order DOL OPS-15-U-00189. The contents of this publication do not necessarily reflect the views or policies of the U.S. Department of Labor, nor does mention of trade names, commercial products, or organizations imply endorsement of same by the U.S. Government.



Site Visit Findings

First responder fields serve a crucial role in the safety and well-being of communities around the country. Public citizens and officials have placed a renewed focus on improving both the representativeness of first responders in relation to the populations they serve, and the agencies' relations with their local communities. The assumption underlying this focus is that a more representative first responder workforce will lead to better community relations and fairer treatment of the public served. *Promising Practices for Increasing Diversity Among First Responders*, conducted by Coffey Consulting, LLC on behalf of the U.S. Department of Labor Chief Evaluation Office in 2016, was an exploratory study that involved five in-depth site visits and a literature review to identify promising practices that first responder agencies and organizations can leverage to increase the diversity of their workforces.

The following site profile is one of five available for the first responder departments and training providers that were selected for this study, based on both the extent to which their first responder workforce is representative of the local population, and their use of practices that align with the human resources literature as being effective for developing a diverse workforce:

- Atlanta Police Department (APD)
- BAY EMT, Oakland, CA
- Camp Fully Involved (CFI), Concord, NH
- Dallas Police Department (DPD)

- **San Francisco Fire Department (SFFD)**

The full study (available at <https://www.dol.gov/asp/evaluation/CompletedStudies.htm>) details a number of common practices along the employment pipeline, from outreach and recruitment to the retention and advancement among those hired. In addition to promising practices, a number of challenges were identified to further diversifying first responders, including a negative public image of first responders in the community, low pay, and restrictive selection and hiring processes.

San Francisco Fire Department

Background

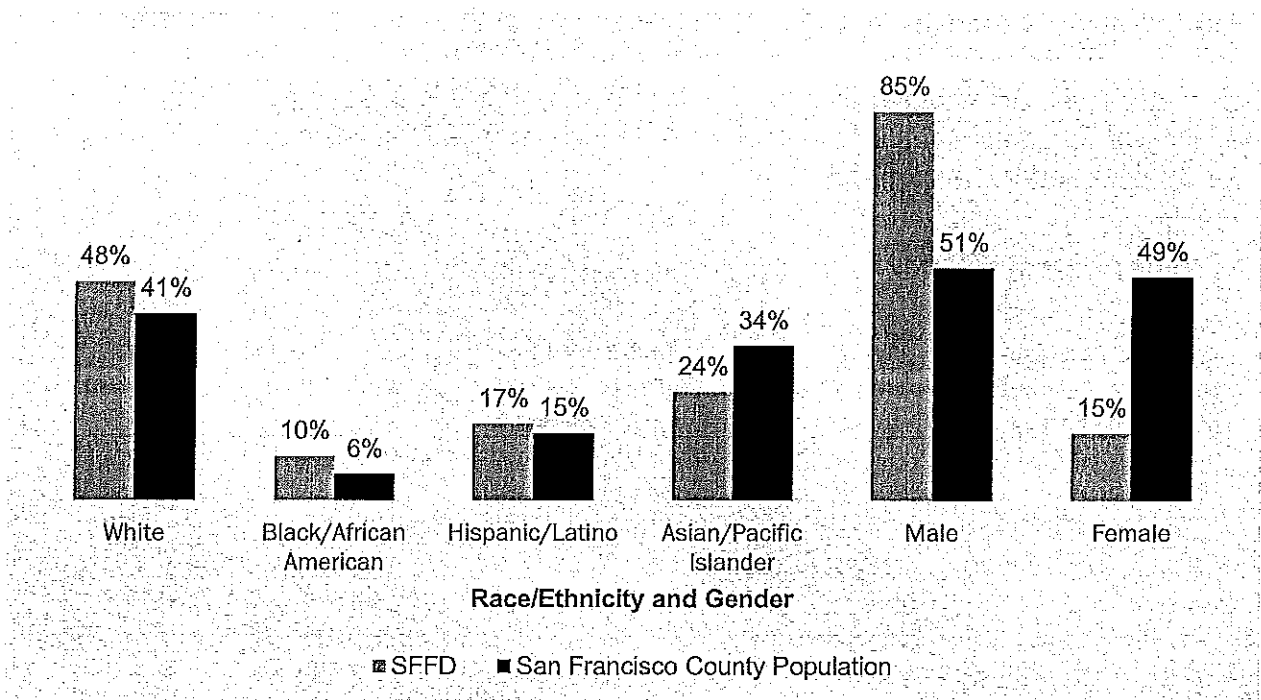
The San Francisco Fire Department (SFFD) was selected to participate in the study due to its notable diversity statistics after managing a near decade-long consent decree. The study team conducted interviews with 17 staff of various positions and involvement in diversity efforts, including the Chief, Deputy Chiefs, Fire Commissioner, Director of Human Resources, representatives of population-specific employee groups, Neighborhood Emergency Response Team (NERT) Program Coordinator, Compliance Officer, union representatives, Director of the Firefighters and Safety Education program, and other command and line staff. Interviews were either conducted one-on-one or in small groups to accommodate SFFD staff schedules and availability. The SFFD site visit occurred in April, 2016.

The SFFD is one of the top five departments in the nation when it comes to diversity and has had a female chief since 2004. The department has several employee groups to represent and support specific underrepresented groups in fire service, including women; African American; Asian; Hispanic; lesbian, gay, bisexual, transgender, and queer; and military veteran staff. The SFFD partners with the California Firefighter Joint Apprenticeship Committee (CFFJAC) to provide paid apprenticeships and also partners with local public schools. The SFFD also offers a neighborhood emergency response program provided at several locations throughout the city in English, Spanish, and Cantonese to support participation of all types of individuals. Benefits and compensation offered to department staff and the investment in employees is reported to be an excellent cause for retention.

Targeted efforts to increase diversity began in 1987 when a consent decree with the U.S. Department of Justice was implemented and required the department to dramatically increase its representation of staff from underrepresented groups and female staff, and it is now one of the most diverse fire departments in the country. The consent decree contained a court order to change the department's hiring, promotional, and management policies after the U.S. Department of Justice cited the City and County of San Francisco for unlawful discrimination. Although the ruling called for new hires to consist of 40 percent underrepresented groups and 10 percent women, SFFD surpassed the requirement by hiring 60 percent underrepresented groups and 20 percent female staff between 1988 and 1998. After termination of the consent decree in 1998, departmental leaders and staff maintained and continue to build on that diversity. Staff are also 15 percent female, with 7 percent of female staff in leadership positions as either chiefs or captains.¹ Figure 1 displays the race/ethnicity of staff relative to the local population, and Table 1 displays the demographic characteristics of staff before and five years following the consent decree.

¹ Percentages were obtained from the SFFD Human Resources department on April 1, 2016. Percentages may sum to more than 100 due to rounding.

Figure 1. Percentage Distribution of SFFD Full-Time Sworn Personnel vs. San Francisco County General Population by Race/Ethnicity and Gender



Sources: SFFD 2016; U.S. Census, American Community Survey, 2010 to 2014. Note that ACS general population data reflect the total population, including all ages, of the city and county of San Francisco, California. White, Black/African American, and Asian/Pacific Islander categories exclude those of Hispanic or Latino origins and those reporting more than one race.

Table 1. SFFD Full-Time Sworn Personnel by Percentage Race/Ethnicity and Gender, Pre-Consent Decree, Five Years Intra-Consent Decree, and 19 Years Post-Consent Decree

	Pre-Consent Decree: 1988	Intra-Consent Decree: 1993	Post-Consent Decree: 2016
Total	100%	100%	100%
Race/Ethnicity			
White	83%	72%	48%
Black/African American	7%	9%	10%
Hispanic	7%	10%	17%
Asian/Pacific Islander	3%	9%	24%
Gender			
Women	0%	4%	15%
Men	100%	96%	85%

Source: SFFD 2016

Leadership

Department Chief Joanna Hayes-White was appointed in 2004 and was one of the first female fire chiefs appointed in the United States. Racial diversity also occurs at the leadership level. For example, the deputy chief of operations is a Hispanic male and the deputy chief of administration is an African American female. In addition, the San Francisco Fire Commissioner is Asian American.

SFFD Highlight

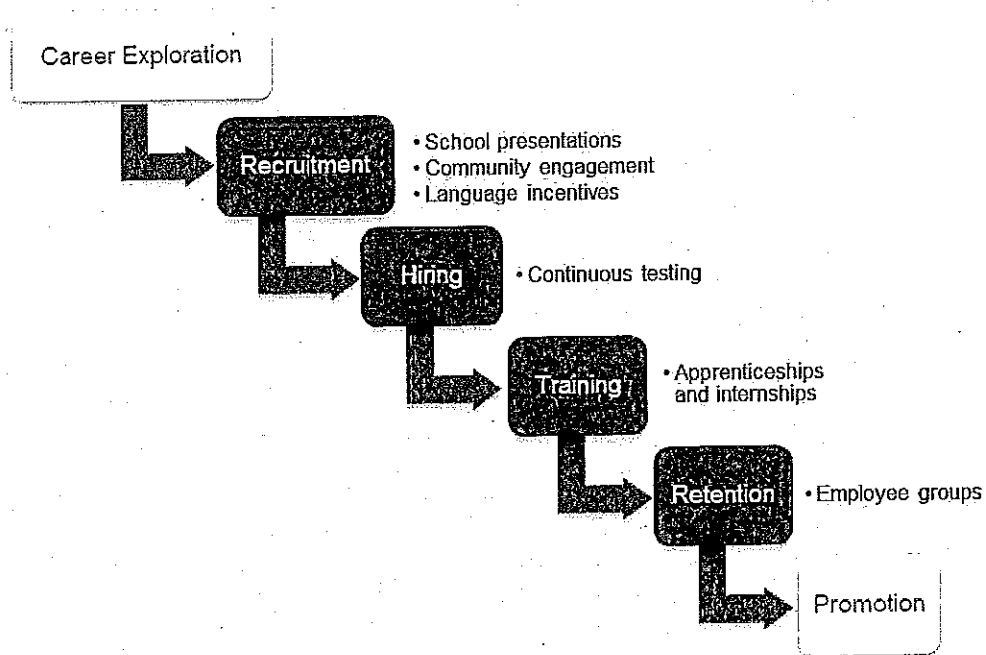
Chief Joanne Hayes-White was one of the first women hired at SFFD in 1990, and has been Chief since 2004. When she first started, the work environment was "structured for men" in terms of the station facilities, with one large bathroom and sleeping dorm. In 1992, a proposition passed that provided funding for separate changing rooms and showering facilities for men and women, which "helped tremendously." Chief Hayes-White is "proud of the strides [SFFD] made" to foster a comfortable working environment that allowed for women to excel in the field. San Francisco has "embraced a diversified workforce" and Hayes-White now oversees 1,600 members and an operating budget of \$375 Million at SFFD, the largest urban fire department in the world with a female chief. She is an example of homegrown talent being invested in representing and serving her city. As she said, it "remains a huge honor for me to serve as Chief of department in the city of my birth...the city I love."

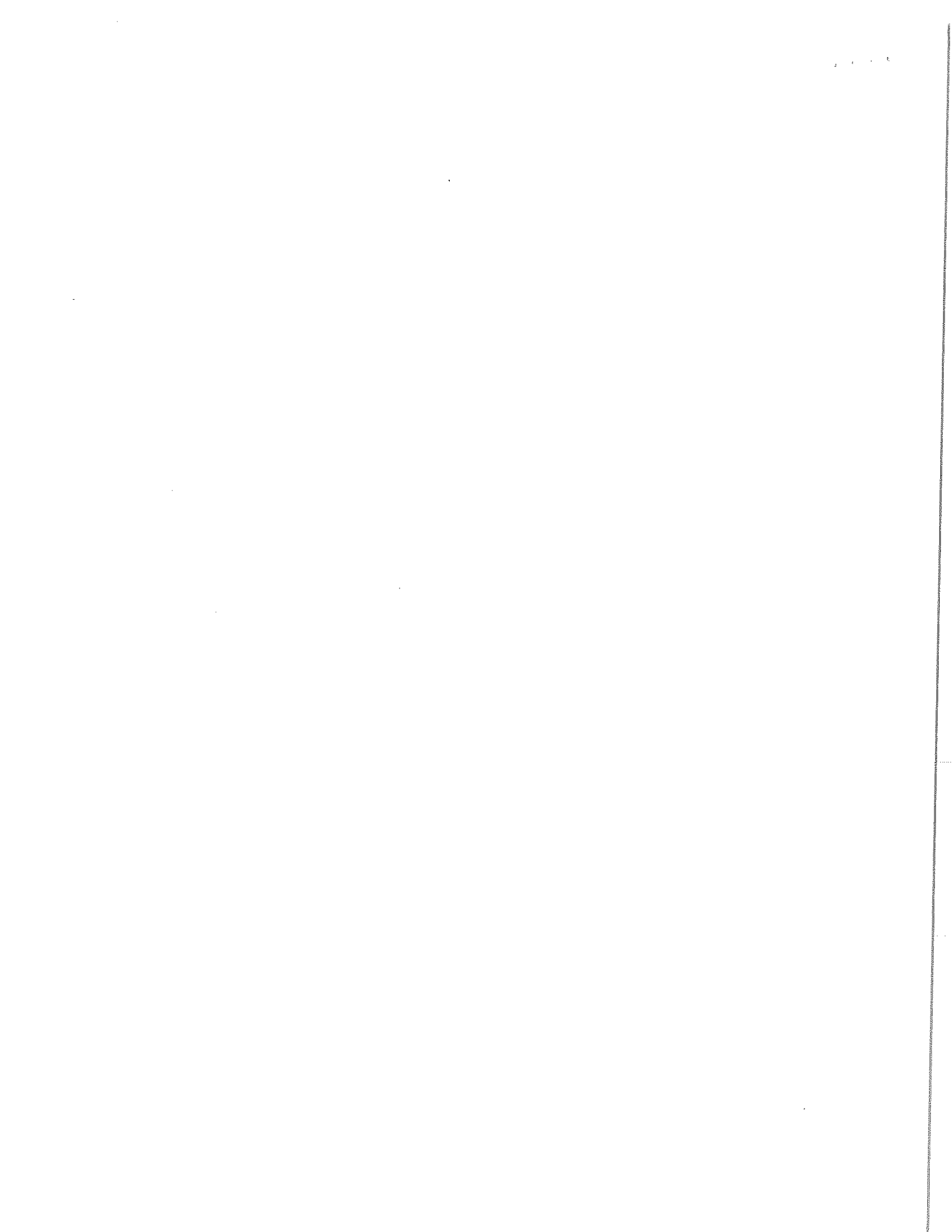
Unique Practices

SFFD uses school outreach at the elementary through college levels to bring awareness about the profession and attract diverse applicants. At the lower level, initiatives are focused on teaching children basic fire safety and increasing visibility to demonstrate that individuals of different backgrounds can become firefighters. At the postsecondary level, SFFD partners with the City College fire science program to offer internships to selected students to gain on-the-job experience. In addition, since 2012, SFFD has offered a three-year apprenticeship through the CFFJAC which emphasizes the value of recruiting well-trained and qualified firefighting personnel from the ranks of underrepresented and target groups. Over 500 individuals have participated in the program since it started. The SFFD has multiple employee groups to represent and supports employees with shared characteristics (e.g., race/ethnicity, gender, sexual orientation, military experience). Employee groups are intended to provide a source of support and ensure equal opportunities for all employees, as well as serve as a recruitment tool for maintaining and increasing diversity within the department. Figure 2 shows where promising practices identified at SFFD fall along the employment pipeline.

Figure 2. Overview of Diversity Efforts Along Key Points in the Employment Pipeline at

3112





FirePIO, FIR (FIR)

From: SFFD-CHIEF <firepio@sfgov.org>
Sent: Friday, December 30, 2016 3:03 PM
To: FirePIO, FIR (FIR)
Subject: SF-FIRE CHIEF YEAR IN REVIEW

SAN FRANCISCO FIRE DEPARTMENT, SERVING THE COMMUNITY
WITH INTEGRITY AND RESPECT

DEPARTMENTAL NEWSLETTER YEAR IN REVIEW



CELEBRATE
LIKE IT'S
1866

SFFD150.ORG

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.

THE YEAR IN REVIEW

*"2016 has been a busy year. Aside from the 150th Anniversary celebrations that have taken place, we've accomplished many of the goals that we set out to accomplish."
--Chief Joanne Hayes-White*

Welcome to the 2016 "Year in Review". The Chief of Department sums up a full year of activities and accomplishments of the San Francisco Fire Department.

The Department was not short on activities. We have seen an increase in construction and renovation of Department facilities, increased staffing, both uniformed and civilian, taken receipt of new apparatus and equipment, and have been honored with multiple awards this year.

Department facilities have undergone a number of improvements this year, such as boiler replacements,

new apparatus doors, roof replacements, new generators, extractors upgraded and installed, and turn-out wash extractors delivered. Fire Station 16 is currently in the process of being rebuilt, with more upgrades and rebuilds slated for 2017.

Department fleet levels have increased. We received 2 new Rescue Squads; 6 new Ambulances, with three more expected to be delivered in early 2017. The Department currently has eight new Engines on order and is budgeted for two new Trucks. We are currently working with City Purchasing on a new term contract to get those units ordered. Next year, the Department is budgeted to order seven additional Engines and two Trucks.

We recently took receipt of 17 sets of new extrication tools that, when combined with our previous grant purchase, will allow the Department to outfit every Truck and Squad with updated cordless tools. The two new Rescue Squads have extrication rescue tools incorporated as part of the vehicle.

This year, the Department was able to increase staffing levels. Four 12-hour Rescue Captain positions at Station 49 have been added, and RC 4 has been restored at Station 43. 247 new hires ranging from H-2 to H3L2 were filled and 129 promotions were made. In addition, we were able to secure funding for the reopening of Battalion 5 in January of 2017.

A number of civilian members have been added to support daily, non-emergency, Fire Department operations. All of these positions have helped move the Department forward this year.

The legislative cycle brought new laws this year that increased activities for the Division of Fire Prevention and Investigation (DFP&I) ranging from new building owner requirements for fire safety notifications, increased public education, and smoke alarm/listings, to mention a few. In order to accommodate all of these new laws, the Division of Fire Prevention and Investigation added positions, some of which are co-funded by the Department of Building Inspection. To date, the Division has added 1 Captain, 5 Inspectors, 1 Fire Prevention Engineer, 1 Fire Investigator, and Community Liaison Officers.

2016 - Our Members were honored with the following awards:

1. Station 7 was awarded the top 2015 Firehouse Magazine Unit Citation. Crews from Engine 7, Truck 7 and Rescue Squad 2 were recognized for their brave and well-coordinated actions that resulted in multiple rescues during a structure fire on March 11, 2015.
2. Firefighter DeWayne Eckerdt has been at the helm of the San Francisco Firefighters in Safety Education (SFFISE) program for 5 years. Eckerdt is responsible for more than a dozen Fire Department instructors and instructs the 30-minute program himself in every grade school Citywide. He was awarded the Firehouse Magazine Community Service Award.
3. Training Lieutenant Tyson Yee was recently selected as a finalist for the Ed Bent Training Excellence Award as the Outstanding Fire Instructor of the Year in California. There are over 5,000 fire instructors in the State of California teaching State Fire Marshal curriculum and Lt. Yee was one of 3 finalists for the award.
4. Lt. Erica Arteseros was awarded the 2016 California Governor's Volunteering & Service Award for her efforts with the NERT program.
5. Captain Thor Shattuck and Firefighter Chet Cameron were awarded with the American Legion's Police-Fire Post 456 Firefighter of the Year Award.
6. The San Francisco Fire Department was notified in March, by the U.S. Department of Labor, that we have been selected as one of five Departments to be profiled in the U.S Department of Labor's study to identify promising practices to increase diversity among first responders.

On May 19, 2016, the Department's Training Academy, under the direction of Assistant Deputy Chief Jeff Columbini, became an accredited California State Fire Marshal's Training site. We have been able to secure funding for two 20-week-long academy classes through 2020. For the second year in a row, the Department was awarded a Staffing for Adequate Fire and Emergency Response (SAFER) grant in the amount of \$8.53 Million.

The commitment of those within each Division is only matched by their dedication to the mission of the Department. I thank each of you for your dedication and commitment. Be safe. All the best to you and your families in 2017.

Chief Joanne Hayes-White

STRATEGIC PLAN UPDATE

Work continues on the Strategic Plan for the San Francisco Fire Department. The purpose of this plan is to outline the vision, priorities and goals for the Department over the next five years. The Strategic Planning Committee discussed the plan at its last meeting in late September. Committee members have given additional feedback, and that feedback is being incorporated into the Department's updated draft. The most recent draft of the strategic plan is anticipated to be presented and discussed at the Fire Commission meeting in early January, with the goal of publishing a formal document shortly thereafter.

DIVISION OF FIRE PREVENTION & INVESTIGATION

The San Francisco Fire Department's Division of Fire Prevention and Investigation (DFP&I) enforces laws and regulations (minimum established standards) for the protection of life and property against fire, explosion and panic within the City and County of San Francisco. The SFFD Bureau of Fire Prevention is charged with providing fire safety education for neighborhood communities throughout the City and County of San Francisco.

The Bureau of Fire Investigation is tasked with origin and cause determination for all fires in the City and County of San Francisco meeting predetermined criteria.

The Fire Marshal, ADC Daniel de Cossio, oversees both the Bureaus of Fire Prevention and Investigation. In this role the Fire Marshal responds to all third alarm or greater fires and those involving serious injuries or deaths. In addition the Fire Marshal plays a hands-on role in supporting the organization with strategy, planning and resources. The Fire Marshal represents the Division and its operations to elected and appointed entities including the SF Fire Commission and the SF Board of Supervisors.

MEET THE TEAM and Learn More about New Initiatives Underway!

The Bureau of Fire Prevention has organized a community outreach team staffed by two Fire Inspectors and one Investigator. Their goal is to increase community awareness by providing education throughout the City on the dangers of fire and the best practices in fire prevention. The team, who is under the direction of the Captain of the Bureau of Fire Prevention will develop and present an educational program that will address safety concerns specific to each neighborhood as well as offer support and information that will help fire victims at crucial times, especially after being displaced from a fire.



(Left to Right: Inspectors Kathleen Gilbraith, Fernando Juarez and Investigator Janet Brock)

Fire Complaints Section

The Bureau of Fire Prevention has established a dedicated Fire Complaints section, staffed with one Lieutenant and five Inspectors. All incoming complaints have been consolidated under this team for investigation. They have also been tasked with improving communications between BFP and suppression. The Lieutenant serves as the liaison between the Bureau and the Engine/Truck companies responding to concerns or questions regarding R1/R2 company inspections.

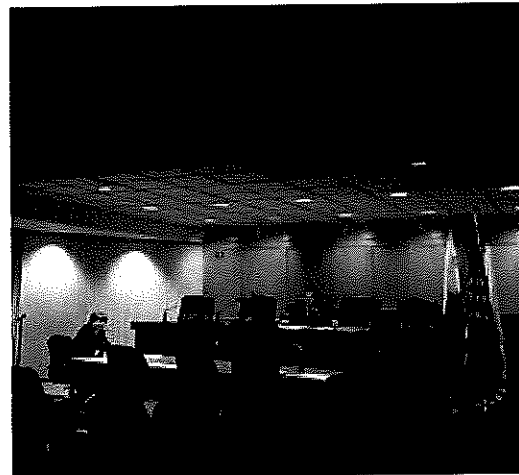


(Left to Right: Inspectors Timothy Wong, Lawrence Powell, Theodora Reilly, Chad Law, and Gregory Cacharelis)

Administrative Hearings

As part of our new code enforcement process, the Bureau of Fire Prevention held its **first Administrative Hearing** on Tuesday, September 27th at Headquarters.

Notice of Violation Hearings are held monthly at the Commissioner's chambers, located at Headquarters. To date, the BFP has heard 21 cases which have all been, or are in the process of being abated.



(Hearing Officers at right: Captains Ken Cofflin and Micki Jones)



BUREAU OF FIRE INVESTIGATION

Happy 75th Birthday to the Bureau of Fire Investigation!

While all are aware of the 150th Anniversary of the SFFD, some may not be aware that the Bureau and Fire Investigation was officially created on July 19, 1941.

The initial members included:

George Kelly (Engine 08), Arthur Finnigan (Chemical 3), Henry Lindecker (Engine 2), Joseph Fraser (Truck 07).

The industry and science of Fire Investigations has evolved greatly since these initial members determining origin and cause of fires. Every determination must now be approached scientifically and be prepared to withstand a legal challenge.

In 1977, Mayor George Moscone, Fire Chief Andrew Casper and the Chief of Police formed the Arson

Task Force concept. The idea being that Fire Investigators determine the origin and cause of the fire with SFPD Inspectors pursuing the criminal investigation, if needed.

Currently the unit is staffed with one Administrative and nine 24 hour Investigators, as well as three SFPD Inspector/Sergeants, quartered on the top floor of Old SFPD Station 30. The unit has recently been awarded FEMA grants for the purchase of a 3D laser imaging cameras, air monitors, and accelerant detection devices.

With the ongoing changes from the NFPA Standard and Guide, Fire Investigation is becoming ever more challenging. If members of the Department have an interest in investigations, please look for the blue fire helmet, stop, and ask. The Investigators are exceptional at their jobs. As Investigator Dick Kucich always said, "It takes a keen sense of observation."

Happy Birthday to the SFPD and the Bureau of Fire Investigation.



RECRUITMENT
"WE ARE HIRING AND WE WANT YOU"


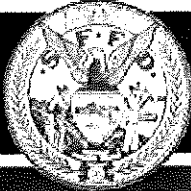
The Recruitment Committee consistently meets the 3rd Thursday of each month at 0900 hours. The Committee is charged with developing ways to assure our Department continues to be an example of a diverse workplace, representing the San Francisco population that we serve.

The Committee, in its execution of this charge, conducts Career Information Sessions (also on the 3rd Thursday of each month at 1830 hours) and to inform applicants and update them on developments relative to the hiring process. Over the last several months the Recruitment Committee has participated in several events including career fairs at two of the Firefighter Candidate Testing Centers in Livermore and Sacramento, Fleet Week, Sunday Streets, and CCSF Mission Campus to name a few.

The Recruitment Committee, under the direction of the Recruitment Coordinator, Firefighter Keith Baraka, is in the initial planning phase with the SFUSD in developing an EMT program that would be a pipeline for students to enter CCSF with the goal of creating a pathway for students to become members of the department.

Finally, the Recruitment Committee is looking for more members to join the Recruitment Committee. If you are interested, please contact FF/Recruiter Keith Baraka at keith.baraka@sfgov.org, or, call him at 415-970-2047. All Recruitment Committee meetings are held at the DOT.

The San Francisco Fire Department
presents
San Francisco Firefighter
Career Information Session



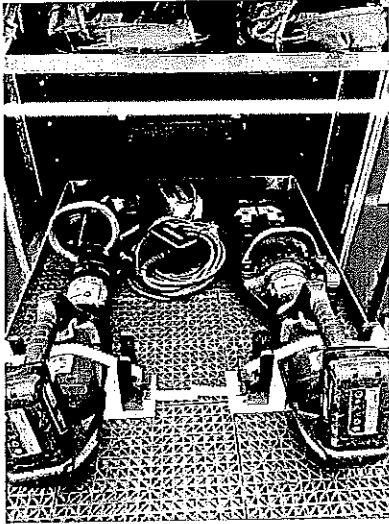
Ever wonder what it takes to be a San Francisco Firefighter?
At these info sessions you'll meet real San Francisco firefighters who'll tell you about what they consider the best job on the planet. They'll share information about how to become a firefighter and you'll get to ask them questions.
You may be surprised what you're capable of!

San Francisco Recruitment Fair



Employment Opportunities

THE BUREAU OF EQUIPMENT



The Bureau of Equipment has been hard at work. Truck 15 just received a new set of Cordless Electric Extraction Tools. BOE mounted the new tools on T15 for easy access and secure storage. The new tools are rapidly deployed and can easily cut through the Ultra High Strength Steel and Boron that is being incorporated into many of today's new cars and S.U.V's. The BOE, T48, RS1, RS2 and the DOT tested and evaluated these tools over the course of 6 months.

I am also proud to announce that our Department has purchased a new set of Cordless Extraction Tools for each of our Truck Companies. Roll out began in November.

The new Rescue Squad 1 and Rescue Squad 2 have been delivered to BOE and are being prepped for front-line service.

Two new Ambulances were also delivered this month and are currently at the Radio Shop for MDT programming and Radio encryption.

Seven more new Ambulances have been ordered and should arrive shortly.

BOE also outfitted the new Fireboat "St. Francis" with tools, hose, and equipment.

Thank you to all of the Drivers and Tillers who attended the new Aerial Truck roundabout meeting. A lot of great ideas and recommendations were discussed and will be implemented into future vehicles.



TRAINING DIVISION



The 120th Recruit Academy completed their rigorous 20-week Training Academy which fully meets NFPA 1001 and California State Fire Marshal standards. This curriculum has evolved and undergone significant changes in recent months. The quality of content is due in large part to the dedicated, tireless and passionate efforts of the Recruit Training staff and the innovative fabrication works from the In-Service Training staff.

The 121st recruit class began on November 28, 2016. We wish them all the best during their training.

[State Fire Marshal Training link](#)



NERT Coordinator Lt. Erica Arteseros was flown to Washington, D.C. to receive the prestigious FEMA Community Preparedness Award for 2016. This was on the heels of SFFD NERT winning the California Governor's Volunteering & Service Award in Sacramento. NERT proudly boasts over 27,000 trained civilians since 1990, a statistic that impressed even the White House.

[NERT LINK](#)

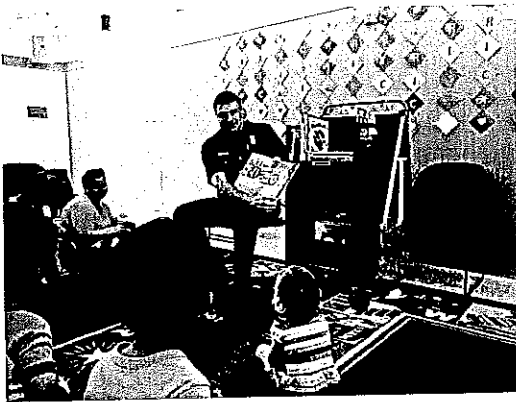
COMMUNITY OUTREACH



Great use of time while out in the public:
A SFFD Crew handed this girl a fire Helmet while out in public.



Inspector Gilbraith
delivering a Fire Safety Presentation for our
community.



Station 31 visited Richmond Library Branch for
Family Story Time. The staff stated: "The kids
loved you. Please come back again!"

Does your Station have community events scheduled that you want publicized on our social media sites?
Email Jonathan Baxter for approval of pictures at: firepio@sfgov.org

EMS DIVISION



2016 has been a remarkable year for the EMS Division

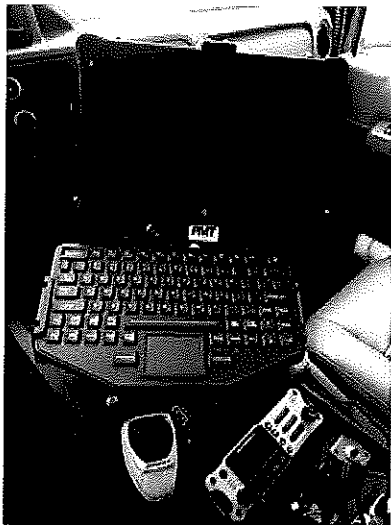
2016 has been a remarkable year for the SFFD EMS Division. Things continue to move forward on several fronts, from the hiring of new personnel, to the purchasing of new equipment, to the planning for a new Station. We have not only been busy hiring new uniformed staff at Station 49, we have also hired 4 Senior Storekeepers to make sure the warehouse runs smoothly and Ambulances get back in service faster.

The hiring of permanent members and the implementation of H-8 Per Diem Medics has led to significant improvement in achieving our ambulance response times.



We have received six of nine ambulances ordered this year. Two Ambulances were recently donated to the Department by the Bernard Osher Foundation. Mr. and Mrs. Osher generously donated \$350,000 for this purchase (The Oshers are pictured with Chief Hayes-White to the left).

We have begun upgrading our ePCR laptop inventory and anticipate all using the same high quality laptops by early 2017. These laptops will be configured to easily receive and transmit twelve lead recordings from our monitors to our charts and the hospital. We recently received 15 new Zoll X series monitors which will be put in service on Engines soon, get ready H3L3's.



Early design meetings are being held weekly concerning the new EMS Ambulance Deployment Center. This will be a welcome upgrade and a very exciting time to have a building designed specifically to suit our needs. The voters have shown they value our Mission and we will strive to make sure this is a state of the art facility.

EMS6 continues with its crucial mission to get some of our most vulnerable patients the assistance they need. EMS6 currently has a database of 350 patients and averages 10 patient contacts per 12 hour shift. RC Pang and A/RC Bassett are caring individuals, who are passionate about their jobs and have had many success stories. None of EMS6's success stories are bigger than a patient who had over 300 transports last year and is now housed and sober with no calls to 911 in the last 6 months.

Your hard work is truly appreciated by all!! With all the advances made in 2016 we are planning to make 2017 even better. RC4 is back in the field at Station 43. Engine Medics will be using ESO and attaching their chart to the ambulance chart. This will be a major upgrade in documenting the continuum of care. Improvements to the Controlled Substance Policy have been made (Medics, check your Target Solutions for the information). We will push forward to develop evidence based training for all members to improve the delivery of emergency medicine to the citizens and guests of San Francisco. As we approach 110,000 calls for EMS in 2016, we continue to strive to bring the highest level of care to all in need. Thanks to all of you and your hard work to make this a reality.

AIRPORT DIVISION



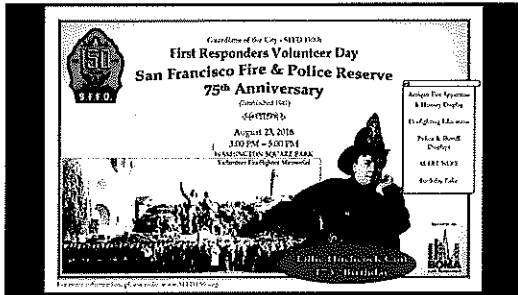
During this holiday season, San Francisco International Airport (SFIA) has experienced record numbers of passengers moving through its terminals. In 2015, 50 million passengers traveled through SFIA, a number sure to be surpassed by the end of 2016. With this increase, the medical calls are keeping the Airport Division EMS staff busy to the point that a new Bike Medic Program has been added to ensure rapid response times. Members assigned to this position maneuver through the three domestic terminals as well as the International terminal, on Trek Mountain Bikes responding with all the ALS equipment required to insure first class medical treatment. The Division's three Rescue Captains have trained hundreds of airport personal in the procedures of Basic Life Support and CPR and will soon conduct classes on the treatment of traumatic injuries caused by explosive devices which, unfortunately, have become more common throughout the world's airports.



On the suppression side, ARFF (Airport Rescue Firefighters) just completed SFO's annual Full Scale Disaster Drill. This year's drill simulated two commercial aircraft colliding while in the process of taking off and landing. The exercise stretched available resources from San Mateo County and our brothers and sisters responding from the City to the limit. 185 volunteers participated and the Airport's EOC was activated. A successful drill with many lessons learned for all involved.

[CLICK HERE FOR MORE ON SFO SFFD DIVISION](#)

PUBLIC INFORMATION OFFICE



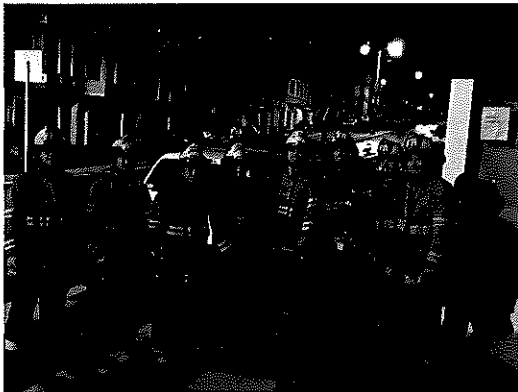
Fire Auxiliary Reserve Celebrated 75 years of service 1941-2016.

On August 23rd, the San Francisco Fire Auxiliary Reserve celebrated 75 years of service to the community. For more info on the Fire Reserves, click here: [SF-Fire Reserves](#)



75 Years of Service

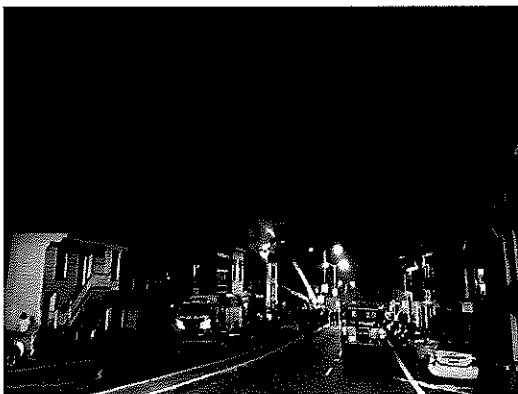
The current San Francisco Fire Reserves pictured with the Department's Command Staff, including Chief Joanne Hayes-White.



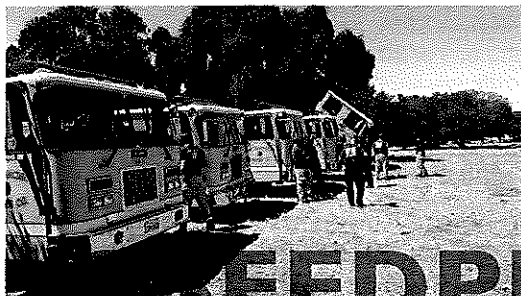
FIRE AUXILIARY RESERVE helping during a 4th Alarm at 27 Hattie Street on October the 20th.



SFFD members after the 4th Alarm at 27 Hattie Street on October the 20th.



SFFD at work during a 4th Alarm at 27 Hattie Street on October the 20th.



STRIKE TEAM 2250A Daily checks during one of many deployments this season.



Strike Team 2250A with OES Chief

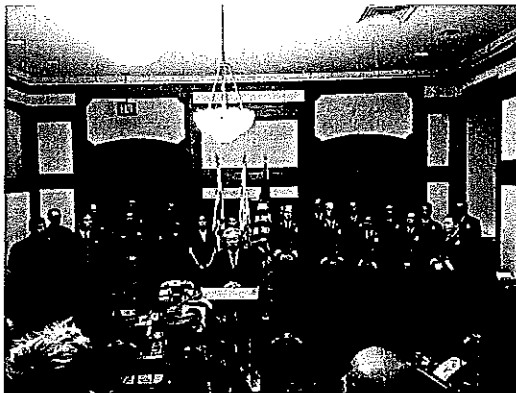


A 4" gas main leak at 401 Innes resulted in hours long evacuation of residents of this new Hunters Point Development.

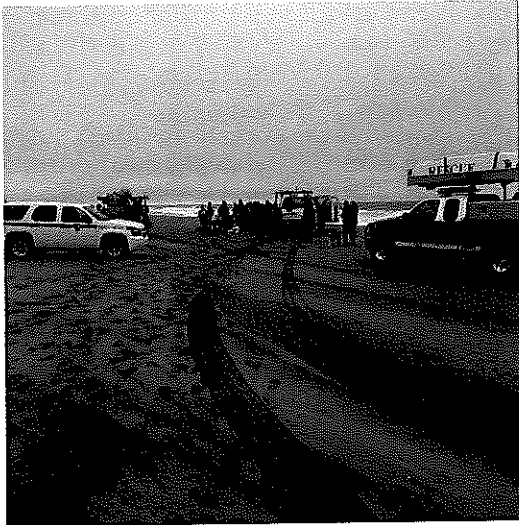


A Muni Bus was called by the IC (BC Abbott) for the 20 displaced residents during the afternoon gas main leak at 401 Innes. Almost all residents used this to cool off and get water during the hours long incident.

LEFT: Rescue Captains making a child's day during Fleet Week.



MAYOR EDWIN LEE, Chief Joanne Hayes-White, and Police Chief Toney Chaplin presented rescuers of the October 8th Boat Capsize incidents with letters of commendation.



One of many Surf Rescues this season at Ocean Beach by the dedicated rescue swimmers of the SFFD and National Park Service.

Members of Station 14, 31, and 18 were presented with an award from PETA for rescuing a Corgi off the cliffs of Lands End.



On August the 10th, German Firefighter Marie was able to fulfill her dream of visiting the SFFD. She won a trip to anywhere in the world from HAIX and chose us. Thank you to Stations 35, 13, 48 (Pictured above) and DOT/TI for making this an unforgettable experience for her.

STRIKE TEAM 2250A MAKING A DIFFERENCE AS SEEN BELOW



The Department received the following letter:

Dear SFFD, To sum up, my husband and I are building a house at 54 Rancho San Carlos in the Santa Lucia Preserve and the wonderful firefighters of the SFFD saved our house from burning down in the Soberanes Fire. (It had been framed in but was not finished.) We were at ground zero and the fire came within 50 yards of the house! (We live in Montana and were getting live reports from our neighbors and the operations people at The Preserve.)

We had been out to the property last June and had seen a fox family come out during the day, with 4 extremely young kits. We think maybe we saw them the first day they came out of the den. My husband got a photo of the family. During the fire we had reports from several fire crews that they had seen them at night and that they were fairly tame. The worst of the fire, for us, were the days around July 28, 2016. It was reported to my neighbor that a SFFD Strike Team was on our property and they saw the fox family. Moreover, one of the fox stole the sandwich of "Noel," one of our firefighters, but they got it back! She got a photo of our team.

We are now back to building the house and one decision was the design of the address marker for our driveway. We decided to commemorate what happened on our property during Soberanes with a statute of a fox, holding a sandwich bag in his mouth. The bag will have the name "Noel" on it, and there will be a small plaque at the bottom of the bag with the information on the Strike Force. I have commissioned a wonderful artist from Montana, George Bumann, to create this fox with the bag. (George did the Alpha wolf, in life size, that was introduced into Yellowstone Park and that statute is in the visitor center at the Northeast entrance to the Park.)

Warm regards, Jane and Nick Wyer

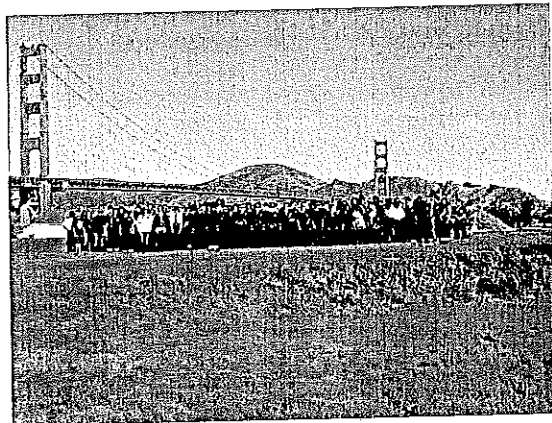
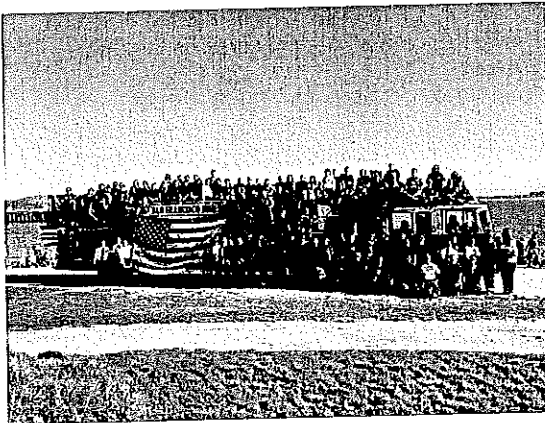
Photograph celebration of the upcoming 30th Anniversary women entering the San Francisco Fire Department

All SFFD Women (Uniformed and Civilian, Active and Retired) were invited to gather at the end of Crissy Field on Wednesday, October 26th to have a group photo taken. This photo is in celebration of the upcoming 30th Anniversary of women entering the San Francisco Fire Department.

"Women first entered the SFFD in 1987. There were many challenges then, and these women paved the way for those who followed. While there is often camaraderie among minority groups, fire service women are as unique as they are similar. Still, many of us have found some sense of community together as we founded UFSW, shared experiences, trained together and worked to make SFFD a better place for women – and thereby for everyone." —United Fire Service Women

The San Francisco Fire Department has one of the largest percentages of female Firefighters in the world. Women currently comprise approximately 16.2% (281) of the uniformed members of the SFFD.

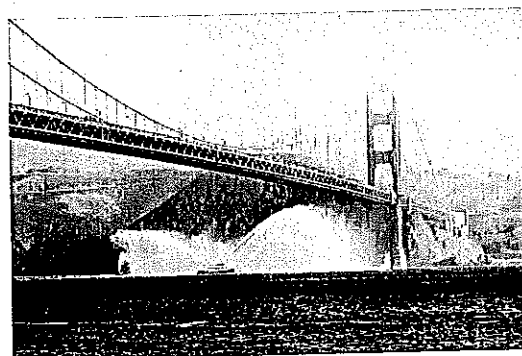
I am proud to be part of a Nationally acknowledged, diverse public safety workforce that reflects the community we serve.



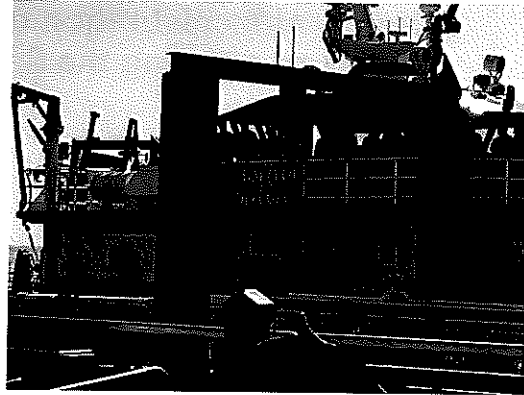
FIRE BOAT 3, THE "ST. FRANCIS"



You may have noticed that we have a new Fireboat! It is a 2016 Vigor Marine Boat. At 88' long, It can cruise at 11 Knots, with a top speed of 12.5 Knots.



The new SFFD Fireboat 3, was named the St. Francis by Nico Rivera, who won the naming contest (see below for more info on the naming contest).



Fireboat 3, the "St. Francis," is the newest addition to the fleet of San Francisco fireboats which include the Phoenix (built in 1954) and Guardian (built in 1951). Fireboat 3 was built in 2015/2016 in Seattle, WA and was just delivered to San Francisco this past July of 2016. This brand new fireboat was purchased with U.S. Dept. of Homeland Security Grant Funds and with a 25% match by the San Francisco Fire Dept.

The Department held a naming contest with Kindergarten through 8th graders of San Francisco earlier this year and the new official name of Fireboat 3 was announced by winner Nico Rivera as the "ST. FRANCIS" during the Commissioning Ceremony held Oct. 17th at McCovey Cove. It's new home will be at the quarters of Fire Station 35 at Pier 22 1/2 on the Embarcadero.

Fireboat 3, a regional asset, will be used to help protect the City of San Francisco in a variety of ways including Maritime Search and Rescue and Marine Firefighting.

Fireboat 3 can stay "on station" for 3 days while pumping 18,000 gallons per minute through 4 Deck Guns or through discharges to supply land based Fire Engines or a portable water supply system.

This year marks the 150th Anniversary of the San Francisco Fire Department and the Department is very excited and proud to add Fireboat 3 to the fleet.

Crew: total crew of 7 (1 Marine Pilot, 1 Marine Engineer, 1 Fire Dept. Officer and the 4 person crew of Engine 35 which serves as the Deck Hands)

Max Speed: 12.5 knots - **Draft:** 9 Feet

- **Length:** 88 Feet - **Beam:** 25 Feet - **Power**

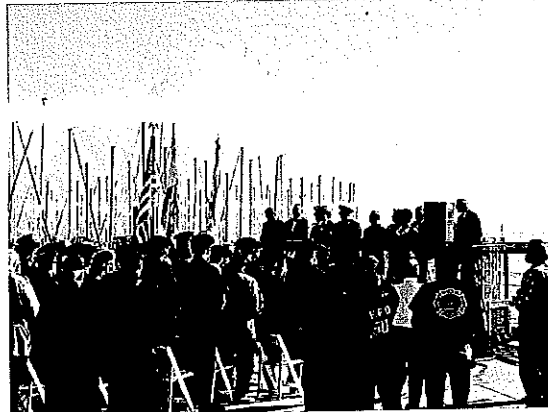
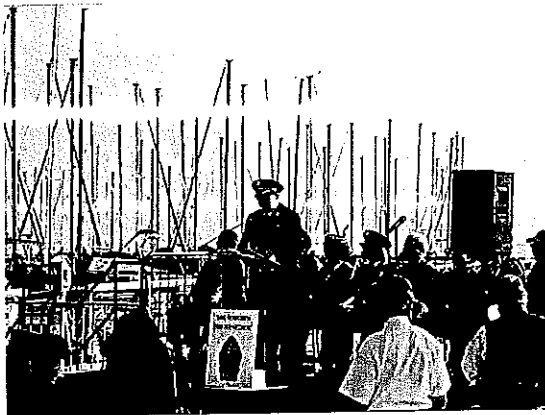
Plant: 2 EPA Tier III certified Cummins Diesel QSK19-M Engines, 2 Generators - **Propulsion:** Twin Propellers and Bow Thrusters - **Firefighting**

System: 4 Deck Guns, and 2 under pier nozzles

- **Pumping Capacity:** 3 - 6,000 gallons per minute pumps for a total of 18,000 gpm @ 150 psi

- **Firefighting Foam:** (2) 500 gallon tanks (AFFF Foam) - **Co2 (Carbon Dioxide):** (8) 100lb. tanks for firefighting use - **Fuel Capacity:** 10,900 gallons of Diesel - **2 Furuno Radars** - **1 FLIR Infrared Camera** for night time search and rescue





Mayor Edwin Lee and Senator Dianne Feinstein speaks at the Fire Boat St. Francis Commissioning Ceremony along with Chief Joanne Hayes-White

FIRE BOAT ARTICLE

FIRE BOAT ARTICLE

HOMELAND SECURITY DIVISION



The Division of Homeland Security (HS) was busy the last few months with the 2016 Fleet Week Event. In 2010, the City shifted the focus of Fleet Week from an air show and ship parade to that of Defense Support of Civilian Authorities (DSCA).

The DSCA mission involves the military's role in support of local jurisdictions during a major disaster and their ability to deliver relief supplies to civilian populations. Since then, the SF Fleet Week Event has become the model for the Nation and this year's event was the biggest Fleet Week to date.

Fleet Week Highlights included:

- 28 Navy and Marine Corp members participated in ambulance ride-alongs
 - Thank you to ADC Jeff Myers and the EMS Division
- 72 Military members were trained in USAR Operations at the SFFD TITF.
 - Thank you Lt. Pat Shea and the In-Service Training Staff
 - Thank you to Tony Smerdel and the NCRT Training Staff for volunteering their instructors for the day.
 - SFFD Veterans Association generously volunteered and cooked lunch on Local 798's Crucible – Thank you to Local 798 and the SFFD Veterans! The SFFD Veterans had an



opportunity to speak with the military members about a fire service career when they transition out of the military.

- E35, E1, T4, RS1, B03 and Division 3 participated in an Inter-operable shipboard firefighting exercise on board the USS San Diego at Pier 30-32.
- The SFFD K9 Search Teams participated in Joint K9 Training with the Navy and Marine Corp and at the K9 Heroes – Bark in the Park event at Duboce Park. This event showcased K9 Teams from the SFFD, SFPD, SF Sheriff's Office, CHP, BART PD, US Marine Corp, Customs and Border Patrol, PAWS for Purple Hearts, K9 Companions for Independence, and the California Rescue Dog Assoc. The SFFD K9 Teams consisted of: Capt. Peter Gross/K9 Angus, Lt. Garreth Miller/K9 Vita, FF Ed Martinez/K9 Fritz, and FF Eli Thomas/K9 Vader.
- Humanitarian Assistance Village at Marina Green:
 - Mobile Command Vehicle – Thank you to E38 for setting it up each day and the RC's, BC's, boat crews (Fireboat and Rescue Boat) and the EMS crews that worked each day. The new SFFD Fireboat, the St. Francis was on hand for its first Fleet Week assignment!
 - SFFD Veterans Association Booth, had a successful inaugural beginning to Fleet Week.
 - NERT Booth – Thank you to Lt. Arteseros and Volunteer Coordinator Stiger.

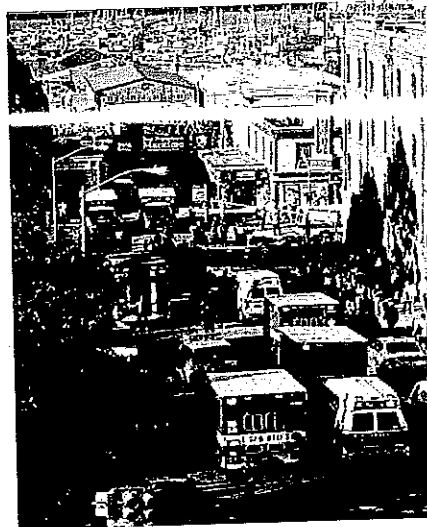
See Something Say Something

October 8th – Boat Accident:

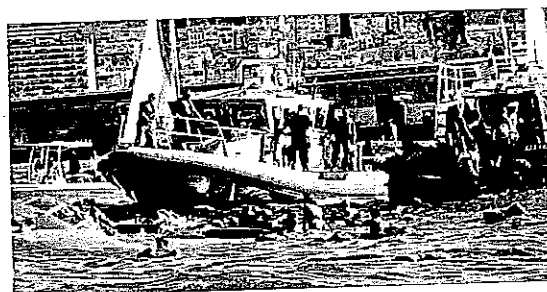
Multiple Agencies were involved in this rescue. Most participants during this had recently attended the Urban Shield exercise which was held in Sept. This training facilitated the well executed Multi-agency coordination seen during this rescue, where 30 people were saved in 32 minutes.

During Urban Shield this year, Homeland Security participated in Yellow Command operations. Last year, the Homeland Security Division ran the Maritime Branch with a large scale Ferry Exercise involving all fire jurisdictions on the bay and a skills competition.

UASI Grants – in October, HS submitted 8 U.A.S.I grants for this year to enhance the Department's equipment and response capabilities. HS is also preparing to redesign the Department's FDOC with a UASI grant for \$358,000 from 2015.



Boat Capsize Story by NBC



Homeland Security Message

SIGN UP FOR BA UASI

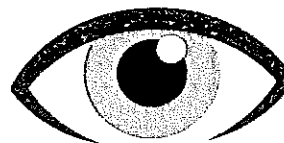
This past year, the world experienced some major terrorist attacks: Orlando, Nice, Brussels and San Bernardino. The Homeland Security Division would like to remind all SFFD members that Homeland Security Bulletins are available on AO Reports – Homeland Security Tab. These Bulletins contain important information to increase your situational awareness for response to terrorist incidents. The National Campaign is: "If You See Something, Say Something".

Report URGENT THREAT Information to the FBI - Joint Terrorism Task Force - (415) 553-7400

Report SUSPICIOUS Activity to the NCRIC @ (866) 367-8847

If you have specific questions regarding the Homeland Security Bulletins, please contact the following individuals:

ADC Shane Francisco: 415-238-5266
[/ shane.francisco@sfgov.org](mailto:shane.francisco@sfgov.org)



See something.
Say something.

A/Lt. George Karawanny: 415:310-3692
/ gkarawanny@ncric.ca.gov

Report Suspicious Activity Here

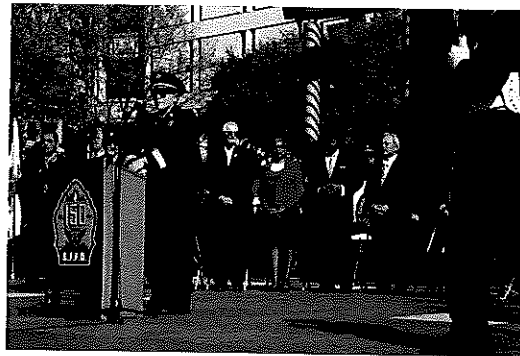
150th Anniversary Celebration 1866 - 2016

As the San Francisco Fire Department's 150th Anniversary Celebration year comes to a close, I want to take this opportunity to thank everyone for their efforts throughout the year. The success of each and every event was due to the hard work of many dedicated employees and volunteers. This past year, we have celebrated our proud past while also focusing on the future of the world's finest Fire Department.

Please allow me to extend my appreciation to each and every one of you for your valuable contributions in making our 150th year so memorable. Particular thanks to the 150th Anniversary Committee members and co-chairs, Assistant Chief Dave Franklin and Dave Ebarle, Guardians of the City.

I would like to wish health and happiness to you and your families as we all look forward to a successful 2017!

Chief Hayes-White and dignitaries observing the SFFD Color Guard at the SFFD 150th Anniversary Kick-Off, April 18, 2016.



On May 4, 2016, the SFFD held the Chief Engineer Historical Panel as part of the 150th Anniversary year long celebrations. Attendees were able to meet and listen to the members who have served as Chief Engineer of the San Francisco Fire Department.

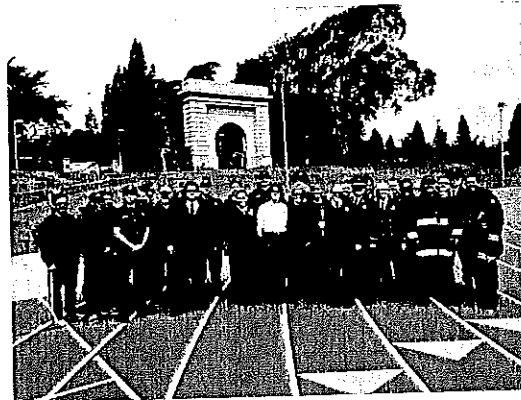


On May 20, 2016, Chief Hayes-White wanted to do something commemorative for our EMS members and private EMS 911 providers. A gracious donation by the San Francisco Fire Credit Union (SFFCU), www.sffcu.org, was secured to provide a day long BBQ for all morning, afternoon and evening crews. Thank you to the SFFCU and all the members who helped to make this a success.

City Hall was lit up in EMS colors to commemorate EMS week.



On May 13, 2016, members of the San Francisco Fire Department participated in the annual San Francisco Unified School District's Special Olympics Track and Field Competition at Kezar Pavilion. The SF Fire Veterans Association led the Opening Ceremonies with the SFFD Color Guard that was met with cheers from the excited audience of more than 600 children and their families. Many off-duty members volunteered their time to ensure the success of this event for the deserving school kids.



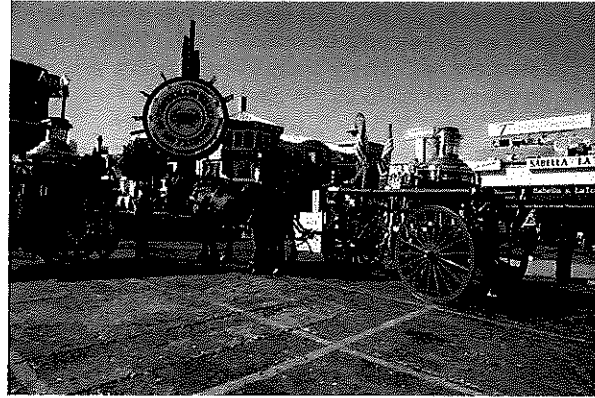
Volunteer Day at Washington Square Park – August 23, 2016. Remarks being made by Fire Commission President Francee Covington.



A remnant from the World Trade Center was unveiled on 9/11; this piece will be permanently displayed at SFFD Headquarters in 2017.



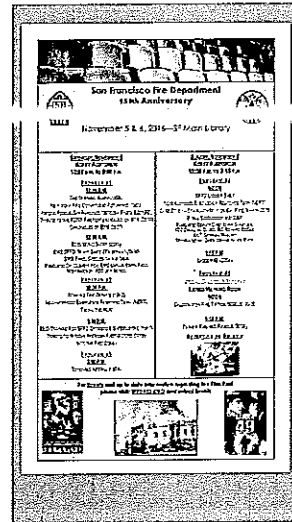
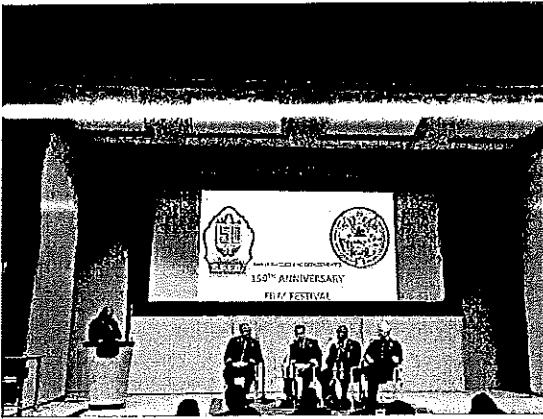
**SFFD 150TH ANNIVERSARY GRAND PARADE
SEPTEMBER 24, 2016**



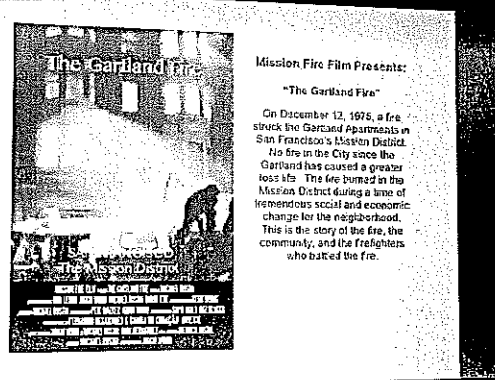
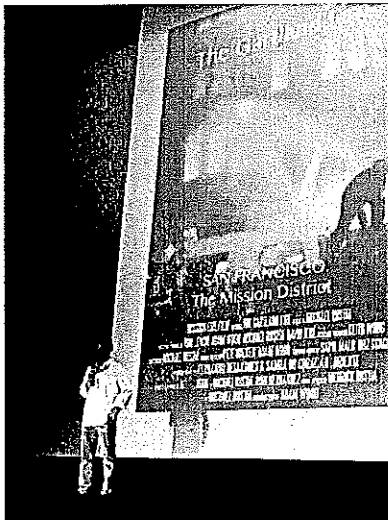
**COMMISSIONING OF SFFD FIREBOAT #3 – ST. FRANCIS –
OCTOBER 17, 2016**



SFFD Film Festival November 5th and 6th, 2016.
The Film Festival was coordinated by Fire
Commission President and 150th Anniversary
Committee member Francee Covington.



The Gartland Fire Documentary screening November 15, 2016.

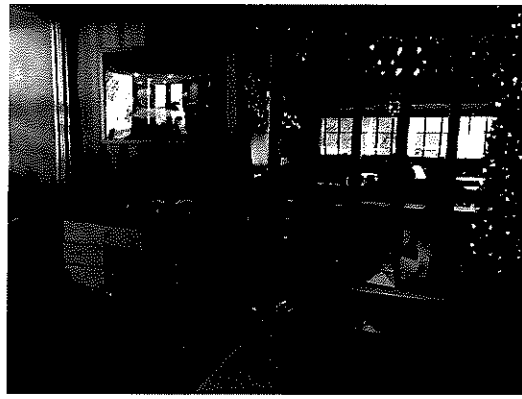
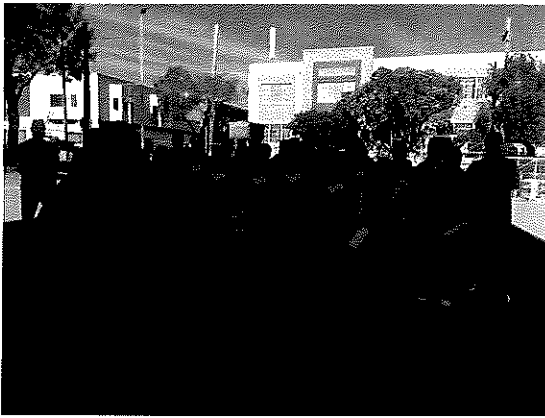


Mission Fire Film Presents:

"The Gartland Fire"

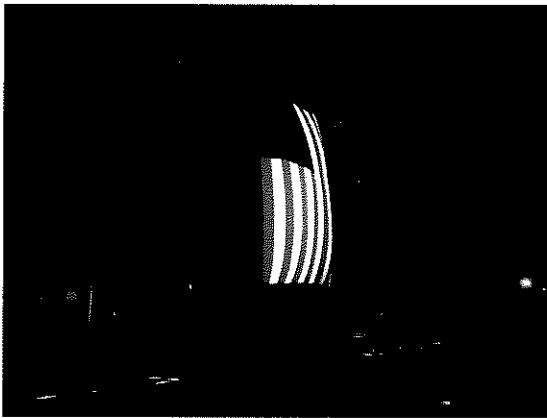
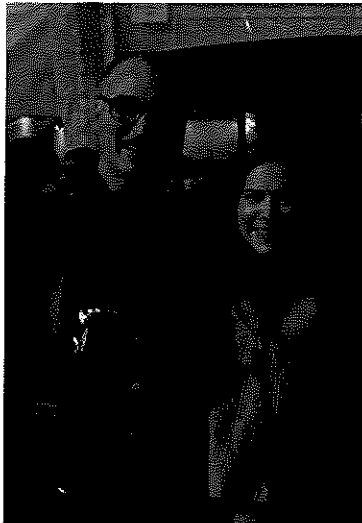
On December 12, 1976, a fire struck the Gartland Apartments in San Francisco's Mission District. No fire in the City since the Gartland has caused a greater loss of life. The fire burned in the Mission District during a time of tremendous social and economic change for the neighborhood. This is the story of the fire, the community, and the firefighters who battled the fire.

Original Joe's lunch delivered to every Station on December 3, 2016 by Lyft to celebrate the actual day SFFD became a paid professional fire department. (Pictured below)



A gala was held for active members and their guests
to celebrate the SFFD's 150th birthday

Over 600 Department members enjoyed the San Francisco Zoo venue and danced the night away



San Francisco Fire Department 698 Second Street, SF, CA 94107

Public Information Office Phone Number: 415-558-3404
Email: Firepio@sfgov.org

www.sf-fire.org

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San Francisco Fire Department | 698 Second Street, San Francisco, CA 94107

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JOANNE HAYES-WHITE
CHIEF OF DEPARTMENT



EDWIN M. LEE
MAYOR

SAN FRANCISCO FIRE DEPARTMENT
CITY AND COUNTY OF SAN FRANCISCO

January 5, 2017

The Honorable President and
Members of the Fire Commission
698 Second Street
San Francisco, CA 94107

Dear Commissioners:

I have approved a leave of absence with pay for the members listed below, in order to attend the International Association of Fire Fighters Affiliate Leadership Training Summit, in Anaheim, CA taking place in January 2017.

The members are:

Name	Rank	Dates for Approved Leave
Thomas O'Connor	H-40 Battalion Chief	January 25, 2017 – 1 day (24 hours)
Anita Paratley	A/H-40 Battalion Chief	January 24, 2017 – 1 day (24 hours)
Thomas Fogle	H-2 Firefighter	January 26, 2017 – 1 day (24 hours)
Adrienne Sims	H-10 Incident Support Specialist	January 25, 2017 – 1 day (24 hours)

Per the Memorandum of Understanding Side Letter between the City and County of San Francisco and the San Francisco Fire Fighters Local 798, the Department has approved the request for these members to attend the Conference.

The Department will not incur any travel related costs for these members to attend the meeting. These members will be backfilled for the above listed days.

Very truly yours,


Joanne Hayes-White
Chief of Department

cc: Deputy Chief Mark Gonzales, Operations
Deputy Chief Raemona Williams, Administration
EMS Captain Andy Zanooff, Administration
Bureau of Assignments
Personnel Files
Local 798

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 – December 2016
DATE: January 4, 2017
REFERENCE: Rules and Regulations, Section 2209

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

A handwritten signature in cursive script, appearing to read "Daniel P. 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 - December 2016				
Fiscal Year 2016–2017	As of December 31, 2016			Projected Year-End
Revenue Program	Budgeted Amount 16–17	Actual Revenue	Percent of Budgeted Amount	
Plan Review Fees	6,099,000.00	4,669,538.00	153.12%	9,339,076.00
Fire Administrative Citation		0.00		
Construction Inspection Fees	1,750,000.00	1,021,066.00	116.69%	2,042,132.00
Fire Dept. Permits	1,050,000.00	476,739.00	90.81%	953,478.00
False Alarm Fees	220,500.00	131,250.00	119.05%	262,500.00
Referral Inspections	185,175.00	91,910.00	99.27%	183,820.00
Waterflow Information	146,875.00	99,265.00	135.17%	198,530.00
Miscellaneous Fees	1,500.00	349.00	46.53%	698.00
Pre-Application Fees	141,250.00	61,136.00	86.56%	122,272.00
Re-inspection Fees	30,000.00	68,504.00	456.69%	137,008.00
Revenue Programs Subtotal	9,624,300.00	6,619,757.00	137.56%	13,239,514.00
High-Rise Annual Inspection Fees*	1,820,000.00	683,576.00		1,820,000.00
Annual Permit Renewal Fees*	1,795,000.00			1,795,000.00
Fire Residential Inspection Fees	627,041.00	304,052.00		627,041.00
Revenue Programs Total	13,866,341.00	7,607,385.00		17,481,555.00
Projected Surplus/Deficit			126%	3,615,214.00
	Revenue**	Expenditure	Surplus/Deficit	
Overtime Revenue/Expenditure	968,044.00	860,105.00	107,939.00	

FAMIS—January 4, 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 12/01/2016 To 12/31/2016

	YTD 07/01/2016 To 12/31/2016		12/01/2016 To 12/31/2016	
	Count	Property Loss Contents Loss	Count	Property Loss Contents Loss
STRUCTURE FIRES				
ACCIDENTAL	17	\$4,586,900	3	\$1,185,000
INCENDIARY	24	\$3,364,750	2	\$52,500
UNDER INVESTIGATION	3	\$3,905,000	0	
UNDETERMINED	5	\$640,500	1	\$50,000
STRUCTURE FIRES TOTAL	49	\$12,497,150	6	\$1,287,500
VEHICLE FIRES				
ACCIDENTAL	3	\$240,100	0	
INCENDIARY	35	\$207,603	8	\$54,271
UNDER INVESTIGATION	4	\$5,666	2	\$4,690
UNDETERMINED	4	\$19,428	1	\$3,500
VEHICLE FIRES TOTAL	46	\$472,797	11	\$62,461
ATTEMPTS TO BURN	4	\$3,738	1	\$10
OTHER INCIDENTS	45	\$98,350	4	\$7,540
STRUCTURE FIRES				
COMMERCIAL	20	\$4,021,000	4	\$1,102,500
RESIDENTIAL	29	\$8,476,150	2	\$185,000
STRUCTURE FIRES TOTAL	49	\$12,497,150	6	\$1,287,500
GREATER ALARMS				
2ND ALARMS	9		1	
3RD ALARMS	0		0	
4TH ALARMS	1		0	
5TH ALARMS	0		0	
GREATER ALARMS TOTAL	10		1	
OTHER				
ARRESTS	13		2	
DEATHS	1		0	
INJURIES	24		1	
JUVENILE FIRE SETTERS	0		0	
SUBPOENAS REQUESTED	107		16	

FIRE COMMISSION

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

Andrea Evans,, *President*
Francee Covington, *Vice President*
Stephen Nakajo, *Commissioner*
Michael Hardeman , *Commissioner*
Ken Cleaveland, *Commissioner*



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

ANNUAL STATEMENT OF PURPOSE

2017

It is the responsibility of the Fire Commission to ensure that the San Francisco Fire Department effectively implements its 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.

To this end, the Fire Commission will:

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

8. Contribute to the common good by conducting open meetings regularly and convening such additional meetings as deemed necessary to inform and educate the general public of the work of the Fire Commission and the San Francisco Fire Department.

Adopted at the Regular Meeting of the San Francisco Fire Commission on January 11, 2017.

Ayes:

Nays:

Maureen Conefrey, Commission Secretary

DRAFT STRATEGIC PLAN

SAN FRANCISCO FIRE DEPARTMENT



SFFD150

STRATEGIC PLAN 2016 – 2020

Proposed draft for Fire Commission meeting

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 Values

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.

Our Vision

An organization providing a level of service that is viewed as a benchmark throughout the nation. A Department positioned to be proactive to shifts in the industry in order to provide superior services to City residents and visitors as well as its employees.

Departmental Overview

The San Francisco Fire Department is an all-hazards emergency response Department, providing fire suppression and emergency medical services to the residents and visitors of San Francisco. The Department currently staffs 44 fire stations in a 24/7 capacity, in addition to its dynamic ambulance deployment model throughout the City. The Department staffs three stations at San Francisco International Airport.

The Fire Department provides the following services:

OPERATIONS fights fires, provides Emergency Medical Services (EMS), oversees specialized services such as Hazardous Materials units and Search and Rescue units, and conducts disaster planning and preparedness training, such as the Neighborhood Emergency Response Team (NERT).

PREVENTION minimizes injuries, deaths, and property loss due to fire through code enforcement, public education, and inspection programs that detect and eliminate fire hazards.

INVESTIGATION determines, documents, and reports on the origin and cause of fires and explosions, and when appropriate, ensures incidents can be prosecuted; Recognizing defects and equipment failures to prevent future fires.

SUPPORT SERVICES manages the Department's facilities, equipment, and water supply systems and is responsible for all maintenance, repairs, and capital improvements.

TRAINING instructs and evaluates all Department staff and new recruits, and provides comprehensive Fire and EMS training to all staff.

FIREBOAT operates and maintains the City's two fireboats, and is responsible for Water Rescue and Fire Suppression on the San Francisco Bay.

AIRPORT provides fire services at the San Francisco International Airport, including Fire Suppression, EMS, Water Rescue and other services.

ADMINISTRATION provides support and oversees the Department's programs in areas such as accounting and finance, planning and research, human resources, payroll, public information, the physician's office, and management information services.

The City's fire stations are broken into two Divisions, overseeing ten battalions. In addition to fire engines and trucks, these stations support a number of specialty units, including Heavy Rescue Squads, Coastal Rescue units (Cliff & Surf), Rescue Boats and Water Craft, Fireboats, a Mobile Command Vehicle, Multi-Casualty Units, two Ambu-Buses, a Hazardous Materials Unit, a CO2 unit, and a Mobile Air Unit. The Department also houses 54 Ambulances at Station 49, where up to 48 different shifts are dynamically

deployed per day. These resources protect the residents and visitors of the City, as well as a unique make-up of critical infrastructure, including San Francisco International Airport, numerous famous landmarks and national monuments, and a number of financial institutions. The Department faces unique challenges in carrying out its firefighting operations, given the City's large number of old, wooden residential buildings, high population densities, and zero lot line separations on many of the City's buildings. It also faces challenges in its EMS operations, given the large increase in call volume, the needs of a changing community and the increase in street traffic leading to longer response times.

The SFFD's approximately 1,600 Firefighting and Emergency Medical personnel are part of the Urban Search and Rescue (USAR) and Regional Task Force (RTF) response for Chemical, Biological, Radiological Nuclear, Explosive (CBRNE) incidents. The SFFD has been a contributor to the State of California Master Mutual Aid Agreement since its inception in 1950, providing mutual aid to 58 counties within the State, as well as parts of southern Oregon and western Nevada. The SFFD also provides water response mutual aid under the same agreement to our neighboring Bay Area Counties of Alameda, San Mateo, Contra Costa, Marin, Solano and Sonoma Counties.

San Francisco Fire Department Station Locations

(Insert Station map)

Station	Location
Station 1	935 Folsom at 5th Street
Station 2	1340 Powell Street at Broadway
Station 3	1067 Post Street at Polk Street
Station 4	449 Mission Rock at 3rd Street
Station 5	1301 Turk Street at Webster Street
Station 6	135 Sanchez Street at Henry Street
Station 7	2300 Folsom Street at 19th Street
Station 8	36 Bluxome Street at 4th Street
Station 9	2245 Jerrold Avenue at Upton Street
Station 10	655 Presidio Avenue at Bush Street
Station 11	3880 26th Street at Church Street
Station 12	1145 Stanyan Street at Grattan Street
Station 13	530 Sansome Street at Washington Street
Station 14	551 26th Avenue at Geary Boulevard
Station 15	1000 Ocean Avenue at Phelan Avenue
Station 16	2251 Greenwich Street at Fillmore Street
Station 17	1295 Shafter Avenue at Ingalls Street
Station 18	1935 32nd Avenue at Ortega Street
Station 19	390 Buckingham Way at Winston Street
Station 20	285 Olympia Way at Clarendon Avenue
Station 21	1443 Grove Street at Broderick Street
Station 22	1290 16th Avenue at Irving Street
Station 23	1348 45th Avenue at Judah Street
Station 24	100 Hoffman Avenue at Alvarado Street
Station 25	3305 3rd Street at Cargo Way
Station 26	80 Digby Street at Addison Street
Station 28	1814 Stockton Street at Greenwich Street
Station 29	299 Vermont Street at 16th Street
Station 31	441 12th Avenue at Geary Boulevard
Station 32	194 Park Street at Holly Park Circle
Station 33	8 Capital Street at Broad Street
Station 34	499 41st Avenue at Geary Boulevard
Station 35	Pier 22½, The Embarcadero at Harrison Street
Station 36	109 Oak Street at Franklin Street
Station 37	798 Wisconsin Street at 22nd Street
Station 38	2150 California Street at Laguna Street
Station 39	1091 Portola Drive at Miraloma Drive
Station 40	2155 18th Avenue at Rivera Street
Station 41	1325 Leavenworth Street at Jackson Street
Station 42	2430 San Bruno Avenue at Silver Avenue
Station 43	720 Moscow Street at France Avenue
Station 44	1298 Girard Street at Wilde Avenue
Station 48	800 Avenue I at 10th Street, Treasure Island
Station 49	1415 Evans Avenue at Mendell Street
Station 51	218 Lincoln Blvd at Keyes Avenue

Past, Present and Future

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 1,000 with only a few hundred buildings in the vicinity of Jackson Square. The Gold Rush saw the City's population grow from 1,000 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 Street 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 six great fires in just two 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.

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.

The San Francisco Fire Department is currently in the midst of its 150th Anniversary celebration. 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. San Francisco is the cultural and financial center of Northern California. 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 protect 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 highly trained staff that make up the Department of today. As the Department has grown these past 150 years, and as the fire service industry itself has morphed and continues to evolve, the role of fire service has become about much more than putting out fires, as disciplines such as Emergency Medical Services, fire prevention, and community outreach and education efforts have become a part of the Department's daily operations. 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.

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. As the SFFD has seen call volume continue to increase, specifically EMS call volume, the Department must look at ways to continue to provide the highest level of care in the most timely manner for all of the City's residents and visitors. Given this expected growth, having an appropriate plan is crucial to the Department if it is to meet these new increased demands for fire protection and emergency medical services.

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.

Strategic Planning Framework

The San Francisco Fire Department has a rich history and tradition that has existed through decades of growth and change in the City and has bridged generations of San Franciscans. As the services the Department has provided have grown and changed over time, the core mission of the Department has not wavered. As the Department looks at what is in store over the next five years, the SFFD is committed to honoring that legacy in the midst of some of the most unique times in the history of the City it serves. To do so, the Department has identified priorities that are crucial to maintaining its values and vision and achieving its objectives:

- Providing elite fire and medical emergency response
- Improving outreach and collaboration with the communities it serves
- Investing in and supporting the well-being our employees, both personally and professionally
- Support a sustainable infrastructure to carry out the Department mission

Fire related dispatches continue to 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 future needs. The Treasure Island training facility is due to close as development extends throughout the island. Locating and constructing a new training facility must be a priority as the SFFD plans for the next five years.

The SFFD must continue to strive to be a leader in Fire Suppression while understanding the ever-increasing roll of being a leader in the delivery of Emergency Medical Services (EMS). The work load of the SFFD has shifted as medical-related calls continue to increase annually. First response Advanced Life Support (ALS) Fire Engines are able to make it on scene and provide life-saving interventions. Ambulances are making quick responses providing patient care and rapid transport of the ill and injured. As the City continues to change, so does the world of EMS and healthcare in general. As a leader in the delivery of EMS, the SFFD has to be aware of all the changes in EMS from community paramedicine to alternate destination sites. The SFFD must be a leader in developing strategies for our citizens who call 911 but do not necessarily need to go to an Emergency Room. This is a National issue that City leaders across the country are struggling with. The City of San Francisco and the San Francisco Fire Department are committed to meeting this challenge and to working with our allied agencies to develop a system to deliver the appropriate care to those in our community in need.

The SFFD must continue to inform, educate and advocate for a properly staffed and equipped Department as it enlists the community and build relationships with City leaders to advance its mission of providing for

the safety of the residents of San Francisco. The SFFD plans to renew its focus on community engagement with community stakeholders, non-profits and businesses as it moves to the future. From daily patient contact to continuous fire safety outreach efforts, there are a number of avenues from which the Department interacts with the public. The Department must foster these relationships to build trust and a better working relationship with the individuals it serves.

As more and more of its members fall victims to cancer and other illnesses related to exposure, and mental health issues that afflict first responders in general, the SFFD plans to focus much of its attention on the health and wellness of its First Responders. The Department will dedicate increased resources, planning and services to help keep its members safe.

Finally, if the Department is to remain effective and responsive, it will need state-of-the-art vehicles, equipment, personal protective equipment, facilities and personnel. Its members must be provided the most current training and tools to do their jobs. Over the next five years, the SFFD will focus on the funding needs of these endeavors, as well as a plan to sustain the Department in each of these critical areas.

Looking forward, the SFFD 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. This growth continues to change the make-up of the City it serves. Change is a constant to Department operations, both from the perspective of the City itself but also in both the Fire and EMS industries. Being proactive and adaptable to those changes is crucial for supporting the mission of the Department and providing emergency services that serve as a model for other departments.

Strategic Planning Process

Through the economic difficulties stemming from the most recent recession in 2008, Departmental administrative and infrastructure needs were compromised as resources were dedicated to the operational aspects of the Department. As the economy improved, and funding and functions gradually began to be restored, a key area of need identified for the Department were resources for planning. One of the highest planning priorities was the development of a Strategic Plan to guide the Department through the next five years. To this end, the Department's Strategic Planning Committee was formed in 2015, comprised by members from a variety of ranks and Divisions, as well as representation from employee groups, Local 798, the Fire Commission, private industry, and retired Department members.

The Strategic Planning Committee met regularly, discussing the desired overall strategy and message of the strategic plan in addition to the format of the plan. Committee members formed a number of subgroups by functional area for further discussion, drawing in additional Department members for input and expertise as needed. Committee subgroups then presented to the Committee as a whole, where the desired format of a plan was further defined.

After more than one year of meetings and consultation, the San Francisco Fire Department has focused its strategic plan around five key areas, and has identified key goals for those respective areas. The Strategic Plan includes specific strategies, action steps and methods for achieving these desired goals. The five key areas are as follows:

- Operations
- Community Programs & Partnerships
- Health & Wellness
- Infrastructure
- Recruitment, Staffing and Training

The Strategic Plan covers a five-year period with a wide range of goals, progress will be monitored and reported regularly. Its progress will be monitored and reported regularly. Each of the five areas will have a review committee comprised of stakeholders, with each review committee breaking into subgroups as needed. The review committees are responsible for developing action plans for their respective goals and strategies, and for submitting an annual report to the Department's Planning Division on their progress meeting the various initiatives, as well as proposing modifications to the strategies and goals as needed. This feedback will be consolidated and presented as an update to the Fire Commission annually.

The strategic plan is intended to update and reflect changes in factors external to the Department, and serve as a basis for budgetary requests and policy decisions. The plan is intended to provide direction for all members of the Department and the public on the future of the SFFD.

Strategic Planning Review Committees

Proposed Operations Team Committee Members	Operations Planning Team Leader Deputy Chief of Operations, Assistant Deputy Chief of EMS, Assistant Deputy Chief of Homeland Security, Fire Marshal, Assistant Chief, Assistant Deputy Chief of Support Services, EMS Operations Section Chief, Captain of the Bureau of Equipment, Union Representative, DEM/ Radio representative, Fire Commission, Rank and File members, MIS, Assignments, Strategic Planner
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Proposed Community Partners Team Committee Members	Community Programs and Partnerships Planning Team Leader Deputy Chief of Administration, Assistant Chief, PIO, Communications & Outreach, Union Representative, Commissioner, Rank and File members, Strategic Planner, MIS /Webmaster, UEG Representative, NERT, EMS-6, Mayor's Office of Community Development, EMS Representative,
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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, Physician's Office, PIO, Industrial Hygienist, Health & Safety Committee Representative, Union Representative who also sits on the Board of the SFF Cancer Prevention Foundation, Commissioner, Rank and File members, Strategic Planner, Stress Unit
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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
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Proposed Recruitment, Staffing & Training Team Committee Members	Recruitment, Staffing & Training 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
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SF Population projections

Population Density Comparisons

Historical Call Volume

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Message from the Chief

Operations

It is the San Francisco Fire Department's (SFFD's) mission to protect the lives and property of the residents and visitors of San Francisco. Through fire suppression response, emergency medical services and a number of specialized capabilities, the SFFD provides the most critical of services to the public. However, this operational environment is constantly changing. With projected growth of San Francisco over the next fifteen years, the City's Public Safety infrastructure must be able to support these changes, and the Fire Department is a large piece of that network.

The overall driver of Department operations is to provide exemplary public service, saving the lives and property of the community we serve. Increased efficiency and effectiveness to Departmental operations goes a long way towards that goal, especially in the current fiscal environment. The Department must properly identify the needs for its services, and then match resources and plan accordingly to properly meet those needs.

With advances made in fire safety code and requirements over the past few decades, newer buildings are being constructed with much improved fire safety considerations, including sprinklers and alarm/detection systems. However, while these advancements have improved overall fire safety, the potential impact of a fire incident remains high due to a variety of factors, and new challenges and risks are presenting themselves. The new building construction materials, additional high-rises and increased building density of the City's new development all contribute to the high risk of damage and injury from fire incidents. In addition, the old building stock of the current housing in San Francisco presents other challenges for firefighters. Given the City's dependency on property tax revenue, the protection of property by the Department is extremely crucial to limit the financial risk exposure of a large fire incident.

While EMS needs of our community grow, and as medical call volume continues to increase annually, the SFFD strives to provide compassionate, high quality care to those who are ill or injured in The City. As our community grows and changes, its healthcare needs are also changing. The dynamic medical field in which SFFD EMTs and Paramedics now work is drastically different from the environment of the past. SFFD members are challenged to make increasingly complex decisions in a busier environment than ever before. In order to provide optimal services, the SFFD must continue to adapt our care delivery systems to best meet the needs of the community. Exploration and evaluation of new and efficient deployment strategies for both individual medical incidents and large scale multi-casualty incidents will be important for success. The department will continue to emphasize on fundamental patient care skills and advance new clinical techniques that benefit our patients. Additionally, SFFD will continue to improve partnerships with existing healthcare infrastructure to help our patients obtain efficient and effective care wherever and whenever it is needed.

On the Fire Prevention and Investigation side, the face of the City has changed dramatically in recent years. From construction stemming from the economic recovery to planned developments of entire new neighborhoods, the look of the City is ever-evolving. From newly constructed buildings subject to the newest fire and safety codes, to older buildings built decades ago under far different code standards, the density and diversity of buildings presents unlimited challenges for the Department's emergency response. In some cases, buildings struggle to support the infrastructure needs of today's increasing population. The need for fire safety education and outreach has never been more apparent. In addition, new legislative

requirements change the way the Department enforces fire and safety codes. The Department must be able to adapt to a changing landscape.

Goal 1: Evaluate and adjust current operational models to ensure that the SFFD continues to provide the highest level of service – Be it regulatory or legislative changes, demographic shifts, or traffic or environmental policy implementations, the Department's operational response must be adaptable to continue to deliver premium service to the residents and visitors of San Francisco. With projected growth of San Francisco in coming years and decades, the Fire Department must be able to identify gaps in service and adjust operational models to address those gaps.

Strategy 1: Improve delivery of service – The Department must measure itself by its performance in the services it provides to the public. By truly understanding the needs for its services, the Department can better serve those populations and individuals that depend on the Department every day. The Department must not only focus on improving the services it currently provides, but it must also plan for changes in those services as part of a growing City. The Department has concentrated efforts to improve response times, be it by policy changes, technological advancement, or improved resource allocation. Those efforts will continue to provide the public with the top level of service it has come to expect from the SFFD.

Action Steps

- Utilize continuous demand analysis to meet response objectives
- Review and improve system status and resource management
- Evaluate current trends and determine the need for redistricting and/or additional Commanding Officer Posts, additional Fire Stations, and ambulance posting locations
- Review and analyze current organizational structure for improvements or efficiencies
- Continue to work on response time improvements through review of dispatch, technological and operational policies and procedures

Strategy 2: Increase the profile of Emergency Medical Services – In the present-day SFFD, EMS plays an ever increasing role in day-to-day operations, from call volume to community outreach. As the Department sees annual increases in EMS call volume, and as medical calls make up a larger portion of Departmental call volume, it is anticipated that the role of EMS in the Department will only expand and become more critical as the City continues its growth in coming years. As EMS response is a joint effort of both suppression and EMS resources, the two disciplines are clearly intertwined, and proper coordination and training across both is crucial. While the Department has seen an increase in budgeted resources for EMS over the past few years through additional personnel and equipment, the Department must ensure that there is the sufficient front-line ambulances and staffing, EMS infrastructure and policy considerations to ensure the Department can be ahead of the curve of a rapidly changing industry and support the mission of EMS.

Action Steps	<ul style="list-style-type: none"> • Review of Departmental EMS organizational structure to ensure clear and logical reporting structure and to ensure new resources are incorporated efficiently • Improve coordination and training efforts between suppression and EMS • Establish committee to the Department's efforts during the construction of the new EMS facility as part of City's Health bond • Develop updated EMS logistics plan in advance of move to new facility
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Strategy 3: Explore alternative staffing and patient transport destination options to address the diverse needs of our population – The Department strives to get the proper assistance to the public as efficiently and quickly as possible. With needs and populations in the City constantly changing, the Department must be able to adapt its service delivery models accordingly to ensure that people depending on the 911 system for assistance can be properly directed to the most appropriate services. Working with our wide range of partners, examining best practices in the industry and analyzing the needs of the public will assist the Department's response to a changing City.

Action Steps	<ul style="list-style-type: none"> • Explore expansion of the EMS-6 program and the addition of community paramedicine • Work with our allied agencies to establish potential alternatives to ED destination transport • Explore alternative staffing and resource deployment models to address the varied calls for service, and best utilizes personnel and resources (e.g., Quick Response Vehicles) • Following exploration and analysis of these models, review and implement changes as appropriate
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Strategy 4: Improve clinical performance – Building comprehensive measures for clinical medical performance is important to the Fire Department. By incorporating improved data analysis into this review, potential clinical trends can be identified and issues can be addressed by additional training or other methods. Improved Continuous Quality Improvement, as part of an overall risk management plan, is crucial to this strategy. The Department shall make use of improved technologies for EMS, incorporating the Department's new electronic patient care record (EPCR) platform with other platforms.

Action Steps	<ul style="list-style-type: none"> • Explore additional technology for pre-hospital care options • Participate in evidence-based medical research for pre-hospital studies • Create a comprehensive risk management program • Establish a continuous patient care record (PCR) audit process • Review current performance of field providers combined with evidence-based analysis
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Strategy 5: Expand Complex Incident Management Capabilities – Given the variety and complexity of threats to the safety of the public in today's day and age, both man-made and natural, the Department must be prepared and plan for a number of scenarios. In addition, the City of San Francisco regularly hosts large-scale events, where large crowds can provide operational challenges to the Department and strains on Departmental resources. The

Department must be able to properly resource for its day-to-day emergency operations, and must also be prepared for and able to respond to a larger scale incident.

Action Steps	<ul style="list-style-type: none"> • Increase medical surge capacity • Create an Incident Management team tasked with preparing for large-scale, pre-planned events • Develop and drill additional Incident Action Plans • Develop an EMS Strike Team plan
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Strategy 6: Improve radio communications and dispatch systems – Through a combination of both policy and technology solutions, the Department is working to enhance the current communications and dispatch systems, with the overall objective of increasing the dependability of communications and reducing response times through dispatch. The Department is one of the main participants in the City's Radio Replacement project, addressing infrastructure and equipment needs of the current system and upgrading the entire system to be P-25 compliant.

Action Steps	<ul style="list-style-type: none"> • Review Department staffing levels at Department of Emergency Communications • Analyze current dispatch procedures and incorporate additional technologies to assist in efficiencies where applicable • Work closely with other City Public Safety partners on the implementation of the City's Radio Replacement project
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Goal 2: Enhance Fire Prevention and Investigation efforts to adapt to the needs of a growing City – With the demand for services increasing in recent years due to construction activity throughout the City, the resources of the Bureau of Fire Prevention have been strained. Additional staff have been added in each of the last few fiscal years, and resource reallocation within the unit has occurred under the direction of the Fire Marshal. Construction activity is anticipated to continue in the coming years, and the Bureau needs to ensure it is properly resourced and continues its effective code enforcement efforts. Recent legislation passed by the Board of Supervisors has required the Bureau to take on more inspection responsibilities as well as provide additional data to the public. These requirements must be included in the work load of the Bureau to ensure sufficient staffing levels. The Bureau of Fire Investigation has begun to restore staffing levels that resulted from budget reductions a few years ago, and has had a number of new investigators assigned to the Bureau.

Strategy 1: Improve Enforcement of Fire Code – Fire code enforcements is one of the key pillars of the Bureau of Fire Prevention. Fire Prevention staff work closely with the units in the field on residential inspections, and the Department will enhance this relationship as more units are added for inspections through technological advancements and additional training. The Bureau will also continue to work closely with the Department of Building Inspection and other City partners on code enforcement and fire safety issues to best serve the residents and visitors of the

City.

Action Steps	<ul style="list-style-type: none">• Develop, plan and implement Department complaint section under the Bureau of Fire Prevention to manage the entire life cycle of a complaint• Analyze the need for Fire Prevention staff to assist with R1/R2 inspections on an annual basis given the increased number of units that need inspection• Improve training and communication with field units to create efficiencies and ensure up-to-date knowledge of fire code and other legislative changes
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Strategy 2: Analysis of Bureau Staffing levels to meet demands of changing City –
Increased growth of the City, particularly the impact of new construction to the Department's Plan Check Bureau, has put strains on the current resources for Fire Prevention. Further resource needs are to be analyzed as the City's projected growth is anticipated to continue. This includes office space and other staff resources. Funding allocations in recent years have begun the process of restoring staffing and resources to the Investigations unit, and the Department must support these new investigators with sufficient training to fulfill their jobs effectively.

Action Steps	<ul style="list-style-type: none">• Regular analysis of Prevention Staffing model to adapt to regulatory or legislative changes to the fire code and fire safety enforcement• Conduct a space analysis and needs study as the Bureau incorporates new offices as it prepares to move to a multi-agency facility on Mission Street• Collaborate with Department of Building Inspection and City Planning on upcoming City-wide projects• Develop training plan for new Investigators
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Community, Programs & Partnerships

The San Francisco Fire Department is an integral part of the community it serves. Investing in community relationships is extremely important for the sustainability and trust of the Department within the population it serves. Open dialogue with the communities is crucial to providing the best services to the public. The Department places great importance in its standing in the community as it shares a common goal to make the entire City safer and more capable to respond to an emergency event.

Along with improving coordination with community groups, better coordination amongst the Department's partners is important. These communication improvements can assist in presenting a united and consistent message to our partners. The Department works with and depends on support from other governmental entities (including Federal, State and City agencies, other jurisdictions, and other City agencies and Departments) as well as our partners in the private sector. This support can in some cases supplement the Department's budgetary funding, expanding the services available to the Department.

Goal 1: Streamline Department Communications to maximize effective messaging within the organization, City Government and the Community – A consistent message is crucial in the communication of the Department's goals and messages to government leaders and the general public. These efforts are crucial to properly advocate for the Department's interests, from a public policy perspective with community and government leaders but also from a financial perspective given the number of competing interests for funding prioritization.

Strategy 1: Identify and fortify internal & external partnerships – Improving collaboration and communication within the Department is the first step to strengthening relationships with partners outside of the Department. All Divisions and Bureaus across the Department shall be working toward the same goal and promoting healthy communication. Strengthening relationships between Department Administration and labor/employee groups is crucial to this goal as well. The Department should expand and enhance relationships with private partners to make use of additional resources to supplement budgetary funding, expanding services available to the public. The Department will work with the Board of Supervisors and other City partners to better address concerns raised by the public. From an external perspective, working with our healthcare partners to improve system-wide integration is a priority.

Action Steps	<ul style="list-style-type: none"> • Commit to & preschedule regular meetings to ensure clear communications with Employee Groups, Board of Supervisors, the Mayor's Office, and other City and State agencies • Identify measures to improve collaboration amongst Department Bureaus • Target additional Governmental, Business and Philanthropic partners to identify regional initiatives and leverage resources • Strengthen relationships with local hospitals
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Strategy 2: Strengthen SFFD media relations – By fostering a better relationship with the media, the Department can improve trust and communication with the community and the public.

The Department should use media opportunities to better showcase our exemplary employees, making the public aware of all services and functions that the Department provides. The Department can leverage relationships with the media to assist with public outreach and education to the community, serving as a conduit for information and messaging. The Department can utilize positive media relations to be helpful in large-scale incidents by incorporating their resources into Departmental responses as appropriate.

Action Steps	<ul style="list-style-type: none"> • Streamline communications through the Department's PIO • Collaborate with Employee Groups to establish a media agenda for Department needs • Initiate media outreach and schedule appearances to update the public on Department news and community involvement • Increase Public Outreach & Communications staff to include a Digital Specialist, administrative support and an additional PIO. • Increase Twitter, Facebook and Instagram presence and ensure accurate, on-time information. Keep up-to-date of new social media platforms • Create a joint Administration and Labor policy for social media, on and off-duty • 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
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Strategy 3: Reinforce SFFD internal communications – In addition to media and external communications to the public, clarity and coordinating messaging internally within the Department is extremely important. From the Chief of Department to firefighters in the field, improved communication will be of benefit to all parties, and allow for all members to be more invested in the Department. By providing relevant and timely information to all members of the Department, the Department can foster better collaboration amongst all ranks and disciplines. The Department should develop better ways to incorporate feedback and communication in both directions in the chain of command.

Action Steps	<ul style="list-style-type: none"> • Encourage participation in committees, special events and planning from members and civilians from a variety of ranks, classifications and Divisions • Review current Departmental communication methods and utilize a variety of mediums to increase ongoing communications to the field from Administration • Commit to and preschedule Station Visits for the public for coffee and discussion • Improve administrative response to member's General Form submissions • Review current Departmental communication methods and identify alternative methods to better internal communications
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Goal 2: Expand SFFD Community Programs to ...- While the community and the neighborhoods of San Francisco is the population it serves, they are also some of the biggest advocates for the Department. The Department should be able to cultivate those resources better by improving outreach and communication to the Community. By educating and preparing the community for various types of situations, the Department can improve the overall efficiency of a City-wide

response, and focus resources where they are most needed in an emergency. These groups become more invested in the health of the Department, and in turn the health of their own communities.

Strategy 1: Develop a community outreach plan – The Department should develop a comprehensive community outreach plan, to methodically outreach to as many populations and communities as possible. By using a variety of tools to enhance relationships with neighborhoods, the Department can better establish trust and open communication with the people it serves. Through improved interaction and communication with the community, the Department can better identify the concerns and priorities of the community to address them in a comprehensive manner.

Action Steps	<ul style="list-style-type: none"> • Expand Department Operations participation at neighborhood and community meetings and events • Participate in Police Community Meetings • Update outreach materials for community meetings • Incorporate new Fire Prevention and Investigation resources into outreach plan
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Strategy 2: Cultivate Community preparedness programs – The Neighborhood Emergency Response Team (NERT) is an extremely valuable resource for the Department, having trained thousands of volunteers in disaster preparedness. The Department strives to prepare and educate the community, both for their own safety in a large scale disaster but also to be better able to help their neighbors and other community members if emergency responders are not immediately available. Enhancing the availability and scope of public education and literature, in multiple languages, is a part of this goal. By leveraging the success of the NERT program with additional partners to enhance the program, the Department can target a variety of population and demographics. These programs allow individuals to make an investment in their own community and foster neighborhood involvement and empowerment.

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

The most important resource the Department has is its workforce, and the health and wellness of those employees is paramount to the well-being of the Department. The unique requirements of the job result in a high level of stress for employees, both physically and emotionally. There are both short-term challenges, such as an acute injury, to long-term issues, such as cancer, which is prevalent in the fire service. Both cases present their own issues and strategies for solutions.

Recognizing these unique challenges is crucial to fully supporting the employee, as they can have an impact on both work life and home life. A healthy workforce reduces the chances of injury on the job, and allow the Department to best serve the community.

Proper health and wellness has both short and long-term benefits for the employee. As data is gathered and trends are identified both within the Department and industry-wide, and as the fire service becomes better educated on these issues, programs would be developed to properly meet the needs of members and their specific situations.

The City of San Francisco has taken great steps to encourage employee health and wellness. The Department should leverage these efforts and go beyond, to customize programs for the unique challenges faced by firefighters and EMTs/Paramedics. A complete and proactive health and wellness program carries over from the employee's work into all areas of their life.

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

SFFD – This goal entails creating a more positive work environment with happier and healthier employees, improving individual health and relationships. Improving the health and wellness of members can increase morale as well as enhance the overall quality of the members' work and home lives. Department members become better role models for the community by practicing good health and well-being habits. Supplementing resources and education available for Department members help them make informed decisions about their health. With health and wellness improvements, the Department strives to increase productivity while reducing injury, helping reduce long-term costs for the City and Department.

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

The Department's health and wellness program should strive to assist members in addressing every aspect of their overall health – physical, mental and emotional. The Department should better leverage and incorporate already-existing City programs and resources for health and wellness, while modifying and taking into consideration the different and unique challenges of the fire service that differentiate it; and improve resources available to Department members and disseminate materials easily to members. Having it known and communicated that the members' health and well-being matters is good for Department morale.

Action Steps

- Create a voluntary employee wellness program and better utilize the City's existing wellness resources

- Work with City's Wellness Program Coordinator to improve employee participation incentives
- Develop additional Cancer awareness, education, & screening programs for members, and strive for 100% participation rates
- Update Health Check Standards
- Coordinate SFFD guidelines with best ergonomic practices and OSHA requirements

Strategy 2: Improve mental health advocacy and education for members – Along with the physical health of employees, mental and emotional health are extremely important to the overall health of first responders. Daily exposure to high-stress situations and traumas are part of the job, and provide challenges for employees from their work environment that can carry over to other aspects of their lives and take a toll on members. Bringing awareness to these issues and providing avenues of assistance for members can help develop a better understanding of the problems surrounding first responder mental health.

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| Action Steps | <ul style="list-style-type: none"> • Increase SFFD Stress Unit resources, including the potential of contracting to provide employee assistance • Increase mental health awareness education for incoming and current staff |
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Strategy 3: Improve physical safety in the work environment – Keeping employees healthy and on-duty is a top priority, as a sick and disabled employee is not good for either the employee or the Department. A safe work environment is a key part of that strategy, ranging from proper use of equipment, safe facilities, and correct operational techniques and procedures. Attention to these details will allow members to feel supported by the Department. By identifying best practices in the industry, the Department will be able to make use of improvements and data to best serve our members. Once proper policies and procedures are developed, education and training are needed to achieve this, and reinforcement of these practices is required. The Department should strive to set the standard for employee safety in the fire service.

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| Action Steps | <ul style="list-style-type: none"> • Determine the most common employee injuries and their causes • Develop an education and training program to address the most common injuries • Formalize a process for communicating common health hazards to members in the field and incorporating common hazards into new training modules • Collaborate with the Industrial Hygienist and Cancer Foundation to reduce cancer causing exposures in the workplace |
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Infrastructure

Infrastructure serves as the backbone of the Fire Department, allowing the Department to carry out its core mission. From logistical support to financial support, the Department's infrastructure is crucial in responding to rapidly changing technologies and an increase in demand for services. The Department's facilities and equipment directly support first responders and give those individuals the tools required to do their jobs.

Efficiencies developed within the framework of the Department's infrastructure can lead to cost savings as well as overall improvements in the delivery of services. Whether improvements are the procurement of new equipment, the implementation of new technologies, or maintaining current facilities and equipment, sustaining a strong infrastructure is crucial to Department operations. When there are financial constraints, infrastructure is often over-looked, sacrificing long-term health for short-term gains. Identifying sufficient funding to support and sustain current infrastructure, as well as the enhancements required to meet the needs of an ever-changing City, is a crucial goal of the Department.

The stability and strength of the Department's infrastructure is crucial not only to support the everyday emergency response carried out by the brave men and women of the Department, but also for surviving a large-scale disaster event, man-made or natural.

Goal 1: Expand revenue generation/funding alternatives – From a budgetary perspective, the Fire Department is supported predominantly by the City's General Fund, making it susceptible to economic fluctuations of the City's overall financial health. However, the Department provides a critical core public safety function for the City, and the Department has not seen its need for services decrease during economic downturns. The Department must be able to fund its operational and support functions even in down economic times.

Strategy 1: Explore alternative sources of funding - Given the Department's significant dependency on the City's General Fund, as well as the competition amongst City Departments for those limited General Fund dollars, the Department must find additional avenues of funding to adequately address the needs of the Department. The Department shall research and explore the possibility of Department-specific parcel taxes, impact fees, set-asides and general obligation bonds to augment the financial resources currently available to the Department. The Department should also develop a plan to identify and promote more private donations to the Department.

Action Steps	<ul style="list-style-type: none">• Research additional funding options, such as Department-specific Impact Fees, parcel taxes and general obligation bonds• Develop a plan to identify availability and uses of private donations to the Department• Seek and apply for grants that enhance/supplement/promote Department goals
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Strategy 2: Capture all supplemental reimbursement for medical calls - As the costs for providing medical services continue to rise while Federal and State reimbursement for these services stay the same or decrease, it is becoming increasingly clear that a department's costs for providing emergency medical services far outweighs the reimbursement received for those

services. The Department should look to establish an EMS revenue officer. In addition to overseeing regular Departmental billing and collections, this position would enhance the Department's Ground Emergency Medical Transport (GEMT) reimbursement and claim program, while at the same time work with the applicable Local, State and Federal entities on other EMS revenue programs being developed or coming on the horizon. The Department should continue to study the impacts on projected revenue of the continually changing healthcare and insurance environments.

Action Steps	<ul style="list-style-type: none"> • Establish an EMS revenue officer • Enhance the Department's Ground Emergency Medical Transport (GEMT) reimbursement • 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)
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Strategy 3: Undergo comprehensive analysis of current Departmental fee structures and explore other opportunities for fee-for-service programs - Due to legislation or policy restraints, the Department is limited as to what service fees it can charge. However, fee revenue is a source of income for the Department. The Department will establish a plan to regularly conduct a comprehensive review of its fee structures and schedules to determine that all costs associated with providing the service are recovered. The Department should also undergo an evaluation of its service model to determine if there are additional areas where the Department could make use of a fee structure to ensure it is able to recover the costs of providing services within the scope of applicable legislation. The Department is to regularly review the billing potential of existing services that it provides, as well as conduct an assessment of current and potential revenue streams.

Action Steps	<ul style="list-style-type: none"> • Continuously review fee structures and schedules to determine that all costs associated with providing a service are recovered • Within the scope of applicable legislation, evaluate additional potential fee for service areas within the Department.
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Strategy 4: Develop a grant application and administration infrastructure - Given the Department's competition for the City's General Fund dollars, grants have been an important funding source for the Department in recent years, funding initiatives spanning staffing, facilities and equipment. However, given limited resources, the Department lacks centralized procedures and work flow for grants. The Department should develop and establish a grants unit, responsible for the entire grants process, from identification and application of grants to administration and monitoring. The Department should work to improve the processes for proposing and vetting grant project proposals by establishing a grants committee workgroup. The Department should improve communication and outreach to grant units of other jurisdictions to find examples of approved projects.

Action Steps	<ul style="list-style-type: none"> • Establish a centralized procedure and workflow for grants • Establish a Grants Unit/Committee, responsible for the entire grants process, from identification and application of grants to administration and monitoring • Pursue funding for a Department grant writer
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- Initiate outreach to other entities who have been awarded previous grants

Strategy 5: Leverage the Department's Division of Training for enhanced revenue opportunities - The Department should look to make broader use of its current two training facilities, located at 19th and Folsom Streets as well as on Treasure Island. Given the unique characteristics of these sites and their ability to host a variety of classes, the Department will make efforts to develop a training plan to bring classes to these sites to host other jurisdictions, charging for the use of the various facilities and/or the instruction of the trainings themselves. These revenue funds can provide funding for updates to the training facilities or equipment. In addition, the Department will explore an Instructional Service Agreement with City College of San Francisco, which would allow the Department to capture additional revenue for the Department's current training curriculum while at the same time provide valuable training opportunities to current members for career development at little to no cost.

Action Steps

- Establish a fee-for-use service for other jurisdictions/agencies at the Treasure Island Training Facility.
- 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.

Goal 2: Update aging facilities, equipment, and apparatus in order to meet the Mission of the Department – Department facilities are unlike other City properties - members work and live out of these facilities. The condition of facilities can pose health and safety issues for fire and medical personnel. Similarly, the Department's apparatus are not just vehicles to get members from place to place – rather, they are life safety equipment that are essential to doing the job at the scene of an emergency. The proper maintenance, repair and replacement of facilities and equipment are crucial to support the Department's commitment to safety for its members and to the general public.

Strategy 1: Develop an alternative vehicle procurement process – Replacement of Departmental apparatus is crucial to the overall response of the Fire Department. An old and outdated vehicle fleet results in increased costs and inefficiencies, as well as potential safety concerns for members. The Department has worked closely with the Mayor's Office to develop an equipment and vehicle replacement plan, which needs to continue in the future.

Action Steps

- Draft an alternate "life-cycle replacement schedule for apparatus" per NFPA (1901) and NFPA (1917) plan standards
- Receive approval and funding for the proposed schedule, with the goal of being up to par in three (3) or five (5) years.
- Once the entire fleet is modernized, create a sustainability plan for the future for both front-line and relief apparatus.
- Incorporate the latest in industry and technological standards into Departmental specifications for equipment and vehicles

Strategy 2: Update aging facilities in order to support current & future technologies – Given the age of the Department's facilities, many are unable to support the current & future technology

needs of the department. From communication/dispatch capabilities to standard electrical capacity, many of the Department's facilities are unable to handle the demands of today and are in need of upgrade. While some replacement is planned as part of general obligation bond work, the need for a scheduled replacement and upgrade of all facilities is needed as the Department moves forward.

Action Steps	<ul style="list-style-type: none"> • Develop a plan to remodel and/ or rebuild two (2) Fire Stations per year until all facilities are modernized. • Fund and properly staff a maintenance schedule to ensure our facilities remain in peak working order • Establish a station template for new construction, incorporating minimum standards and characteristics to support the needs of a modern firehouse of today • Update technological infrastructure at all Department locations to support dispatch and communications upgrades currently available
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Strategy 3: Develop a standard plan for Department facility expansion based on City growth predictions – As the City's population and development growth is projected to increase in coming years, the need for additional fire stations is projected in order to meet the increased demand for services. These new resources need to account for the increased density of both population and buildings of the City. The plan for a new Training facility, including land acquisition, is of highest priority over the next five years along with a new Bureau of Equipment (BOE) facility.

Action Steps	<ul style="list-style-type: none"> • Develop a standard formula for expansion based on population growth, new developments, traffic patterns and call history • Establish a plan to secure funding and procure land to build a new, state of the art training facility, incorporating a comprehensive needs assessment for the Department's training requirements • Install additional training features into new and upgraded facilities
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Strategy 4: Modernize equipment and update inventory parts – Without replacement, not only does the department encounter increased maintenance and repair costs as well as potential equipment failures, but the Department also misses out on technological advancements and improved industry standards. There is a clear need for the Department to be able to regularly replace and upgrade equipment on its front-line apparatus, and to have sufficient inventory to outfit additional relief units or for additional crews that are deployed in a natural/man-made disaster response.

Action Steps	<ul style="list-style-type: none"> • Purchase a full complement of tools, equipment and supplies for every frontline and relief piece in the Department • Explore present-day industry standards for equipment, and incorporate best practices into procedures for use and replacement • Continue to upgrade power tools from gas to battery-powered • Fund an effective, sustainable, flexible water delivery system for the City, enhancing the Department's domestic and auxiliary water supply systems
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Strategy 5: Update inventory control processes to reduce damage, loss and spoilage – Enhanced inventory tracking is a need for the Department, for both accountability purposes and

efficiency. Given the volume of supplies and equipment the Department is responsible for, improvements in inventory tracking is crucial. The Department should make use of current technologies to improve tracking and reporting of inventory.

Action Steps

- Roll-out an inventory system to track apparatus, equipment, tools and supplies
- Automate and improve upon equipment requests and restocking processes
- Analyze data recorded through new processes, and develop new policies and procedures to reduce inventory loss as needed
- Formalize inventory and logistics structure as the Department prepares to move into new EMS facility

Strategy 6: Evaluate the feasibility of a transfer of the General Services Agency Fire & Ladder Shops over to the SFFD's Bureau of Equipment – The Department's Bureau of Equipment works closely with Central Shops, relying on them for such services as wooden ladder repair and construction, vehicle repair, and brass fabrication. By potentially absorbing and leveraging these resources and incorporating these functions under the Bureau of Equipment, the Department could better prioritize work and improve efficiency. The Department should also develop a plan to create/manage its own in-house machine shop, which would be cost effective and improve work processes.

Action Steps

- Perform a cost analysis of the transfer process and long-term cost-saving projections
- Confer with Departments such as SFPUC who have absorbed Central Shops functions into their Departments
- Consider the potential of these units in planning for a replacement Bureau of Equipment facility
- Explore potential of and provide a justification plan for the addition of positions from the trades into the Department's budget

Goal 3: Use technology effectively to improve public transparency and to support staff with strategic and operational decisions – With advances in technology in recent years providing avenues for integration into the fire service, the Department must use these tools to improve the efficiency and service delivery performance to the public. The Department also has an obligation to be as transparent as possible to the public with its data and metrics. In many cases, the issue is being able to make use of existing technologies to allow the public access to data. The Department has made progress along those lines, with work on the EMS data working group dashboard and efforts to move Fire Prevention data on-line, but these efforts will continue.

Strategy 1: Make SFFD measurable activity data easily accessible internally through real-time dashboards and externally through on-line data portals – The Department's internal HRMS system is used daily by Department employees for purposes such as reporting, scheduling, inventory, training and payroll. However, upgrades to this system could result in increased capabilities for the Department, including user data reporting and analysis. There are also a number of avenues where Department data is available for public consumption, either through the

Department or other City portals. The Department should look to increase the types of data availability and the ease of access to it.

Action Steps	<ul style="list-style-type: none"> • Review existing SFFD datasets in SF Data Portal and determine if any additional datasets should be offered. • Work with DataSF staff to provide the public with additional dashboards based on the existing datasets. • Continue work in the presentation of building inspection and other Fire Prevention data and information through an easy to use public interface. • Upgrade Departmental HRMS to allow SFFD employees access to additional individual and Departmental data while improving business intelligence capabilities
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Strategy 2: Deploy and develop mobile applications that provide secure access to the SFFD data repository – The Department has focused on making mobile technologies available for end users in the field to assist with their day to day activities, from tablets used by Chiefs to assist with incident management to electronic medical record documentation for patients. Wireless networking in the field for mobile devices for training and documentation can result in time efficiencies that were not possible just a few years ago. These technologies depend on a mobile network and wireless infrastructure to deliver. With the onset of these mobile technologies, however, the Department must ensure that it can provide a safe, secure mobile network for all Department devices, as well as solutions to manage that network for IT staff. With secure mobile management, the Department could roll out any number of current applications to mobile users.

Action Steps	<ul style="list-style-type: none"> • Deploy all new SFFD internal applications using a uniform responsive interface, easily rendered in desktops and mobile devices • Continued work with the Department of Emergency Management in the deployment of mobile applications to emergency vehicles • Complete the installation of a standard Mobile Deployment Management tool to all SFFD devices • Provide SFFD personnel training on existing online tools deployed as part of the City enterprise agreements
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Strategy 3: Use technology to fully support front-line operations employees to meet the Department's mission – There are a number of technological solutions that can be implemented to provide members with tools in their efforts of planning, responding and documenting emergency incidents. Technology can be used to reduce response times, as well as improve fire fighter safety by increasing the information available on scene. With the dependence on the stability of radio communications at the scene of an incident, technological advances in this area can have a direct positive impact on the health and safety of the Department's members.

Action Steps	<ul style="list-style-type: none"> • Working with the Department of Technology to extend fiber and wireless networks to all Departmental facilities • Conduct assessment and review of industry standards and alternatives for technology implementation • Working with other City partners, establish data relationships to provide first responders with the most current building and incident information upon dispatch • Working with other City partners, replace the outdated radios installed in Department vehicles and stations, and upgrade the handheld radios used daily by personnel.
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The new system will provide better coverage throughout the City, including improvements in critical city facilities, BART and Muni underground, and in the developing Bay View/Hunters Point area.

Goal 4: Develop an efficient and reliable IT infrastructure - Until recently, the Department's IT staff was not resourced sufficiently to support the IT needs of the Department. Staff were relegated to dealing with issues as they came up, and could not commit to long-term plans due to bandwidth issues. In the past couple of fiscal years, additional allocations for IT personnel have increased the availability of resources for the Department. With this comes the focus on establishing a formal IT infrastructure, from both a systems and personnel perspective, which will support the Department for years to come and allow the discovery, testing and implementation of various technologies into the Departmental service model.

Strategy 1: Develop a comprehensive Technology plan for the Department – With the changes and possibilities due to new technologies, and their potential positive impacts to the delivery of Fire and EMS services, there are many areas in the Department where additional technology support will improve the efficiency of service delivery and information transparency. However, further study on those alternatives is needed, to ensure consistency and coordination across all Department functions and to ensure all technologies work together with other Department and City systems. The Department must analyze where these new technologies can assist in accomplishing the Department's overall mission, and in turn, how they should be implemented.

Action Steps

- Conduct assessment and review of industry standards and alternatives for technology implementation
- Establish a Departmental Technology Committee to solicit feedback and input from field and administrative members of all ranks and disciplines
- Develop a technology plan for the Department, setting out goals for future technology implementation and integration and a formal structure of the IT staffing group
- Establish minimum technological standards for all firehouses that will serve as a guide for all stations to be remodeled/rebuilt in future years in order to maintain consistency across all platforms and stations

Strategy 2: Streamline operations and infrastructure to eliminate unnecessary duplication, to increase efficiencies, improve security and reduce costs – Whether it is the consolidation of existing work flows, availability of data for analysis or new tools, technology provides the Department with opportunities to improve the services it provides to both its members and the public, while at the same time providing cost and work flow efficiencies. These efforts would be undertaken in accordance and conjunction with City technology policies.

Action Steps

- Work with the Department of Technology in completing the migration of SFFD servers to the MS Azure data center

- Work with the Department of Emergency Management and the Department of Technology in configuring new firehouse switches that can eliminate the need for duplicate single function devices at each location
- Use cloud technologies to achieve secure, scalable and cost efficient computing capabilities
- Develop hardware and software policies in line with City-wide policies that allows for consistency across the Department

Strategy 3: Ensure the SFFD technology and public safety infrastructures have robust and reliable disaster recovery and security capabilities to support the continuity of operations -

As a Department providing crucial public safety service, continuity of operations in a disaster is crucial. Part of this is the technological infrastructure support for field operations. In addition, as cyber threats become more and more prevalent, the need for a secure technology infrastructure is paramount to protect sensitive information and applications as well as support the continuity of operations.

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| Action Steps | <ul style="list-style-type: none"> • Working in conjunction with Department partners and their respective systems, develop a comprehensive disaster recovery plan for the Department • Complete an analysis of Departmental security IT needs • Protect sensitive data through the deployment of robust security and privacy programs |
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Strategy 4: Ensure the SFFD IT workforce has the knowledge and skills to support the SFFD technology services and infrastructure – As the Department can bring on additional IT staff, it is essential that we provide these members with the most current technologies to assist Departmental end users. As new technologies are developed, the Department must be on the cutting edge of implementation, providing benefits to both our members in the field and the public. Availability of training for IT staff is a large part of that, working with the Department of Technology, as well as outside vendors.

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| Action Steps | <ul style="list-style-type: none"> • Ensure IT staff have access to up-to-date technologies to support the changing needs of the Department • Provide Training for IT staff on new software applications and hardware that can eventually be rolled out to Department end users • Explore further the use of consultants when specific expertise is not available elsewhere in the City |
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Recruitment, Staffing & Training

The Fire Department of the 21st century will be operating in an environment that will experience changes at a rate never before seen in the delivery of emergency services. To that end the personnel must be prepared to meet those changes and it is incumbent upon the Department to provide the training and support that will give every employee an opportunity to succeed.

The basic building block for that success is the selection and hiring of qualified employees that are representative of the community that the Department serves. Recruiting efforts should be directed at maintaining a department that is diverse and responsive to the needs of the citizens.

New technology may also identify efficient ways of delivering not only the traditional services provided by a department, but open doors to other support that employees of the Department might be called upon for service.

Staffing levels for all divisions, bureaus and assignments need to be analyzed for the most efficient delivery of services. The Department intends to take a proactive approach in anticipating openings in supervisory ranks so that candidates can be properly prepared through experience, training and education.

Training provided through the Department will be based on best practices in the industry and will be compliant with national standards. The department will explore training opportunities and certification standards that are endorsed by the California State Fire Marshal through the division of State Fire Training.

The Department will also maximize economic and training opportunities that are provided through an Instructional Services Agreement with City College of San Francisco and through an affiliation with California Joint Apprenticeship Committee (Cal-JAC).

Goal 1: Ensure staffing levels, recruitment and hiring processes meet the growing needs of the Department – As the community it serves grows, and as training requirements become more advanced and changes in the industry arise, the Department must make sure it has appropriate human capital to serve the residents and visitors of this great City, and that these individuals are prepared as best as possible to do their jobs. The members of the San Francisco Fire Department are the greatest resource the Department has. It is crucial to recruit, hire and train appropriate levels of personnel to meet the dynamic demands of San Francisco.

Strategy 1: Develop an entry level Firefighter and EMT/Paramedic Recruitment Plan designed to reach all of the San Francisco Bay Area's diverse communities – The City and County of San Francisco, as well as the surrounding region, provide a wealth of diversity in the people that live and work here. The employees of the Department should reflect the diverse population it serves. The Department shall work to ensure it reaches all these various communities on the processes and expectations of working for the San Francisco Fire Department. The recruitment process should help integrate the various communities better into the Department, enhancing the overall level of service provided to the public.

Action Steps

- Revamp neighborhood outreach programs
- Create an entry level Job Announcement flow chart with clearly defined pre-requisites, expectations and timelines

Strategy 2: Increase the total number of Department positions to meet the growing needs of the Department – With the population and development of the City projected to increase in the coming years, the demand for Departmental services will increase as well. To meet this demand, the Department must staff and resource sufficiently. With additional fire stations anticipated to come on-line soon, the Department must be able to bring on additional staff to support those stations. Support staff, both uniform and civilian, will be needed to carry out the Department's core functions.

Action Steps

- Review staffing levels in each Division, both Civilian and Uniformed
- Align staffing levels with comparable City Departments and NFPA recommendations
- Analysis of Departmental growth in conjunction with growth in the City overall

Strategy 3: Develop Comprehensive Succession and Staffing Plans – The Department must be staffed appropriately to allow it to meet its Mission. This plan is to incorporate all available information about overall staffing levels and hiring, including projecting retirements and changes in service levels. This staffing plan is to include administrative and support staffing needs as well. The need for regular analysis of daily staffing levels, for both Fire Suppression and EMS, should be incorporated to ensure the Department is meeting the demands for services. In addition, the need for a succession plan is a high priority for the Department, to identify how to replace knowledge and experience of Department leaders who promote or retire from various ranks. This will increase Department preparedness for personnel changes while allowing continuity of leadership for the Department going forward, spanning all ranks of the Department. functions.

Action Steps

- Utilize demand analysis for staffing
- Create a multi-year promotional plan to encourage career-ladder development
- Initiate succession planning to address continuity of operations at all levels of the Organization
- Research and identify trends concerning workforce retirements
- Develop a plan to reduce dependence on the mandatory overtime system
- Regularly evaluate the City's ambulance staffing schedule to ensure it meets changing system demands and provides a variety of options for employees
- Develop a plan to attract and retain talented Civilian MIS, Communications and other administrative professionals

Goal 2: Create a culture that values ongoing leadership development – The men and women that make up the San Francisco Fire Department are the Department's greatest resource, and the continued professional development of those members is crucial for the health of the Department. The SFFD will provide a