



**San Francisco  
Fire Department  
FY 2004-05 Annual Report**

On the cover:

Members of a San Francisco Fire Department Ladder Truck Company ventilate a roof during fire operations

## San Francisco Fire Department—Annual Report FY 05—06

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



Frederico Sanchez  
Deputy Chief—Operations



Gary Massetani  
Deputy Chief—Administration



**SAN FRANCISCO FIRE** **DEPARTMENT**  
CITY AND COUNTY OF SAN FRANCISCO

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

Dear Mayor Newsom,

Fire Commission President Conroy and I present the Fire Department's Fiscal Year 2004-2005 Annual Report for your consideration.

Last year, we overcame fiscal challenges and shortfalls to provide the high level of response that our citizens and residents demand and deserve, without interruption or elimination of services. The fiscal challenges still remain, but so do the needs of the public, and we will continue to meet their needs and to exceed their expectations.

This year was one of preparation and planning for our Department. The centennial of the Great Quake will soon be upon us and the Fire Department's Historical Society, the Hook-and-Ladder Society and my staff have already started planning for April 18th, 2006. We have also finalized plans for the construction of our Department Operations Center. The FDOC will be located in our Headquarters building and will enable Command and Support staff to monitor operations anywhere in the City in real-time through computers and satellite communications devices.

I am proud to be the leader of the San Francisco Fire Department and I recognize how valuable the Chiefs, the Officers, the Firefighters and the Paramedics are to my leadership. Serving the residents and visitors of San Francisco is not just our duty, it is our honor. The San Francisco Fire Department stands prepared and ready to meet the emergency service needs of our City anytime and anywhere.

Respectfully Submitted,

A handwritten signature in blue ink that reads "Joanne Hayes-White".

Joanne Hayes-White  
Chief of Department

# **SAN FRANCISCO FIRE DEPARTMENT**

## **MISSION STATEMENT**

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

## **VALUES STATEMENT**

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

# Fire Commission



*From Left to Right:  
Commissioner Douglas E. Goldman M.D.  
Commissioner Clementine Clarke  
President Paul Conroy  
Mayor Gavin Newsom  
Chief of Department Joanne Hayes-White  
Commissioner Rosemarie  
Fernandez-Pifer  
Vice President Stephen A. Nakajo*

## ANNUAL STATEMENT OF PURPOSE

Fiscal Year 2004-2005

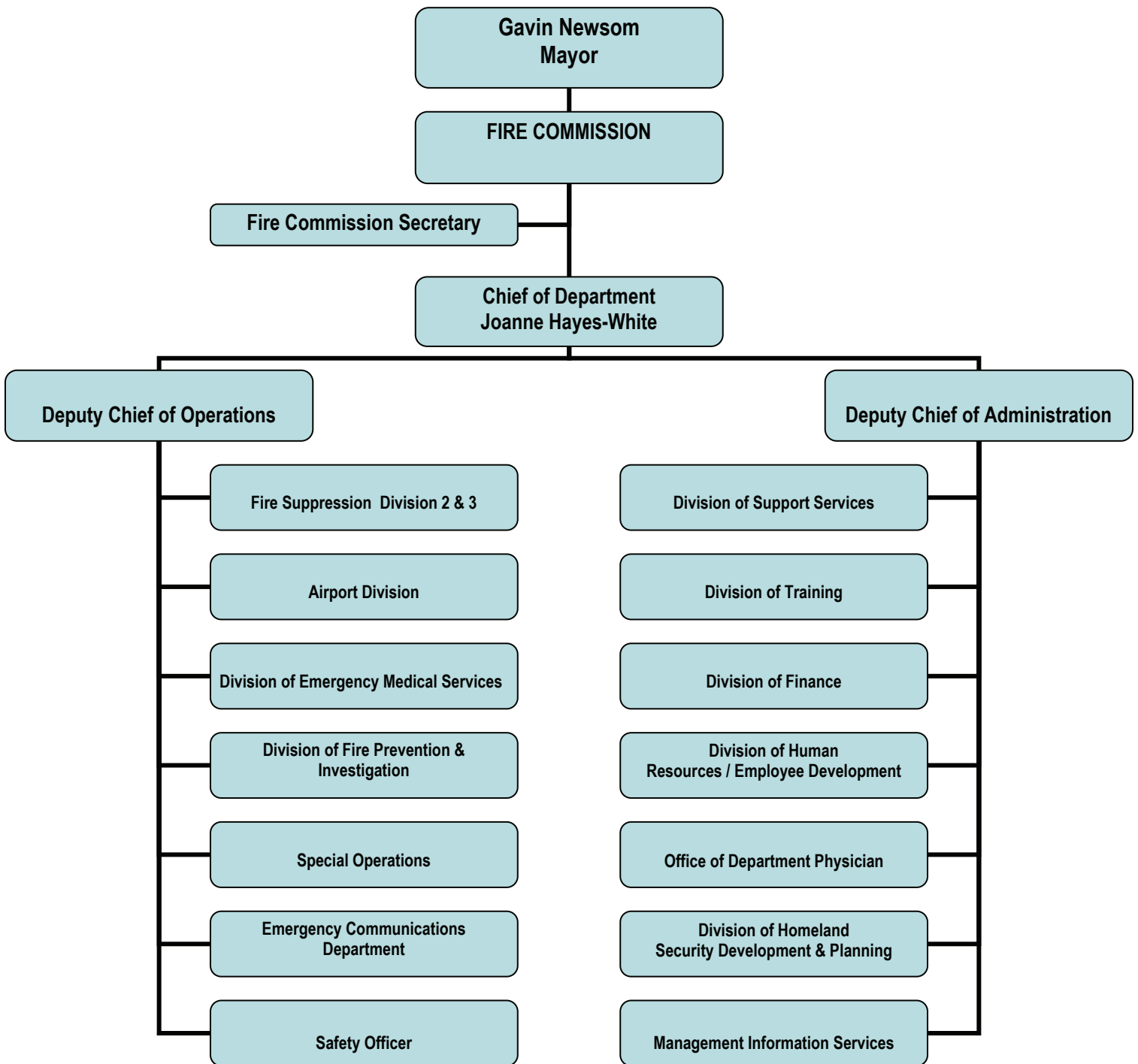
The Fire Commission is responsible for effective implementation of the San Francisco Fire Department's mission statement. The Commission meets that responsibility through the following activities.

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

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



**San Francisco Fire Department**  
As of June 30, 2005



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



# Operations

The San Francisco Fire Department's goals are to provide the highest quality of emergency services and to promote community participation in fire prevention and disaster preparedness. Protection is provided to citizens residing in the 49 square miles of San Francisco and extended to an additional 750,000 visitors and workers during the business day. Resources consist of 42 Engine companies, 19 Truck companies, 20 Ambulances, 2 Rescue Squads, 2 Fireboats, and 19 special purpose units. Companies are organized in two Divisions and are further divided into 10 Battalions. The Airport Division is comprised of three firefighting stations located at the San Francisco International Airport.



## INCIDENTS

July 1, 2004 through June 30, 2005:

**Total Incidents 97,285**

<i>Resource Utilization</i>	<i>Incidents</i>	<i>%</i>	<i>Code</i>	<i>Incidents</i>	<i>%</i>
EMS (Medic Only)	22,247	22.9	EMS 3	1,161	1.2
Fire	23,652	24.3	EMS 2	21,086	21.7
Fire/EMS	51,386	51.8	Fire 3	22,976	23.6
			Fire 2	676	0.7

<i>Unit Type</i>	<i>Responses</i>	<i>%</i>
Chief	21,432	8.3
Engine	88,814	34.5
Medic	87,677	34.1
Other	7,158	2.8
Rescue Capt.	11,443	4.5
Truck	40,576	15.8



<i>Battalion</i>	<i>Incidents</i>	<i>%</i>
B01	10,634	10.9
B02	15,752	16.2
B03	16,281	16.7
B04	9,624	9.9
B05	7,757	8.0
B06	7,529	7.7
B07	5,007	5.1
B08	8,266	8.5
B09	7,798	8.9
B10	9,129	8.9

## Incidents By Situation

<i>Situation</i>	<i>Incident</i>	<i>%</i>
Car vs. Pedestrian/Bike	1,010	1.0
Cardiac	3,239	3.3
Explosion	151	0.2
False Alarm	13,468	13.8
Fire	3,748	3.9
Good Intent	1,359	1.4
Gunshot Wound	71	0.1
Hazard	1,672	1.7
MCI	575	0.6
MVA	61	0.1
Natural Disaster	20	0.1
Not Classified	1,556	1.6
Other	398	0.4
Other Code 2 Medical	23,088	23.7
Other Code 3 Medical	33,026	33.9
Rescue	2,552	2.6
Respiratory Distress	5,095	5.2
Resuscitation	2,177	2.2
Service Call	3,853	4.0
Stabbing	185	0.2

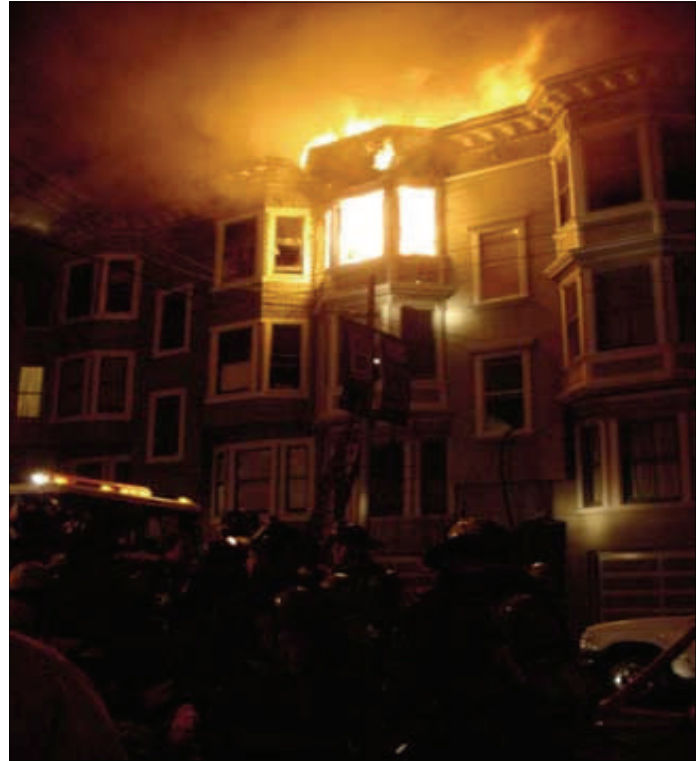


## Fire Suppression

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

### Division 2

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



### Division 3

Division 3's primary response area includes the South of Market area of San Francisco, extending through the south-western boundaries and up to the southern border of the City. San Francisco International Airport, Treasure Island/Yerba Buena Island and the Hunter's Point Naval Shipyard fall within the operational jurisdiction of Division 3. Division 3's jurisdiction includes many types of residential and commercial buildings, underground construction, wood-frame residential structures in densely populated neighborhoods such as the Mission district, and the only heavy concentration of industrial occupancies found in the city.

Division 3 is also the primary responder to the city's Public Transportation maintenance and repair yards and an extended area of port facilities. Division 3 personnel conduct primary cooperative training with the San Francisco Police Department for Metropolitan Medical Task Force operations.





## Emergency Medical Services (EMS)

The Emergency Medical Services (EMS) Division is responsible for planning, development, implementation and clinical oversight of all Basic Life Support, Advanced Life Support, First Responder, EMT and paramedic programs, related to the care of patients at 9-1-1 medical emergencies. In Fiscal Year 2004-2005, the fire department responded to over 73,000 EMS and EMS-related incidents, 60,296 of which resulted in hospital transports by ambulance. The EMS Division generated over \$41 million dollars in Accounts Receivable Invoices and recognized sixteen million, two hundred thousand dollars in revenue from the delivery of health care and EMS services.

The Section Chief for EMS Operations supervises the day-to-day delivery of medical care and works closely with the department's Bureau of Assignments to coordinate staffing of all ambulances units and Paramedic Engine Companies. The EMS Operations Chief oversees the efforts and activities of the field clinical supervisors, the Paramedic Rescue Captains. These officers, senior paramedics all, are responsible for on-scene command-and-control of all aspects of emergency medical care, treatment and transport. The Section Chief for EMS Operations also consults with the department's Second-in-Command, the Deputy Chief of Operations.



### Continuous Quality Improvement and Risk Management

The Continuous Quality Improvement (CQI) and Risk Management team reviews and analyzes system performance with the goal of improving patient care and reducing clinical risk. This section provides comprehensive data analysis, develops reports, tracks and documents investigations of clinical concern, manages medical records, maintains biomedical equipment, and under the guidance of the Chief Financial Officer (CFO) oversees the EMS billing and revenue program. The CQI/RM section also includes the department's Privacy and HIPAA Compliance program, the Diversion Control program for controlled substances management and the BioHazard Waste project. CQI/RM officers consult on equipment and medication procurement and are responsible for development of all purchasing contracts and contract language for EMS and emergency medical procurements.

## Performance Management

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

## Risk Management

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



## EMS Billing and Revenue Program

Under City Charter, the San Francisco Fire Department levies a fee for the provision of Emergency Medical Services to the public. The fee schedule is set by the governing Board of Supervisors and is updated annually. During Fiscal Year 2004-05, patient accounting reflected the following:

Total Accounts (patients) services	51,579
Total Transports	60,296
Total Billable Accounts	40,423
Total Non-Billable Accounts	19,873
Total Billed (A/R)	\$41,097,083.28
Total Cash Collected	\$16,282,239.57

## HIPPA Compliance and Privacy

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

## San Francisco International Airport Division

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

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



The Airport Division staffs three fire stations, one at the intersection of the airport's four runways, another at the end of the two longest runways, and a third station at the end of the two shorter runways. Airport members staff four Aircraft Rescue Firefighting Vehicles (ARFF Units), specialty vehicles for response to incidents involving not just aircraft but jet fuel as well. The ARFF apparatus' can discharge a combined total of 4,500 gallons of fire retardant foam. The Airport Division also staffs two pumper fire engines, one Aerial Ladder-Trucks, two Paramedic ambulances, and a Command and Control vehicle. These units respond to structure fires, vehicle fires, vehicle accidents, building alarms, industrial accidents, rescue calls, and medical dispatches anywhere on the SFIA property. These units also respond to aircraft and runway incidents in support of the ARFF Units. The Airport Division has five watercraft for use in Bay Rescues and all members are certified Rescue Swimmers.

Aircraft Rescue and Fire Fighting operations are regulated by the Federal Aviation Administration. All Airport Division personnel are certified annually by the FAA, and attend annual live-fire burn training. Members are currently preparing for the arrival of new and larger aircraft including the Airbus A380.

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

The Airport Division trains and coordinates with fire departments from San Mateo County including Millbrae, Burlingame, Daly City, South San Francisco, and San Bruno. Units from these agencies respond to the Airport along with units from the "City" during Mutual Aid Requests.



## Division of Fire Prevention and Investigation

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

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

The Bureau of Fire Prevention recognized \$5,587,402.00 in total revenue during FY 2004-2005. The fees are set by County Ordinance and are generated by nine programs:

- Annual High Rise Inspection
- Plan Check
- Violation Re-inspection
- Department of Building Inspection reviews
- Permits/Hazardous Materials Inspection
- Referral Inspection
- Citations
- False Fire Alarm
- Fire Watch Service



Bureau of Fire Prevention statistics for FY 04 - 05:

Reports of possible fire hazards	1,519
Inspection Referrals	977
Issued new fire permits	2822
Checked or approved plans	6399
Inspected High-rise buildings	530
Issued Notices of violation	590
Completed violation re-inspections	376
Conducted <i>Single Room Only</i> (SRO)	72

During this fiscal year, the Bureau of Fire Prevention started to review and revamp the R1 Inspection Program, including the integration of the Program's database system into the BFP's main database. While this is ongoing, the inspection data is not available.





## Port Fire Marshal

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

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

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

In Fiscal Year 2004-2005, the Arson Task Force investigated the origin and cause of 507 fires and initiated 64 arrests for incendiary fires and other criminal acts involving fire-related matters. Members of the Bureau of Fire Investigation determined the origin and cause of 35 greater alarm fires throughout the City.



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

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

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

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

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



### Fire / EMS Dispatch Operations—Fiscal Year 2004—2005

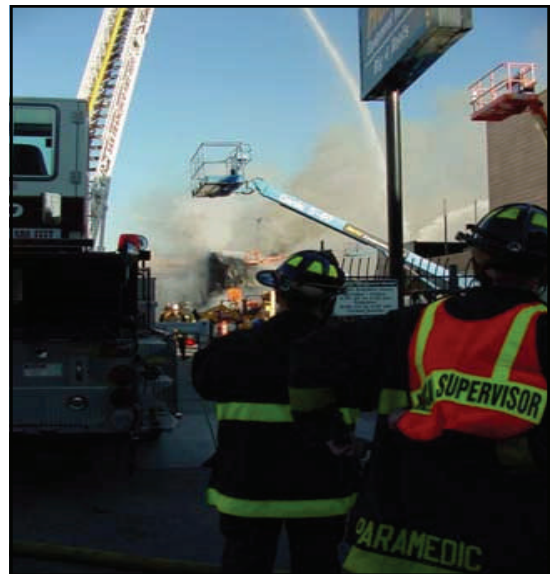
438,477 emergency (9-1-1) calls for assistance

Handled 19,000 direct calls for assistance

Responded to and monitored 833,406 radio transmissions

Initiated and supported 141,923 emergency dispatches

Supported and monitored 684 "Fire in the Building" dispatches and 341 "Working Fires"



## Division of Homeland Security



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

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





## SAFETY OFFICER

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

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

## SPECIAL OPERATIONS

Special Operations participates with specialized units in all responses to technical operations such as Hazardous Materials spills, High Angle and Water Rescue (SCUBA, Surf and Bay rescues), Structural Collapse, Cliff Rescue, Major MVAs, Trench, Confined Space and Tunnel Rescues.

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



Dave Franklin



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

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

# Administration

The Deputy Chief of Administration is responsible for a broad range of services that support and enable the operational activities of the department.

The Administration Branch of the Department is made up of Support Services, Human Resources, Division of Training, the Office of the Department Physician, Homeland Security, the Medical Leave Supervisor and the Division of Finance, which includes Accounting, Payroll and Grant Funding units.

## Division of Support Services

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

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

### Bureau of Equipment

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

### Management Information Systems

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



### Bureau of Engineering and Water Supply

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

## Division of Training

The Division of Training is the educational arm of the department and provides comprehensive Fire and EMS instruction to uniformed members to ensure safe and effective practices and emergency service delivery to the citizens of San Francisco. During Fiscal Year 2004—2005, the Division of Training provided a total of 94,865 educational hours.



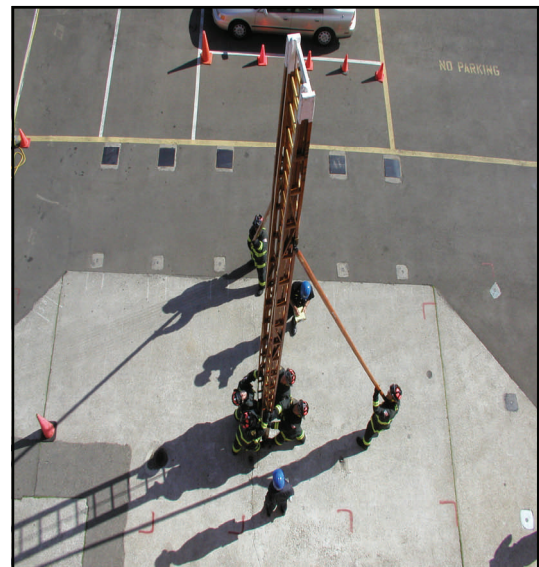
### Recruit Training

The Division of Training graduated a total of 72 H-2 Firefighters ( 39,120 training hours)

### In-Service Training

The In-Service Training took up 25,570 of the total training hours, and introduced several new projects.

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



### Emergency Medical Services Training

30,175 hours of training were dedicated to EMS-specific programs, including EMT Refresher, Pediatric Emergencies, Continuing Education for Paramedics and EMTs, Multi-Casualty Incident Training, Weapons of Mass Destruction and Rapid Paramedic Response System Training.



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

The N.E.R.T. program is committed to helping the citizens of San Francisco be self sufficient in the event of a major disaster by developing multi-functional teams that are cross-trained in basic emergency skills. Individuals participating in the program learn hands-on disaster skills that are essential as members of an emergency response team or as a team leader directing untrained volunteers during an emergency. The N.E.R.T. program consists of six classes of 2 ½ to 3 hours.

In FY 2004-05, the NERT program successfully trained 1068 people in 25 neighborhood training programs. NERT training was held for city agencies, school groups, community-based organizations, private businesses, neighborhoods and for Chinese speaking groups.

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



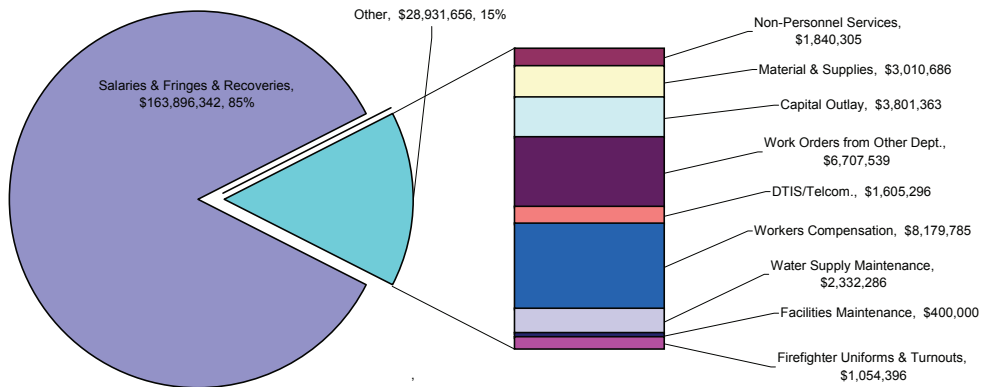


## DIVISION OF FINANCE

The Finance Division consists of the Finance, Payroll and Accounting sections. The Finance Division provides financial planning and management, performs accounting, payroll, accounts payable, purchasing, budgetary and financial analysis services for the Chief of Department and all other Divisions within the Fire Department. The Finance Division prepares, analyzes and monitors budget and actual expenditures, processes procurement requests, and administers the financial aspects of grants and bond funds. The Finance Division also provides revenue forecasting, generates and distributes paychecks for 1,741 employees, maintains and disseminates appropriate employee information, provides verification of employment, and offers financial/fiscal analysis and recommendations on policies and changes in the Fire Department.

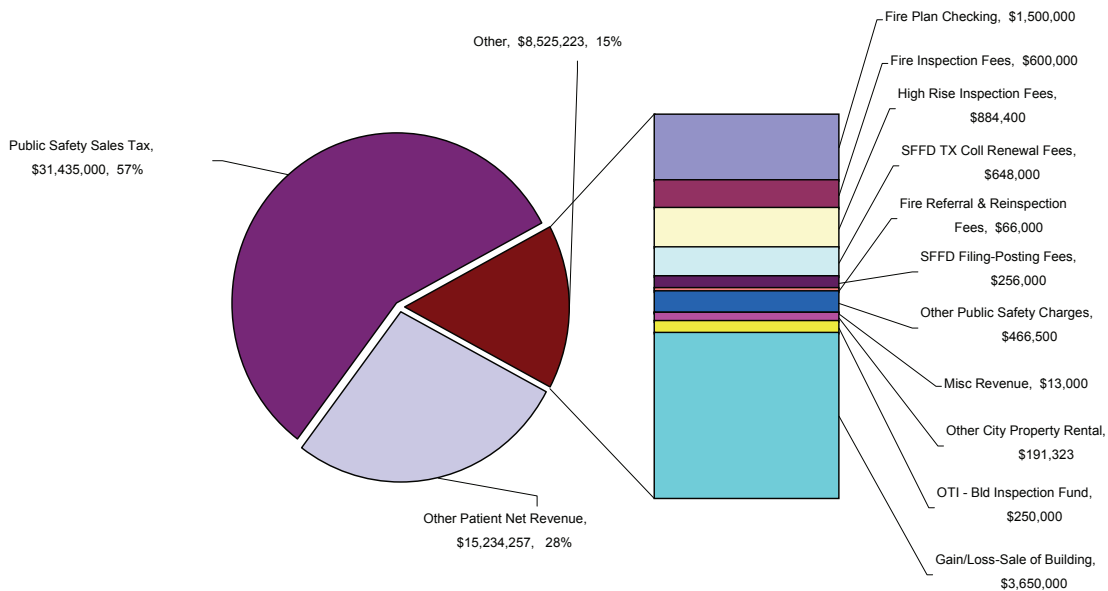
### FY 2004-05 EXPENDITURE BUDGET

\$192,827,998



### FY 2004-05 REVENUE

Revenue for the Fiscal Year was projected at \$55,194,480. Actual revenue collected was five percent higher than anticipated, \$58,189,494.



## Grants

The Fire Department applied for Federal and State grants during the 2004-2005 fiscal year. The Department received a total of \$6,140,131.00 in grant funding, including 5.1 million dollars from the Urban Areas Security Initiative (UASI).

## Division of Human Resources

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

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

### Personnel Administration Section

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

### Fire Services Examination Unit

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

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

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



## **Stress Unit**

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

## **Office of the Physician**

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

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

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

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

## **Medical Leave Supervisor**

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

The Medical Leave Supervisor advises Department Command on existing policies and new standards and practices regarding Worker's Compensation claims, as well as methods for reducing expenditures and increasing accountability and compliance with Department's rules and regulations.

During fiscal year 2004-05, there were 60 employees off work, per day, on disability pay status. Overall there has been a 50% decrease in the number of employees off work on disability pay status since the Department reached a peak with 120 members off work during June 2000.



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