



**San Francisco  
Fire Department  
2003-04 Annual Report**



JOANNE HAYES-WHITE  
CHIEF OF DEPARTMENT

GAVIN NEWSOM  
MAYOR



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

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

Dear Mayor Newsom,

As Chief of the San Francisco Fire Department, the Fire Commission and I are pleased to submit, for your review, the Fire Department's Annual Report for Fiscal Year 2003-2004.

This has been a challenging year for our City, and for our Department. I am proud of the performance and accomplishments of our Department and its members. Despite the enormous challenges, the Fire Department has been able to implement administrative and operational efficiencies and creative solutions to our fiscal challenges, modeling best practices from throughout our industry, while continuing to provide the finest Fire Suppression and Emergency Medical Services to the citizens and visitors of the City and County of San Francisco.

Additionally, the Department has planned a number of ambitious and long overdue projects. We have proposed a plan to reconfigure Emergency Medical Services in our Department. We have created a Division of Homeland Security to oversee and coordinate the Department's response to terrorist events and disasters. We have recognized that the most important and vital asset of the City and County of San Francisco is its people, and we have reinvigorated and expanded our commitment to educate the members of our community through our public education programs such as the Neighborhood Emergency Response Program (NERT) and our educational workshops for residents of Single Room Occupancies (SROs).

I am proud and honored to serve the residents and visitors of our city in my capacity as Fire Chief. We can all look to the future with optimism and the assurance that our Department stands ready and able to serve the City whenever and however needed.

Respectfully,

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



Michael Mustacchi

*From Left to Right:  
Missing Commissioner Russell Roeca  
Commissioner Clem 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

FY 2003-04

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

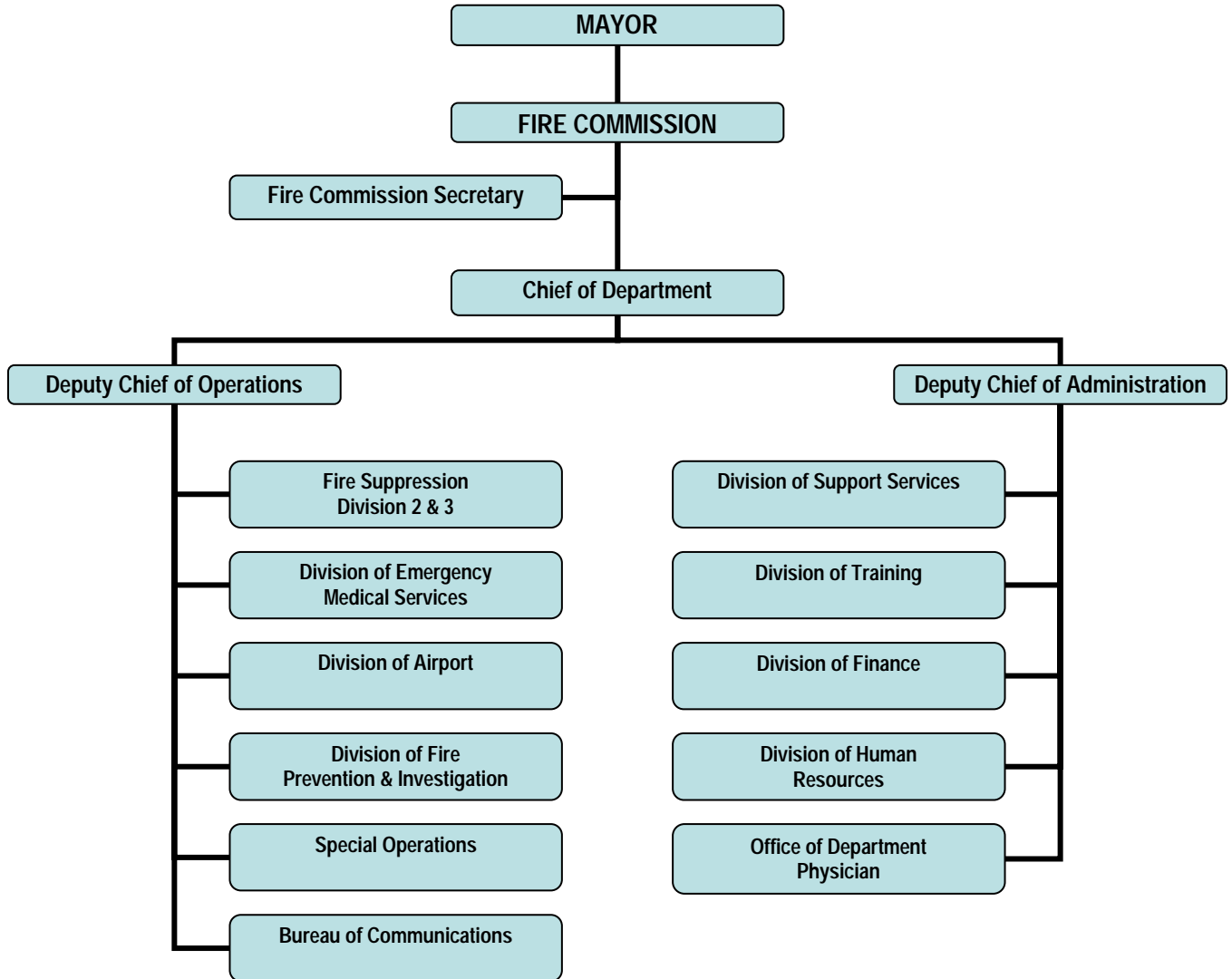
*The Mission of the Fire Department is to protect the lives and property of the people of San Francisco from fires, natural disasters, and hazardous materials incidents; to save lives by providing emergency medical services; to prevent fires through prevention and education programs; and to provide a work environment that values 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. 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;
6. Continue to work with the administration and City Attorney's Office to review and, where necessary, revise official Departmental Policy and Procedure; and
7. 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.

# San Francisco Fire Department

As of June 30, 2004



The San Francisco Fire Department serves the citizens and visitors of San Francisco with a variety of comprehensive emergency and public services, including fire suppression, advanced emergency medical treatment and transport, heavy rescue, fire prevention and investigation, and community education and training focused on disaster and emergency preparedness. The SFFD is comprised of **1690** uniformed and **68** civilian personnel.



# Operations

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

## INCIDENTS

July 1, 2003 through June 30, 2004:

Total Incidents		102,127					
By Resource Utilization		Incidents	%	Code	Incidents	%	
EMS (Medic Only)		18,884	18.5	EMS 3	1,352	1.3	
Fire		28,265	27.7	EMS 2	17,532	17.2	
Fire/EMS		54,978	53.8	Fire 3	27,516	26.9	
				Fire 2	749	0.7	
				Fire/EMS 3	53,675	52.6	
				Fire/EMS 2	1,303	1.3	
By Unit Type		Responses	%	By Battalion		Incidents	%
Chief		19,018	7.0	B01		11,660	11.4
Engine		101,317	37.5	B02		16,424	16.1
Medic		89,406	33.1	B03		16,399	16.1
Other		7,112	2.6	B04		10,172	10.0
Rescue Capt.		10,521	3.9	B05		7,880	7.7
Truck		42,719	15.8	B06		8,300	8.1
				B07		5,306	5.2
				B08		8,489	8.3
				B09		8,367	8.2
				B10		9,122	8.9



Luke Thomas



Chronicle / Kim Komenich



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Luke Thomas

## Incidents By Situation

<i>Situation</i>	<i>Incident</i>	<i>%</i>
Car vs. Pedestrian/Bike	1,000	1.0
Cardiac	3,344	3.3
Explosion	137	0.1
False Alarm	16,955	16.6
Fire	4,317	4.2
Good Intent	1,457	1.4
Gunshot Wound	111	0.1
Hazard	1,756	1.7
MCI	311	0.3
Natural Disaster	23	0.0
Not Classified	1,849	1.8
Other	402	0.4
Other Code 2 Medical	18,426	18.0
Other Code 3 Medical	37,848	37.1
Pediatric	6	0.0
Rescue	2,525	2.5
Respiratory Distress	5,124	5.0
Resuscitation	1,920	1.9
Service Call	4,361	4.3
Stabbing	239	0.2



Stan Lee





# Fire Suppression

The roles and responsibilities of the members of Division 2 and 3 include: Command and control, fire suppression, emergency medical services, disaster operations, mitigation of hazardous materials, weapons of mass destruction, and mass casualty incidents. Fire prevention responsibilities consist of pre-planning and inspections of buildings, fire protection devices and water supplies.

## Division 2

Division 2 is comprised of the downtown and financial districts of San Francisco and runs through the north-western boundaries of the City. Within its boundaries are the majority of the high-rise buildings in San Francisco, schools, hospitals, churches, community centers, stores, historical landmarks, ocean front beaches, underground transportation systems, tunnels, bridges, hotels, and wood-frame residential structures in densely populated neighborhoods.



Kris Davidson

## Division 3

Division 3 is comprised of the South of Market area of San Francisco and runs through the southwestern boundaries of the City, up to the southern border of the City. The San Francisco International Airport, Treasure Island/Yerba Buena Island and the Hunter's Point Naval Shipyard also fall within the operational jurisdiction of Division 3. Division 3 is the home to all types of residential and commercial buildings, including high rise buildings, underground construction, wood-frame residential structures in densely populated neighborhoods and the only heavy concentration of industrial occupancies found in San Francisco. The responsibilities of the members of Division 3 include: the main transportation facilities in the City (BART, SFO, MUNI) and an extended area of port facilities. The oversight of these areas requires a wide variety of specialized training with the agencies that oversee these facilities, including MMTF training with the San Francisco Police Department.



Pete Howes

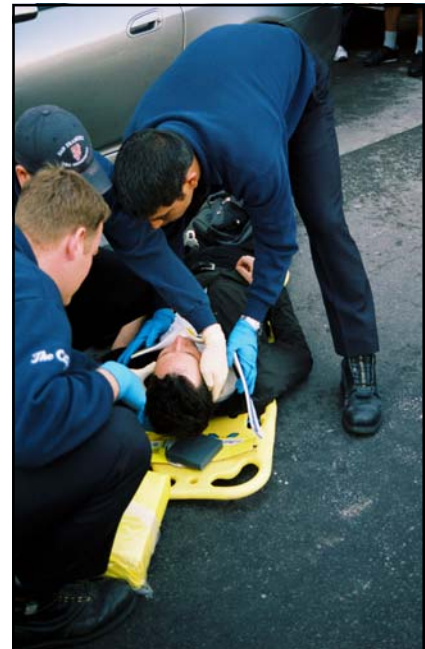
# Emergency Medical Services

## Overview of Emergency Medical Services (EMS) Division

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 911 medical emergencies. In Fiscal Year 2003-2004, the Fire Department responded to over 73,000 EMS or EMS-related incidents. 46,445 of those resulted in hospital transports by ambulance. The EMS Division generated over \$14 million dollars in revenue from the delivery of health care services.

Under City Charter, the San Francisco Fire Department levies a fee for services regarding EMS provision to the public. The fee schedule is set by the governing Board of Supervisors and is updated annually. During Fiscal Year 2003-04, patient accounting reflected the following:

Total Accounts (patients) services	59,255
Total Transports	46,445
Total Billable Accounts	45,838
Total Non-Billable Accounts	13,417
Total Billed (A/R)	\$35,263,610.83
Total Cash Collected	\$24,669,250.33



John Danner

## Continuous Quality Improvement and Risk Management

The Continuous Quality Improvement (CQI) and Risk Management team reviews and analyzes EMS performance with the goal of improving patient care and reducing risk. This section provides comprehensive data analysis, develops reports, tracks and documents investigations of complaints, manages medical records, maintains biomedical equipment, and under the guidance of the Department Chief Financial Officer (CFO) oversees EMS revenue collections.



Kris Davidson

## Performance Management

An important component of the Continuous Quality Improvement program, Performance Management has been structured to meet the unique demands of the SFFD's medical services program. Performance Management activities include chart audits by direct visual inspection of the documents and comparison of practices to accepted norms; archiving of all medical records and patient care information; maintenance and upkeep of entire departmental inventory of capital biomedical equipment; development of educational and remediation plans based on individual performance; liaison with the medical services training officers in the Division of Training for clinical and EMS-related course content.



## **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 section receive training in investigations including interview and reporting techniques, and risk management and mitigation in medical practice. These officers receive, record, process, investigate and report all incidents or events that relate to clinical practices or actions of EMS practitioners employed by the Department.

In addition to patient revenue and accounting, EMS officers are also responsible for budgetary matters as they relate to provision of medical service; purchasing, contract development, competitive bid processing and accounting.

## **HIPPA Compliance and Privacy**

Created in direct response to the compliance demands of the federal Health Insurance Portability And Privacy Act, the position of Compliance Officer serves as conduit between the Records & Archive section and the members of the public. The Compliance officer, by the very nature of that office's role, has also been given responsibility for the Department's Sunshine Ordinance program, which is a municipal information release process. The Compliance and Privacy office provides consulting advice to Department officers on matters of legal and protected health information acts.



Kris Davidson

## SAN FRANCISCO INTERNATIONAL AIRPORT DIVISION

The San Francisco International Airport is approximately twelve miles south of the City of San Francisco and covers over five square miles. It is the 14th busiest airport in the United States, and the 22nd busiest in the world handling over half a million passengers each week. Within its boundaries are three domestic terminals, an International Terminal Building, a United Airlines Maintenance and Repair structure, six parking garages, several cargo buildings, and a United States Postal Service facility.

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



John Danner

The Airport Division staffs four Aircraft Rescue Firefighting Vehicles or "Crash Rigs", two Engines, one Truck, two Paramedic Units, and five watercraft that are housed at three fire stations located at the Airport. There is also a Fire Prevention Unit and a support staff.

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 A320.

The Airport Division trains and coordinated with fire departments from San Mateo County including Millbrae, Burlingame, Daly City, South San Francisco, and San Bruno. Additionally, all Airport members are prepared to respond to multi-casualty incidents, BART, and Air Train emergencies.

## 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 could potentially cause fire or contribute to its spread. BFP personnel are responsible for reviewing and approving plans, granting fire clearance, issuing fire permits, and conducting classes and outreach in fire prevention to the community.

The Bureau of Fire Prevention has **13** sections composed of officers, inspectors, and secretarial support:



John Danner

- Administration
- Accelerated Code Enforcement
- High Rise
- R-1 Inspection
- Permits and Hazardous Materials
- Plan Check
- Institutions and Day Care Facilities
- Airport
- Residential Care Facilities
- Port
- Schools
- Treasure Island
- District Inspection

The Bureau of Fire Prevention generated \$4,103,330 in total revenue in Fiscal Year 2003-2004 through nine fee-generating programs:

- Annual High Rise Inspection Fee Program
- Plan Checking Fee Program
- Violation Re-inspection Fee Program
- Department of Building Inspection Fee Program
- Permits/Hazardous Materials Inspection Fee Program
- Referral Inspection Fee Program
- False Fire Alarm Program (recently adopted through an Ordinance)
- Citation Fee Program
- Lien Program (currently inactive)

In Fiscal Year 2003-04, Bureau of Fire Prevention:

- |  |      |
|--|------|
| ▫ Received reports of possible fire hazards      | 1813 |
| ▫ Received referrals for inspection              | 1244 |
| ▫ Issued new fire permits                        | 2320 |
| ▫ Checked or approved plans                      | 5392 |
| ▫ Inspected residential buildings by Suppression | 2773 |
| ▫ Inspected hi-rise buildings                    | 515  |
| ▫ Issued notices of violation                    | 233  |
| ▫ Completed re-inspections                       | 281  |
| ▫ Conducted Single Room Only (SRO)               | 77   |
| hotel public education workshops                 |      |



## 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, including Fleet Week and the annual 4<sup>th</sup> of July Celebration, with the Fire Department and other city agencies.

## BUREAU OF FIRE INVESTIGATION

The Bureau of Fire Investigation is responsible for investigating the cause, origin and circumstances of a fire and determining whether it was accidental or criminal in nature.

The Arson Task Force is a multi-agency organization under the direct supervision of the Fire Department. Members are selected from the Bureau of Fire Investigation, the Police Department and District Attorney's Office. Representatives from the Bureau Alcohol, Tobacco, and Firearms (ATF) and the State Fire Marshall's Office contribute to the success of the Arson Task Force. Members are sworn Peace officers whose singular responsibility is the curtailment, investigation and subsequent prosecution of arson.

In FY 2003-2004, the Arson Task Force investigated the origin and cause of 540 fires and initiated 61 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 30 greater alarm fires throughout the city.



Mike Mustacchi

The Bureau has developed and implemented the Incendiary Vehicle Fire Program, the Arson Early Warning System, and the Juvenile Fire setting Program. The Captain of the Bureau serves as the Custodian of Record for the Fire Department.

## EMERGENCY COMMUNICATIONS DEPARTMENT (ECD) AND COMBINED EMERGENCY COMMUNICATIONS CENTER (CECC)

Created in 2000 as the result of the 1996 E911 Bond Measure, the Emergency Communications Department (ECD) is committed to providing the linkage between the residents and visitors of San Francisco's diverse city and its emergency services resources. Ultimately, it is the goal of the ECD to provide 911 call-taking and dispatch services to both the Police and Fire Departments using civilian Public Safety Dispatchers (PSD). While Police dispatch has been performed by civilian dispatchers since 1989, the current timeline calls for complete civilianization of Fire Dispatch services by late 2005.

Currently, Fire/EMS Dispatch at San Francisco's Combined Emergency Communications Center is staffed by uniformed members of the Fire Department. The Fire/EMS Dispatch Unit consists:

- (1) Battalion Chief
- (1) Captain of Administration and Training

Two Day-Watch teams consisting of:

- (1) Rescue Captain
- (3) Lieutenants
- (6) Firefighters

Two Night-Watch teams consisting of:

- (1) Rescue Captain
- (2) Lieutenants
- (5) Firefighters

## Fire / EMS Dispatch Operations

In Fiscal Year 2003-04, the Fire/EMS dispatch unit:

- Handled 486,061 emergency (911) calls for assistance
- Handled 24,206 direct calls for assistance
- Responded to and monitored 888,558 radio transmissions
- Initiated and supported 144,680 emergency dispatches
- Supported and monitored 603 "Fire in the Building" dispatches and 327 "Working Fires"

## **SAFETY OFFICER (Safety 1)**

The position of Safety Officer was created to enhance operations and ensure compliance with all Federal, State, and Department safety regulations, practices and protocols. The Safety Officer also oversees Mobile Air One, Self-Contained Breathing Apparatus (SCBA) repairs and maintenance, and the Clothing Depot.

Safety 1 responds to emergency incidents including, but not limited to the following types: medicals, technical rescues, hazardous material, water rescues, structural fires, major accidents and any incident that the Safety Officer identifies as presenting a significant challenge to the health and safety of the public or Department members.



## **SPECIAL OPERATIONS**

Special Operations is responsible for pre-planning and the development of protocols and procedures for situations and events, both planned and spontaneous, that have the potential to become large-scale incidents. Large events and incidents most often require unified multi-agency response and the use of unified command, so the Section Chief of Special Operations is tasked with coordinating activities with the Police and Sheriff Departments, Department of Health, Department of Public Works, Department of Parking and Traffic, Department of Electricity, and Emergency Communications.

The Section Chief of Special Operations, with oversight from the Department CFO, coordinates the budgets for the Department's specialized units, which respond to HazMat operations, Marine rescue operations, Collapse Operations, and High Rise and EMS air operations. In addition, all special equipment caches are procured through Special Operations for assignments to the specialized units.



Special Operations directly advises the Department's Homeland Security Division about WMD training, equipment, and large scale exercises related to operational readiness.

## **METROPOLITAN MEDICAL TASK FORCE**

The U.S. Health and Human Services Department provided funding for the creation of specialized teams comprised of the Police Bomb Squad, Specialist and SWAT teams, as well as the Fire HazMat, Decon Teams and EMS HazMat specialists, which respond to casualties after a terrorist release of a Weapon of Mass Destruction. The MMTF hold monthly drills and close order exercises to accomplish the mission of responding to Weapons of Mass Destruction such as Chemical, Biological, Nuclear, Radiological, and Explosion incidents.

The Metropolitan Medical Task Force is the field operations force that is part of an entire system, which includes the hospitals, communications, military civilian support teams, and the national medical disaster response teams.

# Administration

The Deputy Chief of Administration is responsible for a broad range of services that encompass the administrative functions of the Department.

Division of Support Services  
Division of Training  
Division of Finance

Division of Human Resources  
Office of the Physician  
Medical Leave Supervisor

## DIVISION OF SUPPORT SERVICES

The Division of Support Services provides the necessary support and critical infrastructure — 24-hours a day, seven days a week — for the Department to perform mission critical tasks and daily administrative functions.

The Division of Support Services is responsible for the supervision of the Bureau of Equipment, the Procurement/Distribution Center, the Bureau of Engineering and Water Supply, the Auxiliary Water Supply System, Pump Stations 1 and 2, Facility Renovations and Maintenance, Fireboats Maintenance and Repair and Management Information Systems.

### Bureau of Equipment

The Bureau of Equipment is responsible for all maintenance, repair and inspection of the Department's apparatus through the Central Repair Shops. Bureau members respond to all greater alarms and assist by making emergency repairs, operating specialized equipment and ensuring that equipment is properly and safely operated.

### Bureau of Engineering and Water Supply

The Auxiliary Water Supply System (AWSS) is a non-potable, emergency water supply system, operated and maintained by the San Francisco Fire Department, and used only for combating fires. 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 which include the Fire Boat, Twin Peaks reservoir, Ashbury Tank, Jones Street Tank and two Pump Stations.



### Management Information Systems

Management Information Systems (MIS) is responsible for the deployment and support of 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.



## DIVISION OF TRAINING

The Division of Training is responsible for providing comprehensive Fire and EMS instruction to, and evaluation of, all members of the Department to ensure effective emergency service to the citizens of San Francisco. In Fiscal Year 2003-04, the Division of Training continued to provide a high level of training to the Department's staff and new recruits. The training curriculum was updated to reflect new policies and procedures utilizing the latest technologies to deliver content. The Division of Training provided 61,514 hours of training as follows:

### In-Service Training

For the Fiscal Year 2003-04, In-Service Training comprised 27,219 of the total training hours, and introduced several new projects, including:

- Introduction to Fire Ground Operations for H33 and H43 Personnel
- Retraining of Back-to-Work Personnel
- Pump Operations Training for H33s
- Battalion-Based Training
- Tactics and Strategies, Apparatus Placement
- MUNI Bus Extrications, Trauma
- Off-Site Training
- Pine Street Truck Evolutions
- Cal Trains Orientation and Drill
- Light Rail Vehicle (LRV) Jacking Drill
- Driver Training Evaluations
- Aerial/Truck Testing
- Pump Operations and Testing
- Terrorism Consequence Management Class
- Airport Division Live Burn Drills
- Company Performance Evaluations
- Scott Air Pack (SAP) Individual Evaluations
- 1-5 Year H2 and H3 Evaluations
- IAFF "Mini Academy" – Fire Ops 101



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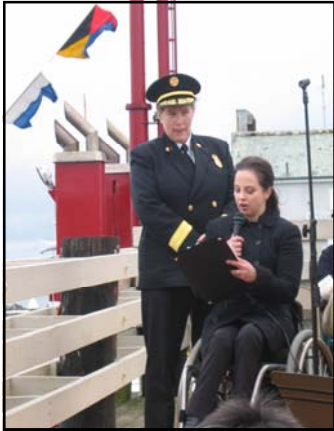
Kris Davidson



### Emergency Medical Services Training

A total of 34,295 hours of EMS Training breaks down as follows:

- EMT Refresher
- Pediatric Emergencies
- Continuing Education for Paramedics and EMTs
- Multi-Casualty Incident Training
- Weapons of Mass Destruction
- Rapid Paramedic Response System Training



## NEIGHBORHOOD EMERGENCY RESPONSE TRAINING (NERT)

The NERT 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 NERT program curriculum consists of six 3 hour classes.

In Fiscal Year 2003-04, the NERT program successfully trained 535 people in 20 neighborhood programs: Pacific Heights, Noe Valley, Financial District, Richmond, Civic Center/Hayes Valley, Castro, Bernal Heights, Mira Loma Park, Inner Sunset, Inner Mission, and Nob Hill. NERT training was held for city agencies, school groups, community-based organizations, private businesses, neighborhoods and for Chinese-speaking groups.

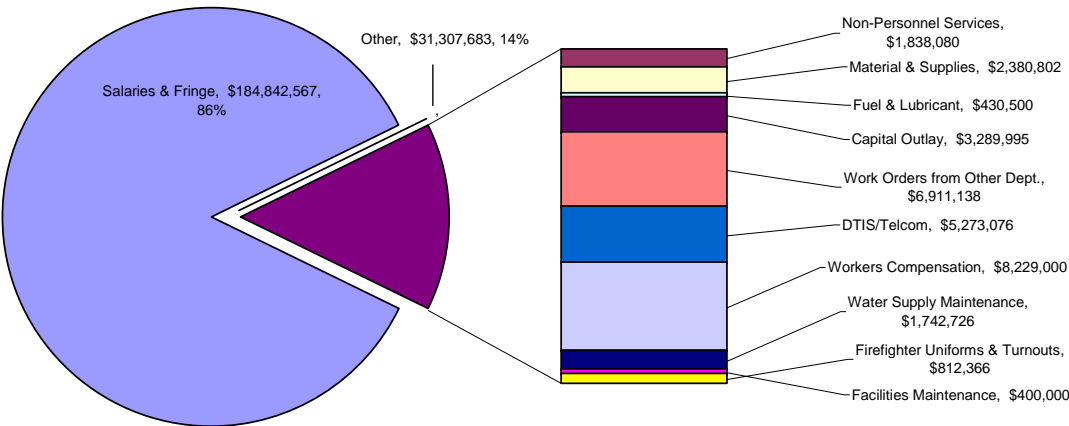




DIVISION OF FINANCE

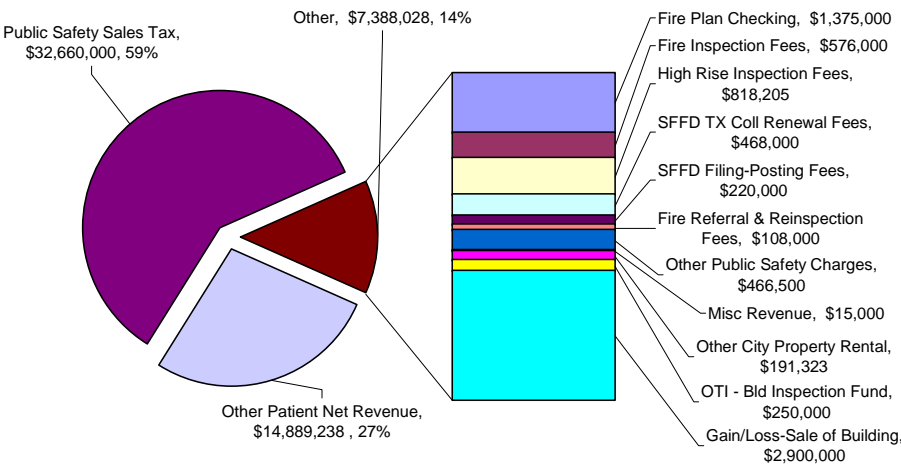
The Finance Division consists of the Finance, Payroll and Accounting sections. The Finance Division provides financial planning and management, performs accounting, payroll, accounts payable, purchasing, budgetary and financial analysis services for the Chief of Department and all other Divisions within 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 approximately 1,800 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 2003-04 EXPENDITURE BUDGET  
\$216,150,251



FY 2003-04 REVENUE

Revenue was projected at \$54,937,266. Actual revenue amount collected was \$46,538,625, a decrease of 15%, mostly due to the region's economic decline.



## GRANTS

The Fire Department continued to apply for federal and state grants during the 2003-2004 fiscal year.

The Department received the following grant awards:

FEMA Emergency Preparedness and Response Grant:	\$211,975
State Homeland Security Grant:	\$723,679
Federal Pass-Through Homeland Security Urban Areas Security Initiative Grant:	\$6,341,327



## DIVISION OF HUMAN RESOURCES

The goal of the Human Resources Division is to provide comprehensive personnel administration and management support to the Department. The Division is comprised of the Personnel Administration Section, Fire Services Examination Unit and Stress Unit. During the past fiscal year, the Division lost its EEO Unit and corresponding staff due to layoffs as a result of the citywide fiscal crisis. The Division is presently managed by an Acting Departmental Personnel Officer.

### 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 and retirements, process leave requests under the Family Medical Leave Act (FMLA) and other types of leave as provided citywide or in specific memoranda of understanding, monitor probationary periods, maintain personnel files, respond to subpoenas and track and maintain statistics on the composition of the workforce.

### Fire Services Examination Unit

The primary function of the Fire Services Examination Unit (FSEU) is the development and administration of selection processes for uniformed ranks and civilian positions in the Fire Department. 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 families, during times of crisis. Staff is trained in current intervention methods in such areas as drug abuse, alcohol abuse, co-dependency and domestic violence through self-help workshops, conferences and seminars.

## OFFICE OF THE PHYSICIAN

The goal of the Department Physician's Office is to coordinate and execute 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 occupational safety and health programs carried out by the Physician's Office are:

Health Check Surveillance Tests -- Cardiac Risk Factor Prevention -- Tuberculosis Surveillance Program -- N95 Respirator Fit Testing -- Influenza Vaccination Program -- Hepatitis B Vaccination Program -- Hepatitis C Screening Program -- Hearing Conservation Program -- Blood-borne Pathogens 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 functions as the liaison between the Fire Department's employees, their treating providers, the CCSF Worker's Compensation Division and the Department's Physician Office in providing administrative oversight to the injured employee's condition, promoting a more rapid return to the work place either through a modified work program or directly to a full-duty status. An expedited return-to-duty status has the overall effect of decreasing the number of lost work days. The Medical Leave Supervisor maintains accurate records and counts of all reported injuries, assists with the legal defense of disputed claims, and consults with the City Attorney's Office on claims believed to be fraudulent. The Department's sick absence trends are also tracked and reported. The Medical Leave Supervisor participates in administering the Influenza Vaccination and Tuberculosis Detection Programs. In Fiscal Year 2002-03, a recent study indicated that there has been a steady decline in the number of employees on disability status due to work-related injuries from a peak of 120 employees in June 2000 to the present day average of 68 employees – a 43% decrease.





## MERITORIOUS COMMENDATIONS

In the Fiscal Year 2003-04, the following awards were presented to members of the Department for heroic actions performed both on and off duty.

### Class A Award

FF/PM Jonathan Baxter	Medic 18
FF/PM Beth Goudreau	Medic 18
FF Elizabeth Leahy	Truck 18
FF Jason Woo	Engine 18

### Class B Award

FF Darryl Scobie	Truck 14
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### Class C Award

FF Joseph Barbero	Engine 24
T/Lt. Brad Rey	Truck 3
FF Anthony Martinez	Rescue Squad 1

### Letter of Commendation

Lt. John Hanley	Truck 6
FF Daniel Garibaldi	Engine 42
FF Ken Smith	Engine 5
FF Glenn Kircher	Truck 5

### Unit Citation

T/Capt. John Melanephy	Engine 6
FF Gene Eden	
FF Frank Cercos	
FF/PM James Ferrante	

T/Lt. Kevin Hickey	Truck 6
FF Steve Hart	
FF Jeffrey Babb	
FF Robert Mateik	
FF James Draper	

Lt. Anthony Smerdel	Rescue Squad 2
FF Stan Lee	
FF Darius Luttrop	
FF Anthony Diricco	

FF/PM Annette Hobrucker	Medic 5
FF/EMT Gregory Browne	



Michael Mustacchi

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