



Willie L. Brown, Jr.
Mayor

Emergency Communications Department
1011 Turk Street, San Francisco, CA 94102
(415) 558-3800 Fax (415) 558-3841



Thera Bradshaw
Executive Director

September 10, 2001

Mr. Stanton Jones
1390 Market Street, suite 1045
San Francisco, CA 94102

Dear Mr. Jones:

Regarding your August 31, 2001 letter requesting information on the fire department response to 499 Illinois Street. Since the San Francisco Fire Department establishes response criteria and provides dispatch services the Emergency Communication Department has assisted as needed. Battalion Chief Doug Goodin conducted the investigation (attached) and provided the information you requested.

It is important to understand that fire department response patterns are very dynamic and depending on activity change dramatically. Additionally, it is not uncommon for FRES patterns to require adjustments especially in a new system. There are thousands of combinations and when a variation is discovered, dispatch criteria may require fine-tuning. Please advise if you need further assistance.

Sincerely,

Dan Fraijo, Chief of Staff
San Francisco Department of Emergency Communications

Cc Thera Bradshaw, ECD Executive Director
Mario Treviño, SFFD Chief of Department
Doug Goodin, SFFD Battalion Chief



FIRE/EMS DISPATCH OPERATIONS MEMO

DATE: September 9, 2001
TO: TREVIÑO, Mario H., SFFD Chief of Department
BRADSHAW, Thera, ECD Executive Director
FROM: GOODIN, Douglas, BC, Fire/EMS Dispatch *DAG*
SUBJECT: Budget Analyst Letter re: Engine 2 Dispatch to 499 Illinois St on 8-31-01
ENCLOSURE: Copy of FRES Pattern for Box 2374

1. This report is in response to a letter by Mr. Stan Jones, Board of Supervisors Budget Analyst office, regarding the dispatch of Engine Company 2 to 499 Illinois St. on August 29, 2001, at 1909 hours.
2. In his letter, Mr. Jones asked why Engine 2 was dispatched to an incident that was located out of Engine 2's normal response area.
3. Engine 2 was correctly dispatched to the incident. The Run Card (Street Box Number) assigned to 499 Illinois Street is 2374, which requires a fireboat (FB) response. When Engine 35 is out-of-service, the FRES (Fire Response) pattern automatically assigns another Engine Company to respond to station 35 to staff the fireboat. The problem identified with this dispatch was that the fireboat unit identifier "FB" was omitted from the original FRES pattern for Box 2374, resulting in an automatic dispatch of Engine 2 to the incident location, instead of to the fireboat. Many of the dispatchers are relatively new in the Department and are unfamiliar with the unique locations requiring a fireboat response. This fact, coupled with the "FB" identifier being omitted from the FRES pattern, resulted in the original dispatch.
4. When dispatchers recognized that the dispatch appeared incorrect, a supervisor was immediately notified and Engine 2 was preempted and replaced by Engine 25 within two-and-a-half minutes. The DTIS Service Desk was notified and a "trouble ticket" was completed per procedures. These incidents are monitored and identified immediately, and are usually corrected within 24 hours. The incidents are reported to the Service Desk, the Watch Commanders, Captain Bonnici, and to me.
5. The error rate is approximately one in every 4,700 dispatches, or .02 percent. There were literally thousands of FRES patterns and other data tables that were manually built in the CAD system. Most errors can be traced to inaccurate data entry. The combined experience of supervisors, experienced dispatchers, and field personnel enables them to recognize an incorrect dispatch and take corrective actions.
6. If you have any questions or if I can be of further assistance, please feel free to call me at 558-3272.

Tiburon Open Issues

9/19/2001

ECD

(for ECD)

No. Date Area Description Category Ticket DTIS Ticket Tiburon Ticket Status Priority

No.	Date	Area	Description	Category	Ticket	DTIS Ticket	Tiburon Ticket	Status	Priority
1	1/11/2001	GMS	Certain bugs and deficiencies are said to be corrected in a new version of GMS that we have not yet received, including, but not limited to, sporadic corruption of shape files and repaired error-flagging tools.	Defect				This is supposed to be fixed with the software load on the new GMS workstation. City needs to verify.	
2	1/11/2001	GMS	Documentation on Routing is insufficient to permit our tailoring of the files to our needs. We need full scripting for making routing modifications. Requires more complete documentation or training from Metagenix. Procedure provided to go directly to Metagenix for assistance.	Defect				City needs to verify.	3
3	1/11/2001	GMS	Build for the Intersection file installation, assigns one of many possible values to each intersection point. We need to be able to make changes to the database that will guide selection of the point value to the value we require. This is especially critical for one-way streets, including freeways.	Defect				Item closed. Work completed.	
4	1/11/2001	GMS	ECAD currently uses version 1.0 extracts from GMS. Need upgrade to 3.0 which is Tiburon standard.	Enh				Will this be fixed with new GMS workstation?	
5	1/11/2001	RTM Display	Documentation and scripting for application of polygon labels to display is inadequate.	Defect				Information provided but not yet tested.	
6	1/11/2001	RTM Display	Documentation and scripting for map display maintenance and tailoring including thresholding, color changes, adding groups, or modifying properties, etc. is inadequate. Use of display by Fire Department as unit status board is impossible. Administrative (and other?) icons mask labels for station name and labels for units at the station. These icons are thresholded out at the level of full-city view. We need options for ensuring that filtered displays of individual unit types show locations of all units of that type at full-city view.	Defect				Information provided but not yet tested.	
7	1/11/2001	RTM Display		Enh				Tiuron to provide quote.	

Tiburon Open Issues
(for ECD)

9/19/2001

ECD No.	Date	Area	Description	Category	DTIS Ticket	Tiburon Ticket	Status	Priority
8	1/11/2001	RTM Display	AVL treats loss of signal by extrapolating position by time/movement rate leading to icons moving off streets to edge of display.	Defect			Tiburon to demonstrate that this has been fixed.	
9		RMS/Cable	Create Verify Location Feature for RMS and CABLE terminals. Will allow an address to be submitted to ECAD system and return selected information. Input and output screen format should be identical to the ECAD command VL.	Enh				
10		ECAD/RMS	Extend the ECAD MSG function to all 9-1-1 terminals including allowing messaging between ECAD, RMS, and MDT terminals.	Enh				
11		ECAD/RMS	Add feature to ECAD and RMS login which requires passwords to be changed every user-defined period of time. The system administrator shall have the capability of setting and changing the maximum period allowed between password changes.	Enh				
12		ECAD/MDT	Reformat the CAD output to MDTs to optimize the screen size. This should include all laptop data responses; either generated by CAD or in response to MDT queries.	Enh				
13		ECAD	Expand the Fire Vicinity Fire Box and Police RAM files to accommodate a larger number of adjacent boxes. Now has 8, 12 is required.	Enh				
14		Mapping	Modify the map system to display an hourglass cursor when the map is reloading, updating, or otherwise unavailable for user input due to processing actions.	Enh				
15		ECAD/RMS	Add function to allow ECAD and Laptop terminals to submit queries to RMS. Should support up to 15 queries (we should specify the queries).	Enh				
16		ECAD/RMS	Modify RMS CAD person history look up feature based on a individual "A" number to allow both date range search and a time range within the date.	Enh				
17	5/23/2001	ECAD	During a Fire dispatch, when the command was sent out to dispatch the units, only half went out. According to Dal this was a CAD program error.	Defect	8692	27244		1

Tiburon Open Issues
(for ECD)

No.	Date	Area	Description	Category	DTIS Ticket	Tiburon Ticket	Status	Priority
18	5/2/2001	ECAD	Various instances of "Lost connection to CAD server" on dispatch workstations.	Defect				
19	7/15/2001	RMS	Problems with RMS being slow to update from CAD - has been up to 15 hours behind. When the Unit button is pressed on the MDT, the response shows all the units in their district. However, if a unit is assigned to a location (ie: 123- 1st St.) and then goes 10-98 to another location (ie: 246- 2nd St.), the new location is not updated in CAD when the 'Unit' button is pressed (Dal has more details).	Defect	9519	30056	System is working as designed. 10-98s are not geo-verified so CAD cannot update CAD locallon record. Close this Item?	
20		ECAD/ MDT	When a ECAD dispatch is sent to the MDT, the first two lines that a dispatcher sees does not display for the officer on the MDT (Dal has more details).	Defect?	8986			
21	6/10/2001	ECAD/ MDT	Sgt. Woolard- Staff Inspection Office, submitted a 'QMSG' transaction using the 'sender id' (user id) criteria. Receives 'No history found beginning (date)' message, no matter which A number is used. Research shows that messages sent can be traced through terminal id, although not through sender id (Dal has more details).	Defect	8985			1
22	6/10/2001	ECAD	Change Control #327 for ECAD History Lock Overwrite to correct database corruption caused by overwrite.	Defect	8980			3
23	6/5/2001	ECAD	The INC message response in RMS is incorrect. The correct response for an INC inquiry should be "Case number 123456789 assigned to event S010113456". This is the case in CAD. In RMS the response is the same for an inquiry by Unit identifier, however an inquiry by officer id gives the incorrect response of "Case number 123456789 assigned to incident 011100997". Please note "incident" not "event" and no "S" before numbers. Forwarded to Tiburon. Ticket number 25250.	Defect	8881			1
24	4/20/2001	RMS		Defect	8065	25250	Close this item. It is a duplicate with #22 (DTIS #8980)	1
25	4/18/2001	ECAD	QMSG query results in a "No Message Found" Error when using "A Number" for the search option.	Defect	8035			2

Tiburon Open Issues
(for ECD)

9/19/2001

ECD

No.	Date	Area	Description	Category	DTIS Ticket	Tiburon Ticket	Status	Priority
26	3/10/2001	ECAD/ MDT	While conducting a test of the RF sending and receiving of police reports, on 03/10/01 with John Cummings of TRW monitoring with Dave Franquist of Tiburon Monitoring the RNC. Found the reports were not making it to the UCS Server. Dave thought the problem was the TROUT program. SDR 2485	Defect	7471			3
27		ECAD/ MDT	Various instances of RNC to CAD link unexplained disconnects. When this happens, it usually takes 10-15 minutes to reestablish the connection.	Defect				1
28	7/12/2001	PD/ RMS	System hangs after entering ID and Password. Terminal = ISUB	Defect	9472	29927		
29	5/1/2001	ECAD	Limit number of duplicate transactions from workstations to 30 (?). This is intended to prevent stuck keys or stuck mouse buttons from slowing down CAD.	Defect			Tiburon to provide quote once State finalizes ALL data format.	
30	8/1/2001	ECAD	Modifications required to make CAD compatible with wireless E9-1-1 Phase 2	Enh				
31		ECAD/ MDT	CAD RNC driver doesn't work properly when one of the RNCs is in "non-redundant" mode.	Defect				
32			ECAD to RMS Process Bottle Neck for PD/FD	Enh				

Enh = Enhancement

Fire Department Management Information Systems

Overview of AIS Systems

HIRMS (Human Resource Management System) PeopleSoft

Module	Used / Not Used	Status	Responsible Office	Approx. Cost of Modification or Replacement
Scheduling / Assignments Training	Used ¹	Requires continued "C & F" ²	Assignment Office SFFD MIS	NA
Discipline / HR	Used	Requires continued "C & F"	Division of Training EMS In-service SFFD MIS	NA
Equipment Tracking	In Process: Access Issues Security Issues (New Class Pilot) Partial Use	Expected to begin productive use November 2001	Human Resource Div SFFD MIS	NA
Doctor's Office	Not Used	In Process - Expected to begin productive use Jan. -- Feb 2002 TBD Issues of Patient confidentiality have arisen	Bureau of Equipment EMS Admin Section SFFD MIS MD Office City Attorney SFFD MIS	\$100,000 ³ Not Determined

¹ While scheduling / assignments module is used, the capacity to transfer payroll directly to TESS has not yet been activated.
² Care and Feeding

³ Represents cost of adding "Financial Module" to PeopleSoft to allow for projections and budgeting, which was intended to be a part of the Tiburon RMS module.

Fire Department Management Information Systems

RMS (Record Management System) Tiburon		Used / Not Used	Status	Responsible Office	Approx. Cost of Modification or Replacement
Module					
California Fire / Non Fire Incident Reporting (CFIRS)	Used	Federally mandated upgrade to NFIRS by 2002	Fire Operations SFFD MIS	\$250,000 ⁴	
Repository for Patient Care Records	Not Used	Requires Electronic data capture (see UCS PCR Matrix below)	EMS Operations / Admin SFFD MIS	See UCS Matrix (Page 3)	
Inventory	Unusable: 1. Only one vendor per line item 2. No update of items issued from inventory 3. Summary field don't sum	None	NA	Can be replaced by Addition of PeopleSoft Financial Module (Page 3)	
Company (Facilities) Inspection	Unusable: Only allows a small number of facilities - SFFD has approximately 50 facilities	None	NA	Can be replaced by Addition of PeopleSoft Financial Module (Page 1)	
Fire Prevention	Usable as Repository of data	Requires Field Collection program (see next item)	NA	See next item	
Mobile Fire Inspection	Unusable: 1. Input must be from a laptop, which is not practical. 2. A record tracked by address prevents access by other users.	Will require development of alternative application to capture field data for transfer to Fire Prevention Module	Bureau of Fire Prevention SFFD MIS Dept. of Telecom and Info Service (DTIS)- Applications Group	\$450,000 ⁵	

⁴ Represents cost of upgrade to National Fire Incident Reporting System (NFIRS) program by 2002

⁵ Represents cost of software development, licensing and hardware

**Fire Department
Management Information Systems**

UCS Co. Applications Module	Used / Not Used	Status	Responsible Office	Approx. Cost of Modification or Replacement
Patient Care Reporting	Unusable: 1. Software does not generate a usable hospital report. 2. Character Recognition Technology not adequate for discoverable patient reports 3. Hardware platform (pen-based laptop) overheats	Abandoned 1999 due to technological reasons (Saving the CCSF E911 Project approx. 3 million dollars)	EMS Operations SFFD MIS	\$1.2 Million ⁶
MDT Software/ Hardware	Used	Working at basic level (Dept. is investigating migration to new platform)	Bureau of Equipment SFFD MIS	\$800,000 ⁷

TOTAL APPROX. COST OF MODIFICATIONS OR REPLACEMENT **\$2,800,000**

⁶ Represents cost of software development, licensing and hardware

⁷ Represents cost of software development, licensing and hardware

All Operations Personnel

June 21, 2001

Division Chief Mary Price
Special Hazards Program – Fire Prevention

MDT Premise Alert Feature

At the request of the Special Hazards Program Captains, Dispatch & Deployment has modified the MDT system to allow for rapid delivery of information about businesses that store and use hazardous materials. This memorandum explains the improvements and how the information will be displayed on the MDT.

OVERVIEW

The Premise Alert Function has been modified in CAD. These improvements will:

- Rapidly displays the information on the MDT using the format similar to the PTI (Patient Treatment Information) screen.
- Creates a unique icon on the MDT screen that indicates that hazardous materials are at a particular address.
- Allow FD personnel to prioritize the order that information is routed to MDTs.

MDT SCREEN DISPLAY

The basic MDT mask has been modified with the addition of an illuminated icon in the upper right corner. The icon is marked with the letters "H" and "S." "H" indicates hazardous materials and "S" indicates that the information contained in the Premise Alert will be automatically sent to the MDTs of the companies assigned to the incident.

A9 <2-1 PHX> 000968 <> A					HS
4701 W JEFFERSON ST , PHX (btwn 800 S 47 & 100 S 48) SW0105-3006 STRUCTURE FIRE C-3 SC: E34 R34+ E24+ L24 LT24 BC1 E1					
TRANS	NOACK	MSG	BUSY	RAD	



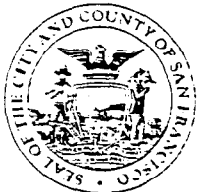
The improved Premise Alert feature allows relevant information to be routed automatically to the MDT using the AUTOTSEND feature. If Premise Alert is designated to be routed using AUTOTSEND, the following example information can be displayed by pressing the NEXT PAGE function.

Premise Information #0000968				
4701 W JEFFERSON ST , PHX				
JACOBSEN WAREHOUSE. HAZMAT STORAGE				
WHSE. BLDG G CONTAINS 80000 GAL				
CORROSIVE LIQUID, 100000 LBS TOXIC &				
HIGHLY TOXIC PESTICIDES.				
BLDG F CONTAIN 40000 GAL FLAMM LIQUID &				
20000 LBS FLAMM SOLID. FIRE DEPT. CONN.				
FACES JEFFERSON ST. SERVES ALL BLDGS				
TRANS	NOACK	MSG	BUSY	RAD

Locations that can present risks to firefighters because of the chemicals being stored, the lack of adequate fire protection or chemical safety systems, or present other tactical concerns (e.g., roof construction, limited access) will be automatically routed to MDTs assigned to a particular address.

If the chemical presents the risk of an off-site release, the information will be routed to the MDTs within a specified radius of the address. For example, if an Engine Company is dispatched to Smoke in the Area at location within the radius of a chemical warehouse, the information will be automatically displayed on the MDT.

It is the goal of the Special Hazards Program staff that with this improvement, CAD can quickly deliver critical building information to companies via the MDTs. MDT users with suggestions about this new feature should contact Chief Price at 602-495-5409 or the Special Hazards Captain assigned to your Fire District.



Willie L. Brown, Jr.
Mayor

Emergency Communications Department
1011 Turk Street, San Francisco, CA 94102
(415) 558-3800 Fax (415) 558-3841



Thera Bradshaw
Executive Director

October 5, 2001

Re: Request for Information

Stanton W. Jones
Office of the Budget Analyst
Board of Supervisors
City & County of San Francisco
1390 Market Street, Suite 1025
San Francisco, CA 94102

Dear Mr. Jones:

In response to your letter dated August 29, 2001, I am providing you information requested on a civilianization plan to assume Fire/EMS communications functions within the Emergency Communications Department (ECD) and information on the acquisition of the Clawson dispatch system.

As you discussed with my Chief-of-Staff, Dan Fraijo in August, ECD is able to assume responsibility for Fire/EMS communications using civilian staff by September 30, 2003, providing adequate funding to replace Fire Department personnel is authorized for this purpose and sufficient new staff are available by November 1, 2001.

ECD is prepared to replace 16 SFFD call-takers by September 30, 2002 if we are able to obtain the necessary dollars to hire an academy of 20 civilians for a start date of November 1, 2001. By September 2003, the remaining 38 SFFD Fire/EMS dispatchers can be replaced if the associated dollars are committed to ECD for that purpose.

There are a number of details ECD has in development to meet this goal beyond funding issues. These include:

- Training of existing public safety communications dispatchers in Fire/EMS functions;
- Training curriculum for new public safety dispatchers that will incorporate the Fire/EMS function into the current curriculum;
- Configuration of combined Police and Fire/EMS function;
- Supervisor staffing requirements – both interim and final configurations; and,
- Other operational details associated with civilianization.

Mr. Stanton Jones

2

October 3, 2001

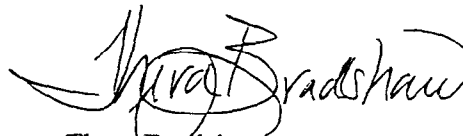
The ECD civilianization plan is contingent upon sufficient dispatch personnel to assume responsibility for Fire/EMS functions. ECD currently has an aggressive training program that can train up to 20 dispatchers each in 3 training sessions per year. In order to achieve civilianization, funding will be required to hire sufficient dispatch personnel to backfill normal attrition, as well as, cross-train on the Fire/EMS function prior to replacement of Fire personnel. The cost to training 54 new civilian dispatchers is estimated to be \$2.3 million (see attachment). In addition, there are costs to cross-train existing dispatch personnel on the Fire/EMS function but details on the training program have not been determined.

In response to your question on the acquisition of the Clawson dispatch system, ECD expects to purchase the software this fiscal year. Costs for the Clawson product are included in the ECD budget. In addition, ECD has received approval for a sole-source waiver from the Human Rights Commission that will expedite the purchasing process. ECD staff are currently working with Tiburon, our computer-aided dispatch (CAD) system vendor, to develop the computer interface necessary to install the software. Tiburon has completed installations of the software in a number of other 9-1-1 centers. As a result, modifications necessary for the Tiburon interface are expected to be minimal. ECD expects a proposal from Tiburon within the next two weeks that will provide cost estimates and details of the work to be performed. ECD is also in the process of developing operational plans necessary to phase Fire/EMS call-taking function using the Clawson product. This plan will determine the configuration of the software installation. Finally, prior to implementing the software, ECD is developing a training plan that includes both Fire and EMS telephone protocols for civilian 9-1-1 public safety dispatchers. Barring any unforeseen events, ECD expects to complete the installation testing and training by the 4th quarter of the fiscal year.

If you have any questions, please call me at (415) 558-3886 or my Chief of Staff, Dan Fraijo at (415) 558-3808.

Attachment

Sincerely,



Thera Bradshaw
Executive Director

Emergency Communications Department
Civilianization - Cost of Training

Dispatch Academy

<u>Class</u>	<u>FTE's</u>	<u>Step</u>	<u>Pay Period</u>	<u>Biweekly</u>	
Fully trained	54	1	15	\$ 1,814	\$ 1,469,340
Remedial training	14	1	1.5	1,814	38,094
Attrition	27	1	7.5	1,814	367,335
Salary					1,874,769
Fringe Benefits @				25%	468,692
					\$ 2,343,461

Biweekly - Jan 2002 rate

Training includes 8 wks classroom, 18 wks on-the-job, 4 wks Fire/EMS (1 wk classroom, 3 wks on-the-job) and if necessary, 3 wks remedial training.

Fire Suppression Operations

1. Has the organization assessed the available fire suppression information and evaluation systems to determine if they are efficient and effective?
2. Has the organization ever performed an analysis of the way it handles calls for service?
3. Has the organization ever performed an analysis of outcomes for calls for service?
4. Can the organization provide fire loss summary information by cause?
5. Has the anticipated maximum fire flow that may be needed been calculated by the fire department for all areas and target hazards?
6. Have all company-grade officers undergone training in leadership and command procedures?
7. Have all company officers had tactical training including detailed instruction on the operational procedures to be followed in various fire fighting situations?
8. Are all suppression personnel specifically trained to handle highway fires and accidents?
9. Are special plans and assignments followed for handling fires and accidents on divided, elevated, depressed, limited access, or parkway highways?
10. Is positive pressure ventilation (PPV) used, and are procedures identified for its proper application during emergencies?
11. Has the organization evaluated the availability, adequacy, effectiveness and efficiency of automatic or mutual aid resources?

Assessment and Planning

12. Does the research and planning program provide input to the development of fire stations and facilities specifications?
13. Does the research and planning program provide input into the development?
14. Does the planning program provide input into operational methods and activities?
15. Has a risk or fire flow analysis for each specific high-hazard location been compiled, and does a pre-fire plan for emergency response to each of those locations exist?
16. Are pre-fire plans and maps made for blocks and zones as opposed to individual buildings?
17. Is there a system used for coordinating pre-plan documents with response map locations?
18. Is the risk analysis kept current to adequately reflect the status of changes in the community in each fire management area?
19. Are company-level personnel trained in evaluating or conducting risk/hazard analysis?
Note: Community fire risk analysis includes evaluating type of construction, fuel loads, construction features, exposures, calculating fire flows, reviewing type of occupancy, identifying special hazards, and utilizing built-in/private fire protection systems and measuring life safety hazards.
20. Are Department personnel trained in how to calculate fire flow estimations?
21. Are fire flows calculated on maximum or high-risk occupancies?
22. Are Department personnel trained to calculate available water supplies?

Assessment and Planning

1. Are the locations and availability of built-in fire protection systems identified in plans or response maps?
2. Are all mutual, automatic and contractual aid contracts ratified by a governing board?
3. Is the analysis of the alarm data incorporated into its determination of standards of coverage and secondary deployment strategies?
4. Has the Department utilized its historical loss data, incorporating the findings into its mission, goals, objectives, program elements, and activities?
5. Has the Department identified overall fire protection risk factors for the jurisdiction as a whole?
6. Has the jurisdictional area been divided into planning or emergency management zones or have overall planning areas been designated and utilized for the purposes of risk analysis?
7. Has the Department identified its property risk factors in each demand zone?
8. Has the Department identified and documented the following characteristics within each demand zone?
Yes No
 Topographical factors
 Fire flow assessment
 Demographic factors
 Land use and density
 Occupancy groups
9. Does the Department have a continuous planning and research program with a person designated to identify policy or planning issues?
10. Does the planning program take into account changes in the fire record and risk factors in the community?
11. Is the planning program coordinated with the Department of City Planning?

MODULAR ORGANIZATION

The ICS organizational structure develops in modular fashion based upon the kind and size of an incident. The organization's staff builds from the top down with responsibility and performance placed initially with the Incident Commander. As the need exists, four separate sections can be activated, each with several Units which may be established. However, the specific organizational structure established for any given incident will be based upon the management needs of the incident. If the Incident Commander can simultaneously manage all major functional areas, no further organization is required. If one or more of the areas requires independent management, the Incident Commander assigns an individual to be responsible for that area.

The ICS positions are filled from existing on-scene personnel. None of the positions have a pre-determined rank from which it must be filled. The individuals assigned to the position receive their authority from the position held.

When a Section Chief has been assigned by the Incident Commander, the Section Chief can further delegate management authority for areas as required. If the Section Chief sees the need, the functional units within the Section may be activated.

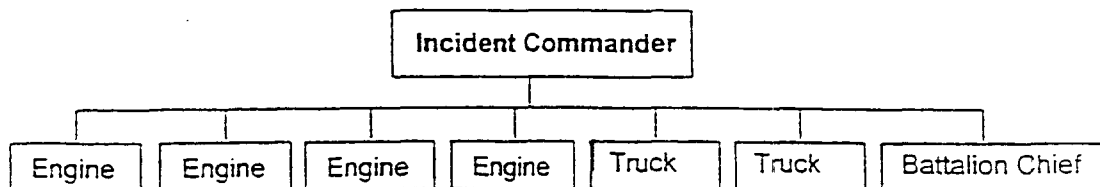
As an incident grows in complexity or size, and additional resources are necessary, the Incident Commander can expand the ICS in a modular fashion to meet the needs created by the emergency, or to reduce the span-of-control to a manageable level.

If the Incident Commander has 7 tactical Units at the scene of an emergency, each working independently of one another, the span-of-control would be 7 to 1.

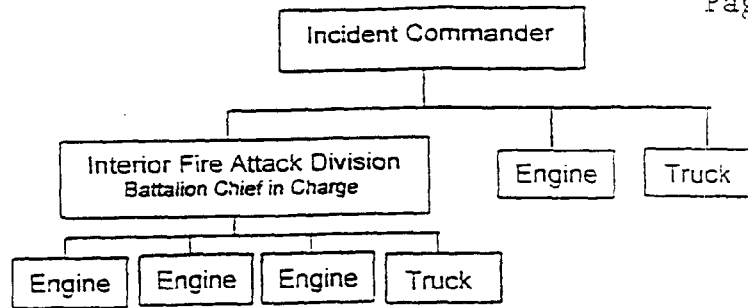
Example

The Incident Commander has made the following assignments:

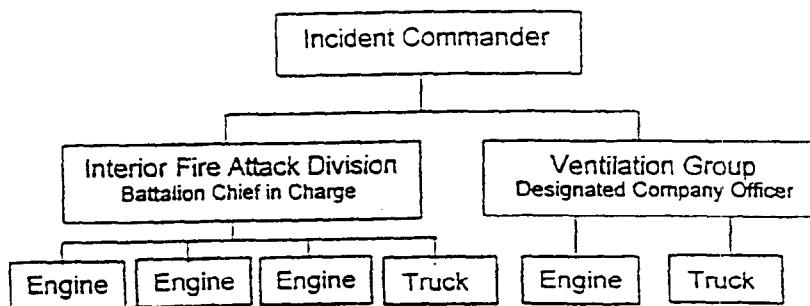
- 2 Engines and a Truck to the second floor (fire floor)
- 1 Engine to the third floor
- 1 Battalion Chief into the building
- 1 Engine and 1 Truck to the roof to ventilate



The span-of-control of 7 to 1 can be reduced to 3 to 1 by forming the Units in the building into a Division (Interior Division), or a Group (Fire Attack Group), and assigning the Battalion Chief as the Division/Group Supervisor.



The Incident Commander could further reduce the span-of-control to 2 to 1 by forming the Engine and Truck, which were assigned to the roof to ventilate, into a Ventilation Group and designating one of the Officers as the Group Leader.



The on-scene Incident Commander determines how and when operating Units will be formed into Divisions and Groups.

Organizational Titles

Personnel assigned to manage at each level of the organization carry a distinctive organizational title:

Management Level	Organizational Title
Incident Commander	Incident Commander
Command Staff	Officer, i.e.: Safety Officer
Section	Section Chief, i.e.: Logistic Section Chief
Branch *	Branch Director
Division	Division Supervisor
Group	Group Supervisor
Unit	Unit Leader

* The position of Branch Director would normally be used at extremely large emergencies.

San Francisco  Fire Department

FIRE COMMISSION

Date: October 30, 2001
To: Steve Foti, Senior Manager
Budget Analyst's Office
From: Tania Bauer
Commission Secretary
Subject: Transmittal of Fire Commission Accomplishments

Attached are the Fire Commission Accomplishments submitted in narrative format.

As requested, I e-mailed a copy to you earlier today and am transmitting a paper copy to your office.

If you should have any questions whatsoever, please call me at (415) 558-3451. Thank you so much for your consideration of this submittal by the Fire Commission.

FIRE COMMISSION ACCOMPLISHMENTS 1996-2001

Over the past five years, the Fire Commission has been preoccupied with a number of issues of great change and progress in the Fire Department. Among them the historic integration of the Department, to the point where some 40% of all members are women and persons of diverse ethnic and social backgrounds. The ending of the Consent Decree reflected that progress as do the Department's continuing efforts to assure equality in recruitment and promotion.

Similarly historic was the transfer of the Emergency Medical Service from the Department of Public Health, a monumental undertaking that involved the Commission in hours of hearings and in efforts to assure an orderly transition while at the same time encouraging an expansion of services in every part of the City.

A primary task was assuring continuity of effort and commitment as Chief Robert Demmons retired in July 2000 and Paul Tabacco served as acting Chief while a national search was conducted for Chief. The Commission's involvement was from the beginning of the search to the swearing-in of the new Chief. The search was a time-consuming effort starting with establishing qualifications criteria to finally interviewing candidates recommended by the executive recruiter and selected by the commission, with numerous steps in between.

These and other major objectives will be amplified later in this report within the encompassing context of the Commission's concern for the over-all morale and operational efficiency of the Department as evident in untold hours of formal meetings and disciplinary hearings, attending Fire Academy graduations and other functions, responding to major alarms as well as visiting fire houses and meeting individually with firefighters and paramedics.

In retrospect, the Commission does take satisfaction in the talent, courage and resourcefulness of the men and women of the Department, and their unquestioned readiness to respond to emergencies, whether it's a youngster who's fallen off his bike or a building in flames or a disaster of almost unthinkable horror. Such preparedness and professionalism was certainly in evidence when hijacked planes slammed into the World Trade Center and the Pentagon on September 11th and subsequently anthrax was spread in post offices, government buildings and newsrooms. The San Francisco Fire Department, while spared a direct assault but in keeping with the City's disaster and emergency plans, assumed a leadership role. Chief Mario Treviño became incident commander and over-all coordinator among City agencies on the activation of the City's Emergency Operations Center that fateful September morning. Mayor Willie L. Brown, Jr. ordered schools and non-emergency City agencies closed, and the fire, police, health and other emergency services relied not only on experience gained in repeated drills and table-top exercises but from actual experience, such as the 1989 Loma Prieta earthquake.

The City displayed its readiness to quickly organize itself and establish a command network should there have been an attack. In the days that followed, particularly after anthrax began to claim lives in cities in the eastern part of the nation, the tensions and anxieties inevitable with such ruthlessness also appeared here. Repeatedly, the Fire

Department's Hazardous Materials Unit, rescue squads and emergency medical staff responded to reports of possible anthrax – 37 calls in particular day. No anthrax was found, but each time firefighters donned bulky "moon suits" was itself a drill in preparation for terrorism.

The response to the September attacks provides a positive measure for the capabilities and responsiveness of the department, significant and reassuring after a lengthy period of uncertainty during periods of transition in the Chief's office. Demmons had pioneered racial and gender integration of the Department, and Tabacco took over at a time of considerable concern about departmental overtime and served a year as the national search was conducted. For the Fire Commission, the search was its principal priority, along with, of course, watchful concern that the Department maintain high operational standards.

The national search itself was meticulous, including a canvass of 100 or so of the larger fire departments in the nation along with officers from the San Francisco Fire Department itself. It culminated in the formal appointment of Chief Treviño on August 1st. His lengthy command and administrative experience as a Deputy Chief in Seattle and as Chief in Las Vegas, and Acting Chief Tabacco's assistance in working closely with Treviño through the month of July, ensured a smooth transition of command. Treviño was able to step into the Chief's office with the Commission's confidence that he was fully prepared for the full weight of responsibilities he would face, including, of course, his role at the EOC should disaster threaten.

The transfer of command exemplified the Department's tradition and commitment of service to the public. Chief Tabacco, during his one-year tenure, actively sought to improve departmental performance not only in the field with intensified battalion drills but administratively by reducing overtime and disability claims resulting in that for the first in years the Department did not seek an end-of-year supplemental.

The Commission has long stressed the need to curtail excessive overtime, and it is hopeful that further progress will be made as additional recruits fill the ranks and reduce the daily need to hire firefighters and paramedics to fill in.

The other areas of great concern to the Fire Commission, and as emphasized in the Commission's own Statement of Purpose, are as follows:

RECRUITMENT AND PROMOTIONS

Reliance on overtime, in large measure, has been the result of the inability to fill mandatory staffing levels on engines and trucks because of the over-all shortage of personnel. A concerted effort has been made this past year to establish broad recruitment and testing to fill the ranks and assure orderly promotion of qualified officers. The Department's unique Cadet Program and other outreach resulted this summer in more than 6000 applicants, at least half from the City itself, assuring wide gender and ethnic diversity. Screening and testing will be carried out in the coming months and the posting of hiring lists should be ready in the spring of next year. Similarly, for the first time in some years, promotional examinations are being prepared. The Commission continues to insist that every effort be made to ensure that the Department represents the unique diversity of the City itself.

BUDGET

The Commission is working with the Mayor's Budget Office, the Board of Supervisors and others in City Hall to ensure that financing for the Department meets essential needs but is within the City's ability to pay in an uncertain economy. The urgency has become all the more intense as the nation's economy dipped into recession and revenues fell drastically in the aftermath of September 11th. As of this writing, the City anticipates a revenue shortfall of \$60 to \$100 million. San Francisco International Airport, because of a drastic decline in air travel, anticipates a similar loss of revenues, which could impact its funding of fire and paramedic services at the airport.

DEPARTMENT ORGANIZATION

Long of concern to the Commission is the administrative structure of the Department and whether it is sufficient to the demands of a combined fire and rescue and medical emergency service. Chief Treviño presently is in the process of a thorough organizational review of the Department and has notified the Commission that he will present his recommendations to them in the near future. Commendable among his efforts has been his individual interviews with all chief officers as to any proposals or suggestions they may have. Additionally under review by the Chief, in response to the extraordinary demand because of anthrax and other terrorist threats is whether to add a second Haz-Mat unit and a third heavy rescue squad.

EMERGENCY MEDICAL SERVICE (EMS)

For the Fire Department, the merger with EMS was truly historic, vastly expanding its workload. Currently, 70 to 75% of all calls are for paramedics. The number of ambulances has been increased from 12 (under the Department of Health) to 20 that are available for 911 dispatch. From the outset, the Commission favored the merger and has worked to assist in its implementation. The Commission directly involved itself by convening round-table discussions in which both firefighters and paramedics could identify and try to resolve differences that stood in the way of integration and were essentially differences of cultures and missions. The Commission has been particularly supportive of efforts to recruit paramedics and cross-train personnel as Firefighter/Paramedic (H3) and to continue to assign such personnel to engine companies in order to build a large force of ALS (Advanced Life Support) engines.

DISCIPLINARY PROCEDURES

In recent years, the Commission has worked to refine its procedures for disciplinary hearings to assure fairness and due process with an issuance of findings of fact, in all cases of termination or other serious offenses, which may be essential should the case be appealed to Superior Court. These Findings are intended to also provide guidance for future departmental policies or revision of existing ones.

DIVERSITY

An unyielding priority of the Commission is the Department's unwavering and absolute adherence to the Department's Mission statement to assure equality of opportunity and a work environment free of prejudice and harassment. Repeatedly, the Commission has emphasized this commitment and has fully supported all efforts of the police to identify the publishers of the insidious (and the Commission believes totally unrepresentative)

Smoke Eaters Gazette by holding special hearings and publishing resolutions condemning the publication.

These are the highlights of the Commission's dedication to improving internal administrative, budgetary and disciplinary procedures and acting as a liaison and advocate for the Department with the Mayor's Office and the Board of Supervisors. The Commission takes seriously its obligation to work closely with the men and women of the Department to assure adherence to high standards of professionalism, public service and accountability.