

**Performance Audit of the
San Francisco Fire Department's
Administrative Staffing and Strategic Planning**

Prepared for the

**Board of Supervisors
of the City and County of San Francisco**

by the

San Francisco Budget and Legislative Analyst

June 15, 2015

BOARD OF SUPERVISORS
BUDGET AND LEGISLATIVE ANALYST

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June 15, 2015

Supervisor Norman Yee, Chair, Government Audit and Oversight Committee
and Members of the San Francisco Board of Supervisors
Room 244, City Hall
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4689

Dear Supervisor Yee and Members of the Board of Supervisors:

The Budget and Legislative Analyst is pleased to submit this *Performance Audit of the San Francisco Fire Department's Administrative Staffing and Strategic Planning*. In response to a motion adopted by the Board of Supervisors on March 4, 2014 (Motion No. M14-027), the Budget and Legislative Analyst conducted this performance audit, pursuant to the Board of Supervisors powers of inquiry as defined in Charter Section 16.114 and in accordance with U.S. Government Accountability Office (GAO) standards, as detailed in the Introduction to the report.

The purpose of the performance audit was to evaluate the San Francisco Fire Department's management of its administrative functions and long term planning.

The performance audit contains two findings and seven recommendations directed to the Fire Chief. The Executive Summary, which follows this transmittal letter, summarizes the Budget and Legislative Analyst's findings and recommendations.

The Fire Chief has provided a written response to our performance audit, responding to the report's recommendations and summarizing the Department's accomplishments in FY 2014-15, which is attached to this report, beginning on page 26. The Fire Chief agrees with four, partially agrees with one, and disagrees with two recommendations.

- The Fire Chief disagrees with Recommendation 1, which states that the Fire Chief should revise the Department's promotional policies to ensure that appointees to management positions in the Administration Division have demonstrated a long term commitment through their prior work and responsibilities in the Department. According to the Fire Chief's written response, "Although the Department recognizes that longevity in a management position is ideal for continuity and consistency reasons, there is no practical or lawful way to guarantee that such commitment could be achieved."

However, as shown on pages 12 and 13 of our report, over the past 15 years there have been 18 different appointments of uniform staff to management positions in the Administration Division. Only four of the 18 appointments were in their positions for four years or more. Thirteen of the 18 appointments retired from their positions. We continue to recommend that the Department develop criteria for promotion of uniform staff to management positions in the Administration Division in order to select staff that have demonstrated a long term commitment through their prior work and responsibilities in the Department.

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- The Fire Chief also disagrees with Recommendation 7 to reclassify the Assistant Deputy Chief for Homeland Security to a lower, more appropriate level if the position is continued after the UASI grant expires. According to the Department, "Post-UASI funding, the Department will review the needs of the position and the Division, work with DHR on classification and compensation issues, and determine the most appropriate rank. This is not something the Department is willing to commit to at this point without a thorough evaluation of the position and the Departmental need."

We continue to recommend that the Department reclassify the Deputy Chief for Homeland Security position, which has no staff management responsibilities, after the UASI grant expires. Any changes to the position after the UASI grant expires, including moving the position from grant funds to the City's General Fund, will require Board of Supervisors approval.

We would like to thank the Fire Chief and her staff for their cooperation during this performance audit.

Respectfully submitted,



Severin Campbell, Director
Budget and Legislative Analyst's Office

cc: President Breed	Mayor Lee
Supervisor Avalos	City Administrator
Supervisor Campos	Clerk of the Board
Supervisor Christensen	Jon Givner
Supervisor Cohen	Kate Howard
Supervisor Farrell	Controller
Supervisor Kim	Fire Chief
Supervisor Mar	President, San Francisco Fire Commission
Supervisor Tang	
Supervisor Wiener	
Supervisor Yee	

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Executive Summary

I. Oversight of the Fire Department's Administrative Functions

Organizationally, the Fire Department is divided between operations and administration. The Operations Division oversees fire suppression, prevention and investigation, and emergency medical services. The Administration Division oversees core administrative and logistical support functions.

The Department's organizational structure is not well-suited to administrative functions. The Administration Division is overseen by a uniform manager, the Deputy Chief of Administration. Any reorganization of the San Francisco Fire Department to assign high level civilian managers to oversee the Department's administrative functions would result in new General Fund costs because the Department has limited ability to re-allocate resources due to minimum fire suppression staffing requirements set by the Administrative Code. Therefore, the Department needs to develop its processes to select qualified uniform managers for positions in the Administration Division and enhance training of these managers.

- The Department does not have documented criteria to appoint the Deputy Chief of Administration or require the appointee to have prior administrative experience.

Recommendation: The San Francisco Fire Department needs to develop a formal, written job description for the Deputy Chief of Administration position that details position responsibilities, required knowledge and ability, and preferred education and experience to ensure that the position responsibilities are well-understood by department management and staff. The job description should include knowledge of and experience in public administration, financial and human resources management, and information technology.

- The Department's Assistant Deputy Chiefs oversee large functions and manage uniform and civilian staff, with the exception of the Assistant Deputy Chief for Homeland Security who has no staff management responsibilities.

Recommendation: The Fire Chief should reclassify the Assistant Deputy Chief for Homeland Security to a lower, more appropriate level if the position is continued after expiration of the UASI grant.

- The Department does not have a formal training program to develop the skills of uniform staff overseeing administrative functions.

Recommendation: The Fire Chief should direct the Deputy Chief of Administration to develop a formal training program for all Administration Division managers that includes best practices in program planning and implementation, project management, budgets and budget controls, inventory management, and human resources management. The training program should be designed to develop the leadership and management skill of both uniform and civilian managers in the Administration Division. Completion of the program should be required for uniform staff promoting into administrative management positions.

- Managers in the Administration Division often have short tenures, inhibiting the development of long range plans, goals and objectives

Recommendation: The Fire Chief should revise the Department's promotional policies to ensure that appointees to management positions in the Administration Division have demonstrated a long term commitment through their prior work and responsibilities in the Department.

II. Planning and Project Management

According to the Department's 2011 Efficiency Plan, the Administration Division is responsible for long term planning for the Department. The Department, however, has not specifically assigned long term planning responsibilities to the Deputy Chief of Administration or to the Assistant Deputy Chiefs in to the Administration Division.

- The Deputy Chief of Administration, Assistant Deputy Chiefs and civilian managers in the Administration Division should take the lead in planning for the Department's long term needs.

Recommendation: The Fire Chief should specify the Deputy Chief of Administration's responsibility for strategic planning as part of the written job description for the Deputy Chief of Administration, consistent with the City's classification description for the Deputy Director V position; and revise the job descriptions for the assistant deputy chief and civilian manger positions assigned to the

Administration Division to specify each position's responsibility for long term and strategic planning.

- The Department needs to develop an information technology plan.

Recommendation: The Fire Chief should convene a formal department-wide committee to assess the Fire Department's immediate and long term information technology needs and develop the framework for an information technology plan.

- The Department does not consistently anticipate project delays or coordinate with other City departments in planning major equipment purchases.

Recommendation: The Fire Chief should assign a project manager with sufficient experience and authority to oversee complex equipment purchases. Each complex equipment purchase should have a project plan with realistic timelines that incorporate research and design of equipment specifications. The Department should provide regular reports to the Fire Commission on the status of equipment purchases and actions taken to address problems in the purchase process.

Introduction

The Board of Supervisors directed the Budget and Legislative Analyst's Office to conduct a performance audit of the San Francisco Fire Department through a motion (M14-027) approved on March 4, 2014.

Scope

The performance audit of the San Francisco Fire Department (Fire Department) evaluated the economy, efficiency and effectiveness of Department's administrative staffing and strategic planning.

Methodology

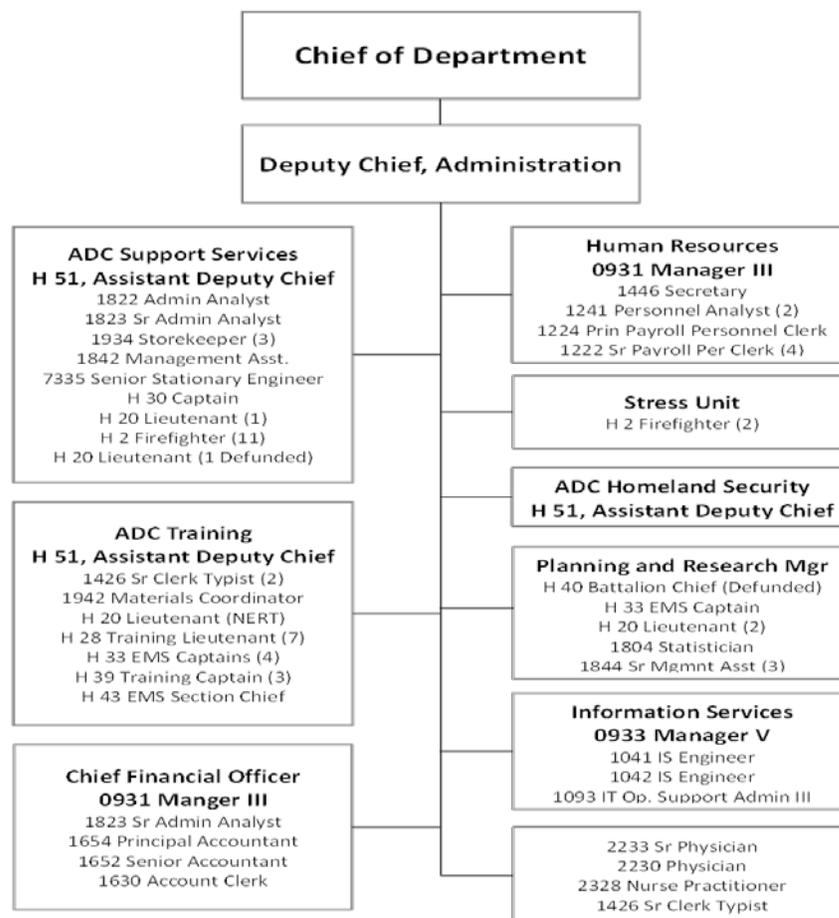
The performance audit was conducted in accordance with Government Auditing Standards, 2011 Revision, issued by the Comptroller General of the United States, U.S. Government Accountability Office. In accordance with these requirements and standard performance audit practices, we performed the following performance audit procedures:

- Conducted interviews with executive, management and other staff at the Fire Department.
- Reviewed General Orders, job descriptions, planning documents and other reports and studies regarding Fire Department planning, policies, and procedures.
- Reviewed policies, procedures, memoranda, and other guidelines governing the Fire Department.
- Completed a survey of select fire departments throughout the United States to compare administrative and planning processes.
- Conducted reviews of (a) staffing levels and demographics; (b) overtime payments; (c) job descriptions; (d) policies and procedures; (e) financial reports; and (h) other data pertinent to the audit objectives.
- Submitted a draft report, with findings and recommendations, to the San Francisco Fire Department on May 5, 2015; and conducted an exit conference with the Chief of the Fire Department and her staff on May 29, 2015.
- Submitted the final draft report, incorporating comments and information provided in the exit conference, to the Fire Department on June 3, 2015.

The Department's Administration Division

Organizationally, the Fire Department is divided between operations and administration. The Operations Division oversees fire suppression, prevention and investigation, and emergency medical services. The Administration Division oversees core administrative and logistical support functions. The City's Administrative Code provides for two Deputy Chief positions appointed by the Fire Chief. Under the Department's long-standing organizational structure, one position serves as the Deputy Chief of Operations with responsibility for approximately 1,425 positions, and one serves as the Deputy Chief of Administration with responsibility for approximately 72 positions. The organization of the Department's Administration Division is shown in the chart below.

Chart 1: Fire Department's Administration Division



The San Francisco Fire Department combines administrative and logistical support functions in the Administration Division under the management of the Deputy Chief. Other comparable fire departments separate administrative, logistical support, prevention and investigation, and operations into different divisions. The administrative functions in other comparable fire departments are managed by civilian positions, as shown in Table 1 below.

Table 1: Comparable Fire Departments' Organization of Administrative and Logistical Support Functions

City	Fire Department Divisions	Managed by Civilian
Austin	*Administrative services *Emergency services *Logistics *Prevention and preparedness *Support services	*Administrative services
Oakland	*Emergency management *Field operations *Fire prevention *Fiscal and administrative services *Medical services/ communications *Training and support service	*Fiscal and administrative services *Fire prevention
Phoenix	*Fire operations *Fire prevention *Human resources *Informational technology *Physical resources *Training division	None
Portland	*Emergency operations division *Management services division *Prevention division *Training division	*Management services division
Sacramento	*Planning *Administration and finance *Operations	*Administration and finance
San Francisco	*Administration *Operations	None
San Jose	*Administrative services *Emergency services *Field operations *Fire prevention *Organizational support	*Administrative services *Emergency services
Seattle	*Administration *Fire prevention *Operations *Resource management	*Administration

Source: Budget and Legislative Analyst Survey

Assigning a civilian manager with experience and a professional focus on core administrative functions, rather than a uniform manager, is a more efficient administrative structure because it allows uniform managers and civilian managers to oversee functions in their areas of expertise. The San Francisco Fire Department has combined administrative and logistic support functions under management of the Deputy Chief for at least 15 years, and reorganizing the Administration Division to assign a high-level civilian manager to oversee core administrative functions would result in new General Fund costs. Under the Administrative Code, the Fire Department has limited ability to re-allocate department resources to achieve efficiencies because the Department must maintain a certain level of uniform staffing, as noted below. Therefore, as discussed in Section 1 of this report, the Budget and Legislative Analyst recommends improvements in the selection process and training of uniform managers overseeing administrative functions to create more efficient management of core administrative functions.

Civilian and Uniform Positions in Administration

The Administration Division consists of administrative functions, including human resources, finance, and information services; and support functions, including facilities and fleet management (support services), training, and assignments. The Fire Department has assigned civilian staff to administrative functions.

While the Department assigns some civilian staff to support functions, the Department also assigns uniform staff to these functions. The Budget and Legislative Analyst did not identify support positions currently performed by uniform staff that should be civilianized. Generally, assigning uniform staff to these support functions is warranted or acceptable, based on the tasks they perform. These uniform staff include mechanics, who are assigned to 24-hour watches to service apparatus during fire responses, stress unit staff to provide counseling and support to other uniform staff, and staff in the training division who support the fire academies.

Impact of Proposition F on the Department's Allocation of Staff Resources

The voters approved Proposition F in 2005, amending the City's Administrative Code to require that the City maintain the same number of fire stations and apparatus (fire engines and trucks) at the same location and the same extent as existed on January 1, 2004. As the population and

needs of the City change, the Department can add but not reduce or reassign fire suppression resources.

Over the past five years, the Department's budget has increased by 23 percent, due chiefly to increases in salaries and benefits mandated by collective bargaining agreements, as shown in Table 2 below.

Table 2: Allocation of the Fire Department's Budget Resources from FY 2010-11 to FY 2014-15

	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	Increase	Percent
Admin and Support Services	32,099,335	31,940,284	32,864,218	32,757,108	33,874,290	1,774,955	6%
Fire Suppression and EMS	233,247,820	249,935,583	274,248,649	277,232,799	287,719,461	54,471,641	23%
Prevention and Investigation	9,510,997	10,590,043	11,769,164	12,468,199	13,741,756	4,230,759	44%
Training	4,079,751	3,994,924	4,164,160	4,235,337	4,224,488	144,737	4%
Equipment Replacement and Other Projects	472,250	639,000	1,442,096	1,619,251	2,122,000	1,649,750	349%
Facilities Projects	615,735	615,735	715,735	1,621,500	2,570,000	1,954,265	317%
Grants	1,132,084	1,819,940	1,840,503	1,868,641	1,897,763	765,679	68%
Total	281,157,972	299,535,509	327,044,525	331,802,835	346,149,758	64,991,786	23%

Source: Budget System

The Department's Proposed Increases in Administrative Staffing

The number of civilian and uniform positions assigned to the Administration Division increased from 68 in FY 2012-13 to 75 in FY 2014-15, as shown in Table 3 below. Administration Division positions increased due mainly to increased staffing in the training unit to conduct academies for new recruits and other training.

Table 3: Increase in Administration Division Staff from FY 2012-13 to FY 2014-15

Class	FY 2012-13	FY 2013-14	FY 2014-15
Chief	1	1	1
Deputy Chief, Administration	1	1	1
Assistant Deputy Chief	3	3	3
Other Uniform	21	24	27
Subtotal, Uniform	26	29	32
Civilian	42	43	43
Total	68	72	75

Source: Fire Department Human Resources

The number of civilian positions decreased by 40 percent over a six-year period from 71 positions in FY 2008-09 to 43 positions in FY 2014-15. The major reduction in positions were human resources, clerical, administrative support and facilities maintenance. The Fire Chief proposed to the Fire Commission a number of staffing increases in the Administration Division in the FY 2015-16 budget, including planning and information technology positions.

The Fire Chief also proposed additional uniform staff in the training unit, and four civilian storekeepers in the Operations Division to support emergency medical services. The Budget and Legislative Analyst makes no specific staffing recommendations in this audit report but will review and make recommendations on new Fire Department positions proposed in the Mayor's FY 2015-16 budget.

I. Oversight of the Fire Department's Administrative Functions

The Deputy Chief for Administration oversees the administrative and logistical support functions for the Department's Administration Division. This includes functions that in other cities' fire departments are generally overseen by (1) uniform managers, including training, fire apparatus and fire station maintenance, and assignments (scheduling of uniform staff); and (2) civilian managers, including human resources, finance and budgeting, and information technology.

The Department's organizational structure is not well-suited to administrative functions. The Fire Department maintains a uniform command structure, characterized as "para-military". This structure was developed for emergency responses in which the authority and role of each responder must be clearly defined. City departments' administrative functions, while part of a management hierarchy, are not as strictly structured.

As noted in the Introduction to this report, reorganizing the department to separate logistical support and administrative functions, and assigning a high-level civilian manager to oversee core administrative functions, would result in new General Fund costs. Therefore, the Department needs to develop its processes to select qualified uniform staff for positions in the Administration Division and enhance training of these staff.

The Department does not have documented criteria to appoint the Deputy Chief of Administration or require the appointee to have prior administrative experience

In other City departments, the director of administrative services generally comes from an administrative background and has experience in finance, budgeting, human resources, information technology, or other administrative functions. In the Fire Department the director of administrative services comes from a uniform background.

The Department does not currently have a job description for the Deputy Chief of Administration, who is appointed by the Chief. The main requirement to be appointed to Deputy Chief is prior experience as a battalion chief; otherwise, the Department has no documented criteria on appointment to the Deputy Chief position. No previous job postings stating desired or required qualifications or experience are available. Nor does the Department have a formal

requirement that the appointed Deputy Chief have prior administrative experience.

Several fire departments surveyed by the Budget and Legislative Analyst have written job descriptions for the deputy chief position that detail the position requirements. They include knowledge of public administration as a requirement. Table 4 below summarizes the job descriptions for the deputy chief/assistant chief positions for fire departments in the cities of Sacramento, Portland (Oregon), and San Jose.

Table 4: Examples of Job Descriptions for Deputy Chief Positions

City	Sacramento	Portland	San Jose
Position	Deputy Chief	Deputy Chief	Assistant Fire Chief
Report	Chief	Chief	Chief
Responsibility and Oversight	<ul style="list-style-type: none"> ○ Oversees major division ○ Administrative and managerial ○ Interface with public officials, other agencies ○ Oversees uniform and civilian staff ○ Responsible for training, fleet, facilities, budget 	<ul style="list-style-type: none"> ○ Oversees major division for operations, logistics and training ○ Plans the work and provides leadership 	<ul style="list-style-type: none"> ○ Oversees major division, including support functions such as training and facilities ○ Responsible for personnel management, budget control
Qualifications	Knowledge of: <ul style="list-style-type: none"> ○ public administration, human resources, ○ fire suppression and emergency medical services, ○ research and statistical methods, ○ legal requirements 	Knowledge of: <ul style="list-style-type: none"> ○ fire operations and rules and regulations ○ human resources management Ability to: <ul style="list-style-type: none"> ○ analyze and make recommendations on complex operations 	Knowledge of: <ul style="list-style-type: none"> ○ fire operations ○ public administration ○ accounting and budget systems Ability to: <ul style="list-style-type: none"> ○ oversee large staff ○ command large operation
Education and Experience	<ul style="list-style-type: none"> ○ 7 years supervisory experience, ○ Battalion chief experience ○ Bachelor degree in fire management, public administration, business administration 	<ul style="list-style-type: none"> ○ Experience as battalion chief ○ Bachelor degree in fire science, public administration, related field 	<ul style="list-style-type: none"> ○ Fire captain or higher

Source: Budget and Legislative Analyst Survey

Recommendation: The San Francisco Fire Department needs to develop a formal, written job description for the Deputy Chief of Administration position that details position responsibilities, required knowledge and ability, and preferred education and experience to ensure that the position responsibilities are well-understood by department management and staff. The job description should include knowledge of and experience in public administration, financial and human resources management, and information technology.

The Department's Assistant Deputy Chiefs oversee large functions and manage uniform and civilian staff, with the exception of the Assistant Deputy Chief for Homeland Security who has no staff management responsibilities

Administrative Code Section 2.A, Article V specifies the uniform classifications in the Fire Department. While the Code does not include the Assistant Deputy Chief classification, the Code does allow the Fire Commission to create new classifications subject to Board of Supervisors approval. The Assistant Deputy Chief position was created in response to the Consent Decree, in which the federal courts monitored the San Francisco Fire Department's hiring and promotions from 1988 to 1997 to ensure equal employment opportunity. The Department created the Assistant Deputy Chief position to promote women and minorities into leadership positions in the department. Three Assistant Deputy Chief positions are assigned within the Administration Division to oversee support services, training, and homeland security.

The Assistant Deputy Chief position is civil service-exempt. The Chief determines the qualifications and assignments of the position, which are posted in the Fire Department's General Orders. Position qualifications vary, and Department staff in the rank of lieutenant or above are eligible to apply.

- The Assistant Deputy Chief, Training, position requires fire suppression and emergency medical service experience, teaching experience, and a bachelor's degree.
- The Assistant Deputy Chief, Homeland Security, position requires working knowledge of field operations and the causes of terrorism, and a bachelor's degree. This position is currently funded by a federal Urban Areas Security Initiative (UASI) grant.

- The Assistant Deputy Chief, Support Services, position requires working knowledge of field operations, leadership role on department committees and projects and a bachelor's degree.

With the exception of the Assistant Deputy Chief, Homeland Security, the Assistant Deputy Chief positions in the Fire Department oversee large functions, including emergency medical services, fire prevention and investigation, airport fire services, support services and training. In contrast, the Assistant Deputy Chief, Homeland Security, has no responsibility for staff and oversees a more limited function.

Recommendation: The Fire Chief should reclassify the Assistant Deputy Chief for Homeland Security to a lower, more appropriate level if the position is continued after expiration of the UASI grant. For example, the Department's assignments office is overseen by an emergency medical service captain.

The Department does not have a formal training program to develop the skills of uniform staff overseeing administrative functions

The position descriptions for the three Assistant Deputy Chief positions in the Administration Division include responsibility for the respective units' budget development and personnel management. The position descriptions for the Assistant Deputy Chief positions for Homeland Security and Support Services also include responsibility for managing Department assets and inventory. None of these position descriptions require specific experience or skills in these areas. Nor does the Department ensure that training is provided to the uniform staff in executive, management and supervisory roles in the Administration Division to foster these skills.

The Fire Department does not have internal training opportunities related to the performance of administrative functions, including training in budgeting and finance, strategic planning and policy development and planning. The Budget and Legislative Analyst reviewed the Training Division's Training Log as well as the online courses available to the Department's uniform staff. All daily, weekly, monthly, annual, and ongoing online training opportunities are related to the performance of firefighting or EMS duties.

The Deputy Chief of Administration, the Assistant Deputy Chiefs assigned to the Administration Division, and other uniform staff in the Department's Administration Division have not attended management and leadership development programs offered by the City's Human Resources Department's Workforce Development Division. These management and leadership development programs include:

- Professional Development Programs
- Workshops for Supervisors and Managers
- Leadership Development for Managers, Supervisors, and Team Leaders, and
- City University

These programs provide training in a variety of relevant areas, including project management, performance planning, communications skills, business administration, and public finance.

The Fire Chief states that department staff have attended executive or management programs offered by professional fire associations, which are designed to develop managers of fire operations. The Department, however, does not have a formal program to develop the skills of uniform staff who become managers in the Department's Administration Division.

[Seattle, Washington Fire Department Training Program](#)

Other fire departments surveyed by the Budget and Legislative Analyst have developed internal training programs for uniform staff to develop administrative and leadership skills, in advance of their being promoted to a supervisory role.

In the Seattle Fire Department, for example, a job shadowing program was developed that requires all of the battalion chiefs and deputy chiefs to learn about the different functional areas in the department over a two-week period. Staff spend four hours in each area, including finance and IT.

The current department chief also decided to rotate the assistant chiefs for a period of up to two years so that they might learn about how to manage the other functional areas. This exchange program was developed to prepare the current assistant chiefs to assume the position of chief upon the chief's retirement.

Recommendation: The Fire Chief should direct the Deputy Chief of Administration to develop a formal training program for all Administration Division managers that includes best practices in program planning and implementation, project management, budgets and budget controls, inventory management, and human resources management. The training program should be designed to develop the leadership and management skill of both uniform and civilian managers in the Administration Division. Completion of the program should be required for uniform staff promoting into administrative management positions.

Managers in the Administration Division often have short tenures, inhibiting the development of long range plans, goals and objectives

The Department has not consistently selected uniform managers in the Administration Division who have long term commitments to the division. These positions often serve as a transition to retirement for uniformed staff. For example, over approximately the last 15 years there have been 18 different appointments of uniform staff to management positions within the Administration Division. The average tenure for the Deputy Chief position was 3.31 years and the Assistant Deputy Chief position was 2.41 years, including time served in an acting position. Thirteen of these positions, or 72 percent, retired from the position, as shown in Table 5 below.

Table 5: Average Tenure of Deputy Chief and Assistant Chief Positions

Division	Tenure	Years in Acting/ Permanent Appointment	Retired in Position (Y/N)
Deputy Chief			
Administration	10/22/98 to 1/6/00	1.25	Y
Administration	3/13/00 to 2/7/04	4.00	Y
Administration	2/4/04 to 7/1/10	6.50	Y
Administration	7/1/10 to 12/24/11	1.50	Y
Deputy Chief Average Tenure		3.31	
Assistant Deputy Chief			
Homeland Security	7/1/04 to 3/13/06	1.75	Y
Homeland Security	7/2/05 to 3/23/08	2.75	Y
Homeland Security	5/3/08 to 6/26/10	2.25	Y
Homeland Security	6/28/10 to 7/1/12	2.00	Y
Homeland Security	3/19/12 to 8/21/14	2.50	N
Support Services	8/8/98 to 7/17/04	5.75	Y
Support Services	5/3/08 to 7/24/10	2.25	N
Support Services	7/24/10 to 6/25/11	1.00	Y
Support Services	6/29/11 to 7/1/12	1.00	Y
Training	11/24/98 to 3/12/00	1.25	N
Training	7/28/00 to 1/13/03	2.50	Y
Training	10/19/09 to 10/15/11	2.00	Y
Training	2/4/04 to 7/22/08	4.50	N
Training	10/15/11 to 1/12/14	2.25	N
Assistant Deputy Chief Average Tenure		2.41	

Source: SFFD Human Resources

Only four of the 18 previous Deputy Chiefs and Assistant Deputy Chiefs were in their positions for four years or more. The short time that staff held these positions limited their ability to plan for the long term performance of the division or their respective units. In addition, the high turnover limited the Administration Division's ability to effectively manage the purchase of the fire boat, as discussed in Section 2.

The current Deputy Chief of Administration has held the appointment for more 3.25 years and the Assistant Deputy Chiefs have held their appointments from six months to approximately 2.75 years.

Recommendation: The Chief should revise the Department's promotional policies to ensure that appointees to management positions in the Administration Division have demonstrated a long term commitment through their prior work and responsibilities in the Department.

II. Planning and Project Management

The Administration Division is assigned responsibility for long term planning for the Department, as described in the Department's 2011 Efficiency Plan.

"The Administration Branch provides the non-field support to the Department. All financial, contractual, data analysis, strategic planning, and policy development are performed by the Administration Branch."

According to the United States Government Accountability Office, strategic plans are the "starting point and basic underpinning for a system of program goal setting and performance measurement... A multi-year strategic plan articulates the fundamental mission (or missions) of an organization, and lays out its long-term general goals for implementing that mission, including the resources needed to reach these goals".

The Department has not specifically assigned long term planning responsibilities to the Deputy Chief of Administration (for which there is no written position description) or to the Assistant Deputy Chiefs assigned to the Administration Division, although these are leadership positions.

Of the Department's civilian management positions, only the job description for the Chief Financial Officer specifies that the incumbent will participate in the "development and implementation of long-range financial and strategic plans, policies and programs".

In addition, although the Administration Division nominally has a "Planning and Research" unit, the unit is known throughout the Fire Department as the Assignments Office, and primarily handles scheduling of uniformed staff. The unit does not currently perform functions traditionally understood as planning or policy development, and should be renamed accordingly.

The Deputy Chief of Administration, Assistant Deputy Chiefs and civilian managers in the Administration Division should take the lead in planning for the Department's long term needs

The Department's most recent comprehensive strategic plan was drafted in FY 2004-05. The Department has developed other plans since that time, including the 2009 Apparatus and Vehicle Replacement Plan, the 2010 facilities assessment for the

Earthquake Safety and Emergency Preparedness (ESER) bond issuance, and the most recent Efficiency Plan in 2011.

Planning for the Department's fire suppression and emergency medical service recruitment, facilities' needs, apparatus and vehicle replacement requirements, and information technology should come under the direction of the Deputy Chief of Administration. Other executive managers in the City are specifically assigned responsibility for strategic planning. For example, the classification description for the Deputy Director V positions states that this position:

“Directs the development and implementation of timely division/bureau goals, policies and strategic plans,” and

“Monitors the organizational structure, staff assignments, service levels and administrative systems required to accomplish the department's mission and objectives in an effective and efficient manner”.

In writing the position description for the Deputy Chief for Administration, the Chief should specify the position's responsibility for strategic planning, consistent with the City's classification description for the Deputy Director V position and the Administration Division's functional responsibilities.

The existing position descriptions for the three Assistant Deputy Chief positions assigned to the Administration Division define their functional but not their leadership role, especially in long term planning for the department. The existing position descriptions should be revised to incorporate the City's definition of executive management positions, including

“Executive level department management is responsible for all functions and activities of a major division or area; provide leadership and direction in developing new programs and establishing organizational policies, priorities and objectives.”

As noted, of the Division's civilian leadership, only the Chief Financial Officer has specific responsibility for long-term planning. Strategic planning should be an explicitly required of all Department leadership positions, under the direction of the Deputy Chief of Administration.

[Recommendation:](#) The Fire Chief should specify the Deputy Chief of Administration's responsibility for strategic planning, consistent with the City's classification description for the Deputy Director V

position, as part of the written job description for the Deputy Chief of Administration; and revise the job descriptions for the assistant deputy chief and civilian manger positions assigned to the Administration Division to specify each position's responsibility for long term and strategic planning

[The Need for a Strategic Plan](#)

The Fire Department's draft FY 2004-05 strategic plan defined the Department's mission, and goals and objectives by major function and operations. The draft plan reflected the existing organization but did not identify long-term goals or strategies to achieve those long term goals. In contrast, the cities of Seattle (Washington) and Portland (Oregon) fire departments' strategic plans detail strategic initiatives, objectives and plan implementation.

The Portland and Seattle Fire Departments' strategic plans have different priorities. Portland is focused on fire safety and operations and Seattle is focused on leadership and staff development. The most important takeaway from both plans is that they were developed using a thoughtful strategic planning process that engaged multiple internal and external stakeholders.

For example, to develop its five-year strategic plan, the Portland Fire Department hired strategic planning consultants. It also enlisted the help of a 21-member Steering Committee, which provided overall leadership for the project, and a 45-member Strategic Planning Task Force, which developed the content, including the issues, goals and strategies. The development of the Strategic Plan took place over a six-month period, and included an environmental scan, the convening of focus groups, stakeholder interviews, surveys, and a structured analysis.

While the San Francisco Fire Department may have similar goals to the Portland and Seattle departments, the Department may not have the buy-in from staff and the Fire Commission that the planning process engenders. It also does not have a clear road map for going forward.

Table 6 summarizes the respective goals and strategies in the Portland and Seattle plans.

Table 6: Seattle and Portland Fire Departments’ Strategic Plan Goals and Strategies

Portland Fire Department	Seattle Fire Department
<p><u>Operational Readiness and Effectiveness</u></p> <ul style="list-style-type: none"> - Ensure 911 calls are triaged effectively - Collaborate with other agencies to improve public service - Enhance response to low frequency/high consequence events - Develop partnerships to influence and adapt to fire service trends - Established health & wellness practices that benefit employees - Create cohesive sworn/non-sworn workforce - Participate in Portland Plan Implementation <p><u>Fire Safety Excellence</u></p> <ul style="list-style-type: none"> - Enhance business model to increase customer responsiveness - Enhance code enforcement inspection model - Evaluate customer needs to deliver core services within budget <p><u>Developing Our Workforce</u></p> <ul style="list-style-type: none"> - Increase efficiencies in EMS system to improve appropriate use of 9-1-1 systems - Develop leadership & management training program - Provide structured feedback to employees - Respond to increased cultural changes and social demands - Improve firefighter <p><u>Maximizing Financial Resources</u></p> <ul style="list-style-type: none"> - Secure funding for replacement and maintenance of apparatus, equipment and facilities - Identify regional initiatives and leverage resources with regional partners - Communicate financial activity & decisions to employees 	<p><u>Leadership</u></p> <ul style="list-style-type: none"> - Incorporate leadership training throughout all levels of the organization - Enhance department resources for leadership training and mentoring - Delegate decision making authority at the appropriate level in the organizational structure to empower and include all employees - Ensure the discipline policy is applied equally and consistently <p><u>Employee Development</u></p> <ul style="list-style-type: none"> - Develop a comprehensive training model for all department employees - Deliver training that is effective, efficient and accessible - Evaluate and revise department policies, materials and procedures to promote individual employee development - Promote personal accountability, growth and development, and the meeting of workplace expectations for all employees <p><u>Diversity</u></p> <ul style="list-style-type: none"> - Ensure a workplace environment that welcomes and supports diversity among its employees - Support members in delivering services within Seattle’s multicultural community - Promote the recruitment of men and women of diverse backgrounds <p><u>Community Outreach and Partnerships</u></p> <ul style="list-style-type: none"> - Promote Operations Division involvement in community outreach - Cultivate partnerships with other organizations to support department - Conduct outreach to identify the opinions and priorities of the community, and their awareness and support for current and proposed department programs <p><u>Resource Management</u></p> <ul style="list-style-type: none"> - Create a long term technology plan - Plan for long term asset sustainability - Conduct periodic evaluations of the deployment model and revise the model as needed - Effectively manage responses to non-emergency calls for efficient use of department resources while maintaining quality service delivery

The Chief's budget presentation to the Fire Commission in February 2015 included two civilian planning presentations. The Budget and Legislative Analyst will evaluate the Department's need for these two positions if they are included in the Mayor's FY 2015-16 budget. Strategic planning, however, requires organization-wide participation; the Deputy Chief of Administration needs to lead the strategic planning process with support from the Assistant Deputy Chiefs and civilian managers.

The Department needs to develop an information technology plan

The Department has never developed an information technology plan to address the Department's information system needs. Over the past 10 years, the Department has increased their use of information technology, increasing the number of computer work stations from 50 to 400 and developing applications for several department functions, including scheduling and time reporting, incident reporting, inspection tracking and billing, facilities and vehicle maintenance and other applications. The Department currently has four information technology positions and has requested additional positions in the FY 2015-16 budget.

Planning for information technology needs is ad hoc; there is no department-wide committee to identify and plan for the department's information technology needs. The Fire Department is included in two citywide projects recommended by the City's Five-Year Information and Communications Technology (ICT) - the Public Safety & Public Service Radio Replacement project and the Department of Emergency Management's Computer Aided Dispatch system upgrades. The ICT Plan also includes \$3.5 million in department-specific projects requested by the Fire Department but the Department must compete with other City departments for limited funds. City departments overall requested \$211.8 million in information technology projects funded by the General Fund, of which the ICT Plan recommends expenditures of \$150 million, leaving a gap of \$61.8 million. The ICT Plan does not recommend specific City department projects, and in order to compete for funding, the Fire Department will need to support its request with justification of the long term need for department projects.

Recommendation: The Fire Chief should convene a formal department-wide committee to assess the Fire Department's immediate and long term information technology needs and develop the framework for an information technology plan.

Facilities Plan

The City's Department of Public Works conducted an assessment of Fire Department facilities in 2009, preceding the submission of the Earthquake Safety and Emergency Response (ESER) general obligation bond measure to the voters in 2010. The 2009 assessment identified \$400 million in Fire Department facilities' needs. The Department of Public Works is currently conducting an updated assessment of the Fire Department facilities.

In 2010 the Department of Public Works developed a matrix prioritizing capital work to the Fire Department's facilities based on seismic condition, and emergency response and health and safety considerations. To date, the 2010 and 2014 ESER bonds have funded upgrades to 25 of the City's 42 fire stations, including major initial plans to construct the new fire boat stations, repairs to 20 fire stations, comprehensive replacement of two fire stations, and final design documents for replacement of two stations. Two projects not originally considered for replacement by the ESER bond program – the ambulance deployment center (Station 49) and the Treasure Island fire station – are included in the City's most recent 10-Year Capital Plan due to unforeseen facilities' needs.

Apparatus and Vehicle Replacement Plan

The Fire Commission approved the Department's Apparatus and Vehicle Replacement Plan in 2009, which sets guidelines for the useful life, specifications, and replacement schedule for fire trucks, engines and ambulances. The Budget and Legislative Analyst noted in the January 2015 report on the *California Fire Code Governing Street Width and Specifications for Fire Engines in San Francisco* that the Fire Department did not have a formal policy to consider traffic calming or pedestrian safety improvements when planning for the purchase of fire engines or fire trucks. The Fire Commission adopted the Vision Zero Resolution on January 22, 2015 that resolved that the Fire Department will continue to:

- Work with the San Francisco Municipal Transportation Agency, Planning Department, Department of Public Works and others to support engineering solutions that prioritize life and fire safety; will continue to support engineering solutions, including traffic calming, that prevent traffic injuries and fatalities while providing effective Fire Department access and fire ground operations; and

- Explore smaller apparatus and work with vendors to support the development of apparatus that accommodates safer street design and San Francisco's topography.

The Department does not consistently anticipate project delays or coordinate with other City departments in planning major equipment purchases

In the past five years, delays in two major purchases have resulted in financial and operational costs to the Fire Department.

Delays in Purchase of the Fire Boat

The Department was awarded a \$7.8 million Federal Emergency Management Agency (FEMA) grant in January 2011 to purchase a fire boat, which required delivery of the fire boat by September 2013, a period of approximately 2 years and 9 months. The Department failed to meet this timeline and lost the grant due at least in part to insufficient project planning, turnover in leadership positions and inadequate coordination with other City departments, especially the Office of Contract Administration and the City Attorney's Office.

The Department did not assemble a project team until February 2011, or nearly two years after the Department received a State of California Port and Maritime Security grant in March 2009 for architectural and engineering design of the fire boat. The initial project teams did not include representatives from the Office of Contract Administration, the City Attorney's Office or the Mayor's Office despite the project's large and complex scope, although in interviews, Department leadership and staff reported meeting over the life of the project with the Office of Contract Administration and with the City Attorney's Office as delays and other problems with the project began to arise almost immediately.

The Department did not create a project management plan or ensure consistent project management for purchase of the fire boat. During the grant period, the incumbent deputy chief for administration left the position after a tenure of 18 months, two Assistant Deputy Chiefs for support services left the position after tenures of 11 months and one year respectively, and two Assistant Deputy Chiefs for homeland security left the position after tenures of two years and 25 months respectively.

When the Department failed to meet the grant timelines, FEMA denied a grant extension and the Department lost the \$7.8 million

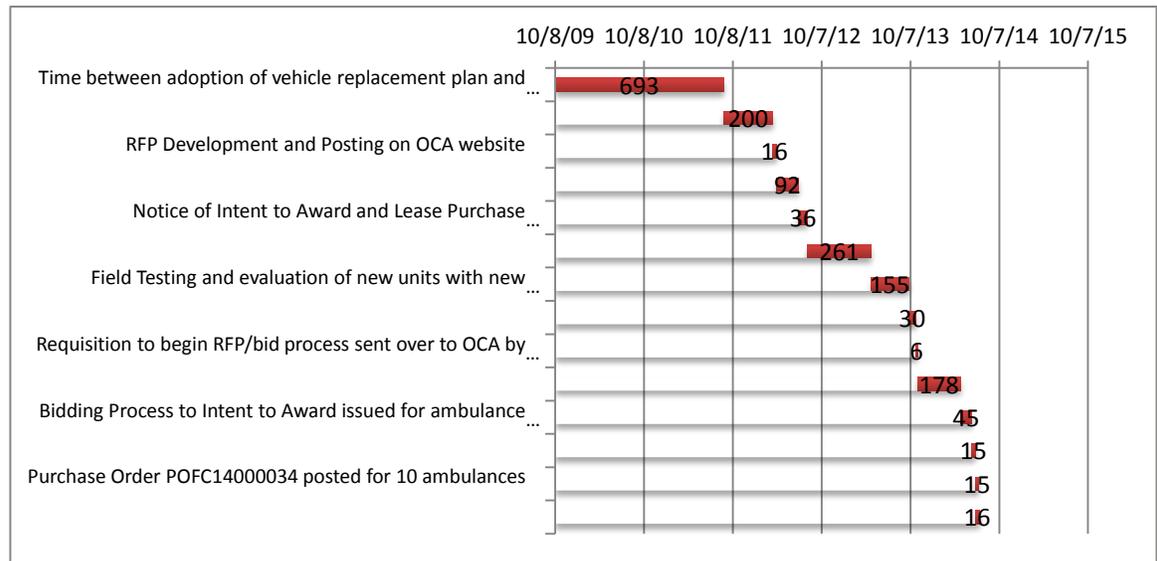
grant. The Department subsequently received another FEMA grant in 2014 for \$7.6 million but was required to match this grant with \$2.5 million in City General Fund monies.

Delays in Ambulance Purchases

The Department did not sufficiently anticipate the time required to plan for and purchase replacement ambulances. Although the Board of Supervisors approved purchase of 16 ambulances in FY 2012-13, FY 2013-14, and FY 2014-15, as of June 2014 none of these ambulances had been purchased. As a consequence, the Department was operating 23 ambulances that exceeded their useful lifespan of 10 years and was taking ambulances out of service regularly for repairs, reducing the number of ambulance units available to respond to calls.

The Department did not begin to plan for the purchase of the new ambulances until more than two years after the adoption of the Apparatus and Vehicle Replacement Plan in 2009 and did not sufficiently plan for the lengthy time period to research ambulance requirements, develop specifications, and field test new ambulances on delivery. The Department received the first five ambulances April 2013 and conducted field testing from April 2013 to September 2013, as shown in Chart 2 below. The process to revise ambulance specifications and post the new Request for Proposals extended from September 2013 to May 2014. The Department ordered 19 ambulances in July 2014, which were delivered to the Department in February 2015.

Chart 2: Ambulance Purchase Timeline



Source: Fire Department Finance

Recommendation: The Department needs to assign a project manager with sufficient experience and authority to oversee complex equipment purchases. Each complex equipment purchase should have a project plan with realistic timelines that incorporate research and design of equipment specifications. The Department should provide regular reports to the Fire Commission on the status of equipment purchases and actions taken to address problems in the purchase process.

Conclusion

The Department's organizational structure is not well-suited to administrative functions. The Fire Department maintains a uniform command structure, characterized as "para-military". This structure was developed for emergency responses in which the authority and role of each responder must be clearly defined. City departments' administrative functions, while part of a management hierarchy, are not as strictly structured.. To work within the existing organizational structure and resources, the Department needs to develop its processes to select qualified uniform staff for positions in the Administration Division and enhance training of these staff. Other fire departments surveyed by the Budget and Legislative Analyst have adopted recruitment, promotion, training and planning processes to allow them to better manage their administrative and support functions. The San Francisco Fire Department should implement practices that are known to yield results.

Recommendations

The Fire Chief should:

1. Develop a formal, written job description for the Deputy Chief of Administration position that details position responsibilities, required knowledge and ability, and preferred education and experience to ensure that the position responsibilities are well-understood by department management and staff. The job description should include knowledge of and experience in public administration, financial and human resources management, and information technology. The job description should specify the Chief of Administration's responsibility for strategic planning, consistent with the City's classification description for the Deputy Director V position.
2. Direct the Deputy Chief of Administration to develop a formal training program for all Administration Division managers that includes best practices in program planning and implementation, project management, budgets and budget controls, inventory management, and human resources management. The training program should be designed to develop the leadership and management skill of both uniform and civilian managers in the Administration Division. Completion of the program should be required for

uniform staff promoting into administrative management positions.

3. Revise the Department's promotional policies to ensure that appointees to management positions in the Administration Division have demonstrated a long term commitment through their prior work and responsibilities in the Department.
4. Specify the Deputy Chief of Administration's responsibility for strategic planning, consistent with the City's classification description for the Deputy Director V position, as part of the written job description for the Deputy Chief of Administration; and revise the job descriptions for the assistant deputy chief and civilian manger positions assigned to the Administration Division to specify each position's responsibility for long term and strategic planning.
5. Convene a formal department-wide committee to assess the Fire Department's immediate and long term information technology needs and develop the framework for an information technology plan.
6. Assign a project manager with sufficient experience and authority to oversee complex equipment purchases; and develop a project plan that has realistic timelines that incorporates the time needed for research and design of equipment specifications for each complex equipment purchase. The Department should provide regular reports to the Fire Commission on the status of equipment purchases and actions taken to address problems in the purchase process.
7. Reclassify the Assistant Deputy Chief for Homeland Security to a lower, more appropriate level if the position is continued after expiration of the UASI grant.

Costs and Benefits

This report recommends that the Department enhance the management and leadership skills of existing uniform managers in the Department's Administration Division rather than add new civilian managers. The report's recommendations to develop training programs and engage in strategic planning have costs but the Department should re-allocate existing resources as much as possible to pay these costs. The report's recommendations should result in cost-effective administration of the Department through better planning and project management.

**Fire Department's Written Response
And List of Accomplishments**

JOANNE HAYES-WHITE
CHIEF OF DEPARTMENT



EDWIN M. LEE
MAYOR

SAN FRANCISCO FIRE DEPARTMENT
CITY AND COUNTY OF SAN FRANCISCO

June 10, 2015

Severin Campbell
San Francisco Board of Supervisors
Budget and Legislative Analyst's Office

RE: Performance Audit – Administrative Staffing and Strategic Planning of the San Francisco Fire Department

Dear Ms. Campbell:

Thank you for the opportunity to review the draft performance audit report and for the changes that were made to the final draft based on the Fire Department's (Department) feedback at the May 29, 2015 exit conference. We value the open dialogue and look forward to the inclusion of the Department's formal response to the audit findings and recommendations to the final report.

As you are aware from the discussion during the exit conference, the Department agrees with four of the seven recommendations. Of the remaining three, the Department disagrees with Recommendation 3 from a practical application standpoint and with Recommendation 7 for as long as the position is funded by UASI. The Department partially disagrees with Recommendation 6 because the assignment of a dedicated project manager would depend on the size and complexity of the project, whether the particular Department Division responsible for the project is able to handle the project management piece with its own existing staff and subject matter expertise, and/or whether the project involves multi-agency participation. The Department's detailed comments about each of the recommendations are found in the enclosed Response Matrix.

I appreciate the continued exchange and collaboration between our agencies in these Performance Audits. Each has provided opportunities for learning, organizational evaluation and systematic improvements. I commend the Audit Team for their sustained efforts in conducting comprehensive research and assessment. I look forward to implementing the recommendations with which the Department concurs and deliver positive feedback at subsequent Audit update meetings.

Sincerely,


Joanne Hayes-White
Chief of Department

Enclosures

Performance Audit of the San Francisco Fire Department’s Administrative Functions.

Department Response

	Recommendation	Agree/Disagree	Comments
	The Fire Chief should:		
1	Develop a formal, written job description for the Deputy Chief of Administration position that details position responsibilities, required knowledge and ability, and preferred education and experience to ensure that the position responsibilities are well-understood by department management and staff. The job description should include knowledge of and experience in public administration, financial and human resources management, and information technology. The job description should specify the Chief of Administration’s responsibility for strategic planning, consistent with the City’s classification description for the Deputy Director V position.	Agree	Historically, there have not been job specifications for uniformed exempt positions, particularly for the two Deputy Chief positions, because such positions are not subject to Civil Service testing or a Departmental selection process. However, the Department recognizes the value in clearly defining the role(s), duties and expectations for the Deputy Chief of Administration and will endeavor to complete a thorough position description for DHR’s review in the coming fiscal year.
2	Direct the Deputy Chief of Administration to develop a formal training program for all Administration Division managers that includes best practices in program planning and implementation, project management, budgets and budget controls, inventory management, and human resources management. The training program should be designed to develop the leadership and management skill of both uniform and civilian managers in the Administration Division. Completion of the program should be required for uniform staff promoting into administrative management positions.	Agree	The Department has always believed in and supported training of all of its managers. However, the issue is time. Existing Administration Division Managers are presently challenged by workload issues and staffing shortage, that time away for training would exacerbate the impact to their current circumstances. As staffing is restored and workload is better distributed, the Department will ensure implementation of the recommended training.

	Recommendation	Agree/Disagree	Comments
3	Revise the Department's promotional policies to ensure that appointees to management positions in the Administration Division have demonstrated a long term commitment through their prior work and responsibilities in the Department.	Disagree	Although the Department recognizes that longevity in a management position is ideal for continuity and consistency reasons, there is no practical or lawful way to guarantee that such commitment could be achieved.
4	Specify the Deputy Chief of Administration's responsibility for strategic planning, consistent with the City's classification description for the Deputy Director V position, as part of the written job description for the Deputy Chief of Administration; and revise the job descriptions for the assistant deputy chief and civilian manger positions assigned to the Administration Division to specify each position's responsibility for long term and strategic planning	Agree	<p>Oversight of a strategic planning and succession planning programs will be incorporated in the position description for Deputy Chief of Administration. However, the Department believes that the actual development, implementation and maintenance of such programs should be performed by a civilian manager with the relevant education, training and/or experience in these particular areas.</p> <p>It is important to note that the Audit Team's survey of seven other comparable Fire Departments as reflected in Table 1 of the Audit Report highlights the fact that San Francisco has the least number of "direct reports" to the Chief of Department. Related to this Recommendation, the survey results further underscore the need for additional staff dedicated to strategic planning and succession planning programs.</p>
5	Convene a formal department-wide committee to assess the Fire Department's immediate and long term information technology needs and develop the framework for an information technology plan.	Agree	The Department recognizes the need for a Department IT plan and agrees with this recommendation. However, given the extremely limited IT staff the Department has, allocating sufficient resources for an IT committee to be productive and useful has been a limitation to the formation of this committee. The Department anticipates beginning work on both of these topics in the next fiscal year, given that the Mayor's Office has allocated additional IT staff in the budget as part of the Mayor's proposed FY15-16 and 16-17 Budget.
6	Assign a project manager with sufficient experience and authority to oversee complex equipment purchases; and develop a project plan that has realistic timelines that incorporates the time needed for research and design of equipment specifications for each complex equipment purchase. The Department should provide regular reports to the Fire Commission	Partially Agree	Depending on the scope of the project, large scale projects are assigned to an individual Division Head for completion, and his/her team is responsible for setting the goals and the plan for project execution. However, the Department is not solely responsible for the timelines of a project, as in many cases a variety of different external agencies and departments are involved and may be responsible for delays in project timelines. The Department is constantly working with other City agencies to streamline procurement and review of

	on the status of equipment purchases and actions taken to address problems in the purchase process.		projects as needed to minimize delays. The Department does currently provide regular reports to the Commission on large scale projects.
7	Reclassify the Assistant Deputy Chief for Homeland Security to a lower, more appropriate level if the position is continued after expiration of the UASI grant.	Disagree	This position is currently funded by an Urban Areas Securities Initiative (UASI) Federal Homeland Security grant, which limits the scope of work of the position in accordance with grant provisions and in addition would not result in any general fund savings were it to be reclassified at a lower rank. However, post-UASI funding, the Department will review the needs of the position and the Division, work with DHR on classification and compensation issues, and determine the most appropriate rank. This is not something the Department is willing to commit to at this point without a thorough evaluation of the position and the Departmental need.

San Francisco Fire Department
 Division of Administration
 Accomplishments

Accomplishments FY 2014-2015
Development of Department's Fiscal Years 2015-16 and 2016-17 operating budgets for submission, which included allocations for additional resources for its EMS Division, Arson Division and Information Technology Division.
Developed Department-wide SFFD Budget Committee to explore the funding issues facing the Department as well as their implications, and perform both a short term and long-term budgetary needs assessment for the Departmental planning.
Update and develop a multi-year hiring plan with the Mayor's Office for both Fire Suppression and Emergency Medical Services.
Continued monitoring of the State's GEMT program for additional reimbursement opportunities for the Fire Department related to ambulance transports.
Heavily involved in the City's Ambulance work group, resulting in a number of recommendations implemented and incorporated into the Department's budget, including additional EMS staff, EMS logistics, enhanced EMS supervision, and improved system cooperation and planning efforts both City-wide and with our private partners.
Worked closely with the Department of Public Health on the reinstatement of the EMS6 Mobile Integrated Health Care Program.
Development of per-diem ambulance employee program to augment the Department's permanent Paramedics and EMTs.
Station 49 Capital and Facility Needs; work with Capital Planning to continue development of the Business Plan and design of a logistics specific Deployment Center and the incorporation of this new facility into the City's 2016 Health Bond.
Reviewing operational deployment strategies, the Fire Department, DEM, Controller's Office, and AMR are collaborating on a new ambulance demand and deployment model. Began efforts to analyze portions of a system re-design, and explored the implementation of a BLS Transport Tier in conjunction with EMSA, local EMS Agency, Department and City Attorney.
Received 19 Ambulances from Leader Industries with re-designed specifications to provide significant cost savings to the City in future years.
Began work with the Mayor's Office on a revised Apparatus and Vehicle Fleet Replacement Plan.
Collaborated with other City agencies to promote the Vision Zero agenda – zero pedestrian deaths by 2024.
Collaborated with other City agencies to provide life and fire safety for the entire City population around street widths for new neighborhoods and re-design of existing streets using the Planning Department's Better Streets Plan and the Department of Public Works Sub-Division Regulations. Worked with other agencies to establish a committee to consolidate code enforcement and approval for new projects.
Completion of Station 48 Temporary Module Capital Project, including move-in and opening of facility.
Completion and activation of new Fire Station 4 at the City's new Public Safety Building.
Complete Station 36 Major Remodel, as well as a number of other focused-scope facility enhancement projects.
Securing approximately \$1.5 million of Federal funding to address and upgrade exhaust extractors at Fire Department stations.

San Francisco Fire Department
 Division of Administration
 Accomplishments

Accomplishments FY 2014-2015
Secured Federal grants for PWSS, Active Shooter Ballistic Protection Package, HazMat Equipment; Extrication Gear for Rescue Squads; Consultant to upgrade Mobile Command and the FDOC; Homeland Security Chief position; NERT Volunteer Coordinator position
Applied for grants to enhance operational response through heavy rescue equipment, thermal imaging cameras, ambulances, training, fire investigation resources, and public fire safety outreach.
Continued collaboration with PUC regarding prioritization of AWSS projects and operational capabilities of the system.
Assisted DPW with comprehensive needs assessment of Fire Department facilities to assist with future planning efforts.
Worked closely with IT on deployment of new MDT and modems for Department vehicles, along with tablets for Chief Officers
Continue the migration of the Fire Station network to the City FiberWAN
Continued monitoring and oversight of the construction of the Department's new fire boat, scheduled for delivery in early 2016.
Strengthen collaboration with the Department of Human Resources with regard to enforcement of leave management guidelines
Assisted with oversight of H-2 Firefighter, H-3 Level I EMT, H-6 Investigator, H-33 EMS Captain, and H-50 Assistant Chief Examination processes
Continued collaboration with the Board of Supervisors and other City agencies to address issues such as apparatus design, street engineering, and fire safety through the legislative process.
Deployed iPads to Chief Officers and Rescue Captain Vehicles that provide valuable information during a call, including specialized mapping, weather information, HazMat Guides, Rescue Guides, Wild Land Information, and EMS Policies and Protocols.
Deployed TabletCommand to Chief Officers and Rescue Captains to provide an easy and reliable interface to manage large incidents (such a greater alarm fires) and a very intuitive navigation (and unit status) tool for everyday use.
Developed the Automatic Vehicle Location (AVL) Reporting application to easily display the location of all units in a call.
Developed the Medical Calls Response Time Dashboard to provide consistent up-to-date response times.
Administered a successful H-6 Arson Investigator and H-110 Marine Engineer Civil Service Exams.
Two H-3 Level I EMT Classes, graduated a total of 77 members in August 2014 and May 2015
117 th H-2 Recruit Academy graduated 52 members in December 2014
Promoted 40 members in six separate ranks