

File No. 150806 Committee Item No. 3
 Board Item No. _____

COMMITTEE/BOARD OF SUPERVISORS

AGENDA PACKET CONTENTS LIST

Committee: Government Audit and Oversight Date October 15, 2015

Board of Supervisors Meeting Date _____

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- Introduction Form
- Department/Agency Cover Letter and/or Report
- MOU
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- Civil Grand Jury Report - 07/16/2015
- Clerk of the Board (COB) Memo - 07/16/2015
- Response Fire Dept - 09/01/2015
- Response Fire Commission - 09/04/2015
- Response Treasure Island Development Authority - 09/14/2015
- Revised Response Fire Commission - 09/16/2015
- COB Memo 09/17/2015
- _____
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- _____
- _____
- _____

Completed by: Erica Major Date October 9, 2015
 Completed by: _____ Date _____

BOARD of SUPERVISORS



City Hall
Dr. Carlton B. Goodlett Place, Room 244
San Francisco 94102-4689
Tel. No. 554-5184
Fax No. 554-5163
TDD/TTY No. 544-5227

DATE: September 17, 2015
TO: Members of the Board of Supervisors
FROM:  Angela Calvillo, Clerk of the Board
SUBJECT: 2014-2015 Civil Grand Jury Report "San Francisco Fire Department, What Does the Future Hold?"

We are in receipt of the following required responses to the San Francisco Civil Grand Jury report released July 16, 2015, entitled: San Francisco Fire Department, What Does the Future Hold? Pursuant to California Penal Code, Sections 933 and 933.05, City Departments shall respond to the report within 60 days of receipt, or no later than September 14, 2015.

For each finding the Department response shall:

- 1) agree with the finding; or
- 2) disagree with it, wholly or partially, and explain why.

As to each recommendation the Department shall report that:

- 1) the recommendation has been implemented, with a summary explanation of how;
- 2) the recommendation has not been implemented, but will be within a set timeframe as provided;
- 3) the recommendation requires further analysis and define what additional study is needed, the Grand Jury expects a progress report within six months from the publication of the Report; or
- 4) the recommendation will not be implemented because it is not warranted or reasonable, with an explanation of why.

The Civil Grand Jury Report identified the following City Departments to submit responses (attached):

- Fire Chief
Received September 14, 2015, for Findings 1.1 through 1.5, 2.1, and 2.3 and Recommendations 1.1, 1.1.1, 1.2, 1.2.1, 1.3 through 1.5, 2.1 and 2.3
- Fire Commission
Received September 14, 2015, for Recommendations 1.1.1, 1.5, 2.1, 2.2, and 2.3
- Director of the Treasure Island Development Authority
Received September 14, 2015, for Finding 2.2 and Recommendation 2.2

These departmental responses are being provided for your information, as received, and may not conform to the parameters stated in California Penal Code, Section 933.05 et seq. The Government Audit and Oversight Committee will consider the subject report, along with the responses, at an upcoming hearing and will prepare the Board's official response by Resolution for the full Board's consideration.

C:

Honorable John K. Stewart, Presiding Judge
Jay Cunningham, 2015-2016 San Francisco Civil Grand Jury
Alison Scott, 2015-2016 San Francisco Civil Grand Jury
Janice Pettey, 2014-2015 San Francisco Civil Grand Jury
Philip Reed, 2014-2015 San Francisco Civil Grand Jury
Joanne Hayes-White, Fire Department
Kelly Alves, Fire Department
Maureen Conefrey, Fire Commission
Bob Beck, Treasure Island Development Authority Staff
Peter Summerville, Treasure Island Development Authority Staff
Kate Austin, Treasure Island Development Authority Staff
Jon Givner, Deputy City Attorney
Rick Caldeira, Legislative Deputy
Severin Campbell, Budget and Legislative Analyst
Debra Newman, Budget and Legislative Analyst
Jadie Wasilco, Budget and Legislative Analyst

Major, Erica (BOS)

From: Major, Erica (BOS)
Sent: Thursday, September 17, 2015 8:09 AM
To: BOS-Supervisors
Cc: BOS-Legislative
Aides<https://outlook.office365.com/ecp/UsersGroups/EditDistributionGroup.aspx?reqId=1441732280579&pwmcid=5&ReturnObjectType=1&id=e461de0a-e6fa-453b-849b-ab7bfda77739#>; jcunningham@sfcgj.org; ascott@sfcgj.org; Janice Pettey; Philip Reed; Hayes-White, Joanne (FIR); Alves, Kelly (FIR); Conefrey, Maureen (FIR); Beck, Bob (MYR); Summerville, Peter (ADM); Austin, Kate; Jon.Givner@sfgov.org; Caldeira, Rick (BOS); Calvillo, Angela (BOS); Campbell, Severin (BUD); Newman, Debra (BUD); Wasilco, Jadie (BUD); Steeves, Asja (CON)
Subject: Civil Grand Jury 60-Day Response Receipt - (150806) San Francisco Fire Department, What Does the Future Hold?
Attachments: 60 Day Memo Receipt - SF Fire Dept, What Does the Future Hold.pdf

Supervisors:

Please find the attached 60-day receipt from the Clerk of the Board documenting the required department responses for the Civil Grand Jury Report, "San Francisco Fire Department, What Does the Future Hold?" We will be working with Supervisor Yee's Office on a hearing date to be scheduled in the Government Audit and Oversight Committee sometime in October. The responding departments for the report is as follows:

- ✓ Fire Department (Chief)
- ✓ Fire Commission
- ✓ Treasure Island Development Authority (Director)

Best,

Erica Major
Assistant Committee Clerk

Board of Supervisors
1 Dr. Carlton B. Goodlett Place, City Hall, Room 244
San Francisco, CA 94102
Phone: (415) 554-4441 | Fax: (415) 554-5163
Erica.Major@sfgov.org | www.sfbos.org



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***Disclosures:** Personal information that is provided in communications to the Board of Supervisors is subject to disclosure under the California Public Records Act and the San Francisco Sunshine Ordinance. Personal information provided will not be redacted. Members of the public are not required to provide personal identifying information when they communicate with the Board of Supervisors and its committees. All written or oral communications that members of the public submit to the Clerk's Office regarding pending legislation or hearings will be made available to all members of the public for inspection and copying. The Clerk's Office does not redact any information from these submissions. This means that personal information—including names, phone numbers, addresses and similar information that a member of the public elects to submit to the Board and its committees—may appear on the Board of Supervisors website or in other public documents that members of the public may inspect or copy.*

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

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



698 Second Street
San Francisco, CA 94107
Telephone 415.558.3451
Fax 415.558.3413
Maureen Conefrey, *Secretary*

September 16, 2015

Erica Major
Assistant Clerk of the Board
Board of Supervisors
1 Dr. Carlton B. Goodlett Place, City Hall, Room 244
San Francisco, CA 94102

Attn: Government Audit and Oversight Committee

Re: Civil Grand Jury Report
San Francisco Fire Department: What Does the Future Hold?

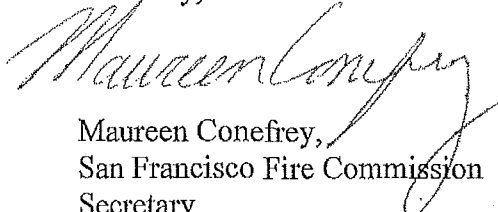
Dear Ms. Major:

Pursuant to the request of Asja Steeves, Civil Grand Jury Coordinator, attached is the revised Grand Jury Response from the San Francisco Fire Commission.

According to Asja, she will forward this to the Court and BOS.

Thank you for your attention to this matter.

Sincerely,


Maureen Conefrey,
San Francisco Fire Commission
Secretary

cc: Fire Commissioners
Chief Joanne Hayes-White

CGJ Year	Report Title	Findings	Responding Dept.	2015 Responses (Agree/Disagree) Use the drop down menu	2015 Response Text
2014-15	San Francisco Fire Department What Does the Future Hold?	F1.1. SFFD continues to fail to meet EOA response time standards, resulting in lost revenue for the City.	SFFD Commission	disagree with it, partially (explanation in next column)	<p>The Department acknowledges that the Code 3 response times are a share of the EOA standard. However, the Department does not directly respond to the Code 3 calls. The Department is currently working to meet the EOA standard by increasing the number of ambulances to be dispatched to Code 3 calls. The Department must balance the need for increased market share with the need for minimal supply of ambulances throughout the City at all hours of the day, including the early morning hours when the demand for ambulances is minimal.</p> <p>Since January 2015, the SFFD share of the ambulance response has been gradually increasing. The SFFD is implementing a number of measures to continue this trend:</p> <ol style="list-style-type: none"> 1. This year in April, the SFFD hired a new class of 42 EMTs to increase the number of units available during peak hours. 2. Working with the Emergency Provider Data Working Group, the Department is implementing a new methodology to better match daily staffing levels with the expected ambulance demand. 3. Working with the Private Ambulance Providers, the Department is re-designing the ambulance shifts to take advantage of the private ambulance supply.
2014-15	San Francisco Fire Department What Does the Future Hold?	F1.5. SFFD has no formal strategic plan and is not creating such a plan in the near future; the Fire Commission seems a natural group to assist the Chief in this very important venture.	SFFD Commission	disagree with it, partially (explanation in next column)	At the urging of the Fire Commission, the Fire Department has embarked on a strategic planning process. The planning began in the spring of 2015 with meetings with the President of Local 798, outside consultants who specialize in strategic planning, and a former Chief of the Oakland Fire Department. Following these meetings, the Chief and President of Local 798 formed a Steering Committee that includes members from each rank in the Department, President of the Fire Commission, and individuals from outside of the Department, thus creating a Committee with a breadth of experience and expertise. The Steering Committee held a kick off meeting on July 21, 2015. The Department retained an outside consultant to facilitate the kick-off meeting. The Committee anticipates completion of the strategic plan in the spring of 2016.
2014-15	San Francisco Fire Department What Does the Future Hold?	F2.3. Most fire departments in the region do not have training facilities comparable to the TI training center (or the new SFFD training center that would replace it). Some of these agencies use the TITC for training and would likely continue use if it remains available, even if the fee structure was converted to include revenue for SFFD and the City.	SFFD Commission	agree with finding	
CGJ Year	Report Title	Recommendations	Responding Dept.	2015 Responses (Implementation) Use the drop down menu	2015 Response Text
2014-15	San Francisco Fire Department What Does the Future Hold?	R1.1. That by December 2015 the Chief develop a plan and the methodology for bringing response times for both Code 2 and Code 3 calls to required levels, and that the Department achieve compliance with EOA standards by December 2016.	SFFD Commission	The recommendation has been implemented (summary of how it was implemented in next column)	The development of a plan and methodology was formalized in the fall of 2014 with the formation of the City's ambulance work group, headed by the Mayor's Office with representatives from SFD, CDH, Controller, Board of Supervisors, Fire Commission and other relevant stakeholders. This work group and its various sub-groups were responsible for analyzing
2014-15	San Francisco Fire Department What Does the Future Hold?	R1.1.1. The Fire Commission should require the Chief to prepare a monthly report on ambulance performance versus the EOA and the average number of ambulances capable of responding to a service call.	SFFD Commission	The recommendation has been implemented (summary of how it was implemented in next column)	Even before the civil grand jury report was issued, the Fire Commission had tasked the Chief to report on ambulance response times and progress toward meeting the EOA. These reports are typically provided by the Deputy Chief of Operations. The Commission has been actively monitoring these issues for years.
2014-15	San Francisco Fire Department What Does the Future Hold?	R1.5. That by December 2015 the Chief, using funds allocated in the next budget year, contract with an experienced consultant to initiate a strategic plan covering: full funding for equipment renewal; facilities maintenance and updates; communication technology;	SFFD Commission	The recommendation has not been, but will be, implemented in the future (timeframe for implementation noted in next column)	The issue of strategic planning has been a priority to the Department, but its development and implementation has been hampered by the budgetary constraints. In the new fiscal year's budget, the Department was allocated additional personnel to enhance the Department's planning capabilities. The Chief has recently formed the Department's Strategic
2014-15	San Francisco Fire Department What Does the Future Hold?	R2.3 That while Recommendations 2.1 and 2.2 are being explored, the Chief and the Fire Commission determine an alternate site for the training center since, if an already City-owned site is not adequate to serve as a training center, purchase of a new site will be more than difficult in the current real estate market.	SFFD Commission	The recommendation has not been, but will be, implemented in the future (timeframe for implementation noted in next column)	The Commission agrees that it is important for the Department to retain a first-class training facility. The Commission has been assured that the Department has reviewed the agreement with TIDA. Further, the Commission is aware that the Department would like to retain the location of its training facility on Treasure Island, but it does not have the authority to require TIDA to amend the agreement. The Department has advised the Commission that it is unlikely that TIDA will take any steps to remove or dismantle the existing training facility within the next seven years, at the earliest. Nevertheless, the Department has already advised the City's Capital Planning Committee that an alternate site might be necessary in the event that TIDA proposes another use for the current training site. The Commission will monitor TIDA's plans as they develop.

RECEIVED VIA EMAIL
9/14/2015
FILE NO. 155800

CITY & COUNTY OF SAN FRANCISCO
TREASURE ISLAND DEVELOPMENT AUTHORITY
ONE AVENUE OF THE PALMS
SUITE 241, TREASURE ISLAND
SAN FRANCISCO, CA 94130
(415) 274-0660 FAX (415) 274-0299
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ROBERT P. BECK
TREASURE ISLAND DIRECTOR

September 9, 2015

San Francisco Superior Court
Attn: Presiding Judge Stewart
400 McAllister Street, Room 008
San Francisco, CA 94102-4512

Dear Presiding Judge Stewart,

Please find enclosed the Treasure Island Development Authority's response to the 2014-2015 Civil Grand Jury Report entitled "San Francisco Fire Department. What Does the Future Hold?".

Sincerely,

A handwritten signature in black ink, appearing to read "R. Beck".

Robert P. Beck
Treasure Island Director

Enclosure

cc: file
Treasure Island Development Authority Board of Directors
San Francisco Board of Supervisors Government Audit and Oversight Committee

2014-15 Civil Grand Jury Report
 "San Francisco Fire Department. What Does the Future Hold?"
 TI Director Response

CGJ Year	Report Title	Findings	Responding Dept.	2015 Responses (Agree/Disagree) Use the drop down menu	2015 Response Text
2014-15	San Francisco Fire Department What Does the Future Hold?	F2.2. Wherever located, SFFD training center requires a significant amount of property as well as special safety considerations, since it must have propane storage tanks plus other facilities and props that can simulate a variety of fires.	Treasure Island Director	agree with finding	While a response is requested of the Treasure Island Director, TIDA is not technically proficient in design and construction of fire training facilities and defers any additional response to the San Francisco Fire Department's response to this finding.
CGJ Year	Report Title	Recommendations	Responding Dept.	2015 Responses (implementation) Use the drop down menu	2015 Response Text
2014-15	San Francisco Fire Department What Does the Future Hold?	R2.2. That TIDA review its current agreement with SFFD to determine whether it is possible to amend the agreement so as to retain the existing location of the training facility.	Treasure Island Director	The recommendation will not be implemented because it is not warranted or reasonable (explanation in next column)	The continued use of the existing fire training center on Treasure Island is not constrained by the agreement between the SFFD and TIDA, but is limited by the development plans for Treasure Island and Yerba Buena Island. The development plan and FEIR for the Treasure Island and Yerba Buena Island do not include the continued existence of the fire training center or a replacement facility, and those uses are not consistent with the adopted land use plan. On May 29, 2015, the Navy transferred 290 acres on Yerba Buena Island and Treasure Island to TIDA and development activities are expected to begin before the end of the year. The initial areas of development will be concentrated on Yerba Buena Island and the southwest corner of Treasure Island. The fire training center is located in what will be the fourth and final phase of development. Based on the current schedule for development, the fire training center should be able to continue operations for seven years before it would need to be vacated for development to proceed.

JOANNE HAYES-WHITE
CHIEF OF DEPARTMENT



EDWIN M. LEE
MAYOR

SAN FRANCISCO FIRE DEPARTMENT
CITY AND COUNTY OF SAN FRANCISCO

RECEIVED
BOARD OF SUPERVISORS
SAN FRANCISCO
2015 SEP -2 PM 2:05

September 1, 2015

The Honorable John K. Stewart
Presiding Judge
Superior Court of California, County of San Francisco
400 McAllister Street
San Francisco, CA 94102

RE: Civil Grand Jury Report – What Does the Future Hold? – Investigation into the San Francisco Fire Department’s Emergency Response Issues and Treasure Island Training Facility

The Honorable John K. Stewart:

Thank you for the opportunity to provide a response to the Civil Grand Jury’s findings and recommendations regarding the Fire Department’s emergency response and the Treasure Island Training Facility.

As the Department discussed with the Civil Grand Jury members during the exit conference, the Department agrees with two of its seven Findings. Of the five remaining Findings, the Department disagrees with one and partially disagrees with four. With regard to the corresponding recommendations, the Department has implemented or will implement eight of the nine Recommendations, and addresses its disagreement to Recommendation R1.2. I have detailed the Department’s comments about each Finding and Recommendation in the enclosed matrix.

In addition to the structured responses, the Department has highlighted below specific items in the report that we believe need clarification in order to present a comprehensive report to the public.

Emergency Response Issues

Although the San Francisco Fire Department did not have EMS transport services until the transfer from the Department of Public Health in 1997, Fire Department personnel have historically responded to medical calls and provided Basic Life Support (BLS) since a large number of uniformed members have always possessed EMT certification. Presently, Department members are nearly 97% either certified as an EMT or licensed as a Paramedic.

Applicable Performance Standards (Response Times)

The two-minute mark in the Civil Grand Jury report refers to the time a call is received to the time that Department crews are dispatched. This is strictly a metric for the Department of Emergency Communications (DEC), not for the Fire Department. The standard for the Fire

Department's response is from the moment the Department receives the dispatch from the DEC to the time the Fire Department Unit arrives on scene. Below are the various standards based on the nature of the call and the Unit involved.

- Ambulance – 10 minutes (Code 3) and 20 minutes (Code 2), 90% of the time
- First Advanced Life Support (ALS) – Seven minutes (Code 3), 90% of the time
- First Unit of any type – Four minutes and 30 seconds (Code 3), 90% of the time

EMS Captain Supervision and Ambulance Units Ratio

With three EMS Captains and approximately 15 - 25 ambulances deployed (depending on day and time of day), the Department is within the Local Emergency Medical Services Agency (LEMSA) standard of one EMS Captain for every 10 ambulances. With the fourth EMS Captain being returned to the field this Fiscal Year, the Department's ratio will be even less.

Ambulances in Western Neighborhoods

The dynamic deployment of ambulances has been an effective staffing model. The issue of "clustering," as the report itself acknowledged, can be attributed to the concentration of receiving hospitals in certain neighborhoods; thus, it cannot necessarily be avoided. Additionally, the clustering of ambulances in the downtown area is due to the higher call volume in that neighborhood. The Department is aware of these circumstances, which affect availability of ambulances in the Western neighborhoods, and believes that it could be mitigated with increased staffing provided that fiscal resources for ambulance/equipment procurement and EMS hiring are approved and funded.

The suggestion of 24-hour static ambulances at Fire Stations to alleviate availability of Units in the Western neighborhoods was a work schedule model that was utilized in the early years of the merger. Based on that experience, it was confirmed that 24-hour shifts for Ambulance personnel was untenable primarily due to workload and fatigue concerns.

Aging Equipment

Although it is true that the Department has some ambulance units that need replacing, fleet breakdowns have not caused delays in response times. The Department has always been able to deploy 15 – 25 units as stated above, based on call demand per day of week and/or time of day. Nonetheless, the Department reiterates that it has received and deployed 19 new ambulances in the last 18 months with seven more expected by June 30, 2016, five of which were obtained through grant funding.

Working Conditions

At any one time in the past, there were up to 24 members who would cross paths at Station 49 and only for a brief period of time. This generally occurred as members reported to and returned from duty. Under the new Station 49 work schedule, there will only be up to 12 members at a time who would physically be at Station 49, for a short period of time. While the shifts are ongoing, Station 49 members are at their posting location or responding to calls in the system.

Nevertheless, the Department has made several improvements at Station 49 in recent months, after the Arson Unit vacated their office space at the same location on Evans Street. The Arson Unit was relocated from Station 49 in March, 2015, opening up additional space for the EMS Division. Since that time, the EMS Division space at Station 49 has increased by approximately 5000 sq. ft. The Division has gained 7 private offices, one classroom, a conference room, an additional kitchen and additional restrooms. The men's and women's locker rooms were relocated to larger spaces and will comfortably accommodate the growing Division. The EMS

office reorganization, including the relocation of the Rescue Captain Office to the ground floor, has greatly improved the Division's workflow.

Ultimately, there will be a new Station 49 facility funded through the Health General Obligation Bond that will earmark \$40M for an EMS facility.

Strategic Planning

The Department recognizes that it does not have one formal strategic planning document. The absence of such plan, however, is not an indication that the Department is devoid of standard operating procedures and guidelines, policy manuals and other initiatives addressing the components of a strategic plan.

For example, the Department has a Disaster Response Manual (updated and published in October 2013) that details the mechanics of a large scale response, including the activation of the Department Operations Center, the deployment of NERT volunteers (over 26,476 trained since inception of the program in 1990), Urban Search and Rescue, and personnel recall procedures. The Department has also conducted Disaster Preparedness and All Hazards/Risk Management Training as a complement to the Disaster Response Manual.

The Department, likewise, has had a Fleet Replacement Plan in place since Resolution 2007-05 was adopted by our Fire Commission in 2007. Moreover, the Department regularly confers with the Department of Human Resources Public Safety Team regarding examination scheduling for human resource planning purposes. In addition, the successful passage of the Earthquake Safety and Emergency Response (ESER) 2010 and 2014 Bonds has resulted in significant upgrades to our facilities and also addressed the health, safety and security of our members.

Therefore, the Department is well-prepared to adequately provide the necessary services to the City on a day-to-day basis or in the event of a natural disaster or man-made calamity.

Moreover, through the Division of Homeland Security, the Department has successfully been awarded several grants, including three in the last two calendar months totaling over \$9 Million. Additionally, the Department has successfully evolved and continues to do so with population, call volume and call type changes throughout the years, despite severe fiscal constraints. The Department's inability to meet certain standards in the last couple of years is largely attributable to the absence of funding, rather than to lack of foresight.

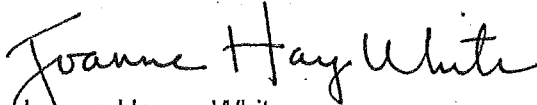
The Department reiterates its support of a strategic plan and is appreciative to receive funding in this fiscal year for the necessary resources to effect its development. Spearheaded by the President of the Fire Commission, a Strategic Planning Committee was formed and meetings are underway toward the achievement of this excellent management tool.

Treasure Island Training Facility

The Department agrees with the Civil Grand Jury's two findings related to the Training Facility. Although the Treasure Island Development Authority (TIDA) currently does not have the Department's Training Facility in its future development plans for Treasure Island, the Department strongly believes that there is no other viable location at this time, or in the near future, for its Training Facility due to the large square footage required and the environmental clearance necessary to operate a Live Burn room. In discussions with TIDA, the Department was advised that it would have approximately seven years based on the progression and prioritization of Treasure Island developments before the Training Facility would have to vacate.

Once again, thank you for the opportunity to respond to the Civil Grand Jury report. Please find the matrix, including a section for detailed tables and figures enclosed with this letter.

Sincerely,

A handwritten signature in cursive script that reads "Joanne Hayes-White".

Joanne Hayes-White
Chief of Department

Enclosures

✓cc: Clerk of the Board, Attn: Government Audit and Oversight Committee

2014-15 Civil Grand Jury
 San Francisco Fire Department, What Does The Future Hold?
 Fire Chief Response

CGJ Year	Report Title	Findings	Responding Dept.	2015 Responses (Agree/Disagree) Use the drop down menu	2015 Response Text
2014-15	San Francisco Fire Department What Does the Future Hold?	F1.1. SFFD continues to fail to meet EOA response time standards, resulting in lost revenue for the City.	SFFD Chief of Department	disagree with it, partially (explanation in next column)	<p>The Department acknowledges that it is still a few percentage points short of the EOA standard. However, this shortfall does not directly result in lost revenue as the associated cost of additional staffing to meet the EOA standard is higher than the revenue to be gained for the percentage gap.</p> <p>The Department must balance the need for increased market share with the need for minimal supply of ambulances throughout the City at all hours of the day, including the early hours of the day when the demand for ambulances is minimal.</p> <p>Since January 2015, the SFFD share of the ambulance response has been gradually increasing (Figure F1.1). The SFFD is implementing a number of measures to continue this trend:</p> <ol style="list-style-type: none"> 1. This year, in April, the SFFD hired a new class of 42 EMTs to increase the number of units available during peak hours. 2. Working with the Emergency Provider Data Working Group, the Department is implementing a new methodology to better match daily staffing levels with the expected ambulance demand. 3. Working with the Private Ambulance Providers, the Department is re-designing the ambulance shifts to take into consideration the private ambulance supply.
2014-15	San Francisco Fire Department What Does the Future Hold?	F1.2. The current dynamic dispatch model fails to meet EMSA response times in the western neighborhoods of the City (Battalions 7, 8, 9 and 10) for several reasons, chief among them the long distance from Station 49 for restocking an ambulance during a working shift and the long distance from hospitals, where ambulances tend to congregate in the natural course of their duty.	SFFD Chief of Department	disagree with it, partially (explanation in next column)	<p>In the last few months, the SFFD has made significant improvements in the ambulance response times throughout the City (Figure F1.2, Table F1.2). Improvements have been uniform through all battalions. Although the SFFD continues to work throughout the goal of responding in every battalion within the EMSA Policy 4000 standards, the policy applies to the overall area of the City and not to each battalion individually. As Table F1.2 shows, the Department has been able to minimize response times in the busiest areas of the City while maintaining coverage of all areas of the City.</p> <p>Improvements have been achieved in part through new EMT hires, deployment of new ambulances (vehicles), and additional ambulance demand analyses. Further measures are being implemented presently:</p> <ol style="list-style-type: none"> 1. Acknowledging the dynamic nature of the ambulance demand, the Department is hiring a new class of per-diem Paramedics (H-8) that will be deployed as-needed based on the projected daily demand. 2. Working with Local 798, the Department is implementing a new 12-hour rotating schedule that provides additional coverage over the existing 12-hour/40-hour work week schedule. 3. Additional software tools will be deployed at the Dispatch Center (DEC) to better determine the location of all ambulances in order to maximize area coverage.

2014-15 Civil Grand Jury
 San Francisco Fire Department, What Does The Future Hold?
 Fire Chief Response

2014-15	San Francisco Fire Department What Does the Future Hold?	F1.3. A number of firehouses are without paramedic-level service due to a shortage of firefighter/paramedics. The shortage is caused by insufficient cross training of personnel and insufficient training for paramedics.	SFFD Chief of Department	disagree with it, wholly (explanation in next column)	The number of firefighter/paramedic members (H-3) deployed as part of an engine company is between 27 and 30. The Department has chosen the location of these engines in order to minimize ALS response times in all areas of the City. The EMSA Policy 4000 defines the emergency response standard for ALS engines as 7 minutes for 90 percent of the time. The current deployment of ALS engines clearly satisfy this criteria (Table F1.3). The Department has offered multiple training/promotional opportunities for current members of the firefighter rank (H-2) to advance to the firefighter/paramedic rank (H-3). However, very few members have shown interest in this career path.
2014-15	San Francisco Fire Department What Does the Future Hold?	F1.4. SFFD has reduced the mandatory minimum of four Rescue Captains to three, resulting in an increase in span of control from a recommended 10 ambulances per Rescue Captain to 20.	SFFD Chief of Department	disagree with it, partially (explanation in next column)	The Department agrees that the span of control for EMS Captains should be reduced in the current fiscal year. This will be occurring with the revised supervision model at Station 49, allowing for the return of the Station 49 EMS Captain to field operations. However, it should be noted that the workload has only increased slightly for the Rescue Captains. In 2005, the each one of the four RCs responded to an average of 7.48 calls/day. In 2014, each one of the three RCs responded to an average of 7.82 calls/day (about 5% increase).
2014-15	San Francisco Fire Department What Does the Future Hold?	F1.5. SFFD has no formal strategic plan and is not creating such a plan in the near future; the Fire Commission seems a natural group to assist the Chief in this very important venture.	SFFD Chief of Department	disagree with it, partially (explanation in next column)	The absence of a formal strategic plan does not mean that the Department does not have separate, individual strategies to meet the evolving needs of various operational areas. However, the Department does recognize the value of having one organized plan consolidating its strategies and initiatives. The Department received funding this Fiscal Year to secure resources for this purpose; and a Strategic Planning Committee spearheaded by the Fire Commission President has been formed.
2014-15	San Francisco Fire Department What Does the Future Hold?	F2.1. The City could save a significant amount of the \$160 million currently earmarked for a new training facility by keeping the current training center on TI, even if improvements were required	SFFD Chief of Department	agree with finding	
2014-15	San Francisco Fire Department What Does the Future Hold?	F2.3. Most fire departments in the region do not have training facilities comparable to the TI training center (or the new SFFD training center that would replace it). Some of these agencies use the TITC for training and would likely continue use if it remains available, even if the fee structure was converted to include revenue for SFFD and the City.	SFFD Chief of Department	agree with finding	

2014-15 Civil Grand Jury
San Francisco Fire Department, What Does The Future Hold?
Fire Chief Response

CGJ Year	Report Title	Recommendations	Responding Dept.	2015 Responses (implementation) Use the drop down menu	2015 Response Text
2014-15	San Francisco Fire Department What Does the Future Hold?	R1.1 . That by December 2015 the Chief develop a plan and the methodology for bringing response times for both Code 2 and Code 3 calls to required levels, and that the Department achieve compliance with EOA standards by December 2016.	SFFD Chief of Department	The recommendation has been implemented (summary of how it was implemented in next column)	The development of a plan and methodology was formalized in the fall of 2014 with the formation of the City's ambulance work group, headed by the Mayor's Office with representatives from SFFD, DEM, Controller, Board of Supervisors, Fire Commission and other relevant stakeholders. This work group and its various sub groups were responsible for analyzing the issues facing the City's EMS system and developing recommendations to meet both response and EOA metrics for both the SFFD and private providers. A number of these recommendations have been implemented, including additional staffing for the Department, the purchase of new ambulances, and the staffing of a nurse at a DPH shelter. In addition, a number of recommendations have been funded in the new FY15-16 budget or are currently being implemented, such as restoration of the HOME team, per diem employees and other initiatives. There is on-going analysis done to staffing levels, work load, and call volume to regularly monitor the performance of the system, and all invested providers meet regularly to discuss issues and topics of relevance.
2014-15	San Francisco Fire Department What Does the Future Hold?	R1.1.1. The Fire Commission should require the Chief to prepare a monthly report on ambulance performance versus the EOA and the average number of ambulances capable of responding to a service call.	SFFD Chief of Department	The recommendation has been implemented (summary of how it was implemented in next column)	Even before the Civil Grand Jury Report was issued, the Fire Commission had already tasked the Chief of Department to report on ambulance response times and progress toward meeting the EOA. These reports are typically provided by the Deputy Chief of Operations. The Commission has been actively monitoring these issues for years.
2014-15	San Francisco Fire Department What Does the Future Hold?	R1.2 . That by July 2016, the Chief institute a modified static/dynamic model of ambulance deployment to include ambulances based at stations in Battalions 7, 8, 9, and 10 with the remaining ambulance fleet operating out of Station 49.	SFFD Chief of Department	The recommendation will not be implemented because it is not warranted or reasonable (explanation in next column)	There are numerous issues with a model where ambulance employees work a 24-hour shift, as the Department experienced in the early years of the merger with DPH. These include fatigue, safety and deterioration of clinical skills, which result from long work periods at high call volume without adequate rest breaks. In addition, the Department was part of a lawsuit surrounding FLSA overtime at the time it employed the 24-hour ambulance shift model, since employees that work 24-hours on an ambulance are not considered fire suppression employees and are subject to separate labor rules. The 24-hour shift is generally discouraged within the EMS industry. A number of current ambulance posting locations are right by or are very close to existing fire stations; thus, provided that the system has sufficient resources and those postings can be maintained, these areas should then be well covered within the dynamic ambulance deployment model.
2014-15	San Francisco Fire Department What Does the Future Hold?	R1.2.1. The Civil Grand Jury recommends the number of supply trips from Station 49 be reduced through the implementation of a secure inventory reserve at some stations or by contracting with a medical supply company to restock supplies at firehouses.	SFFD Chief of Department	The recommendation has not been, but will be, implemented in the future (timeframe for implementation noted in next column)	The Department is currently developing a plan to increase counts of medical supplies and establish satellite "caches" at various fire stations and other locations throughout the City to allow ambulance crews to re-stock their ambulances without having to travel back to Station 49.

2014-15 Civil Grand Jury
San Francisco Fire Department, What Does The Future Hold?
Fire Chief Response

2014-15	San Francisco Fire Department What Does the Future Hold?	R1.3. That by July 2017, the Chief schedule sufficient new training academies so that all engines will have a paramedic on every crew.	SFFD Chief of Department	The recommendation requires further analysis (explanation of the scope of that analysis and a timeframe for discussion, not more than six months from the release of the report noted in next column)	There are additional on-going costs to the Department to staff all engines with H-3 FF/PMs that are above and beyond what is incorporated in the Department's Operating budget. The Department is currently meeting its first ALS on-scene response time metrics Citywide, and is increasing staff in its H-3 FF/PM tier through the hiring of Paramedics from within into the Fire Academy. The Department's goal is to achieve 32 daily ALS engines out of 44 by the end of the fiscal year. In addition, there is much debate within the health care industry as to whether an ALS-capable resource makes an impact on patient survival rate and quality of care when compared to a BLS resource. This is an issue that will continue to be analyzed, both at the Department and City levels.
2014-15	San Francisco Fire Department What Does the Future Hold?	R1.4. That the span of control for Rescue Captains be reduced in the next fiscal year, bringing the Department into compliance with Admin Code 2A.97	SFFD Chief of Department	The recommendation has not been, but will be, implemented in the future (timeframe for implementation noted in next column)	The Department agrees that the span of control for EMS Captains should be reduced in the current fiscal year. This will be occurring with the revised supervision model at Station 49, allowing for the return of the Station 49 EMS Captain to field operations. This would restore the number of 24-hour EMS Captains working as medical supervisors to four.
2014-15	San Francisco Fire Department What Does the Future Hold?	R1.5. That by December 2015 the Chief, using funds allocated in the next budget year, contract with an experienced consultant to initiate a strategic plan covering: full funding for equipment renewal; facilities maintenance and updates; communication technology; and training for both normal operations and disasters	SFFD Chief of Department	The recommendation has not been, but will be, implemented in the future (timeframe for implementation noted in next column)	The issue of strategic planning has been a priority for the Department, but its development and implementation had been hampered by the lack of fiscal resources. In the new fiscal year's budget, the Department was allocated additional personnel to enhance the Department's planning capabilities. The Chief has recently formed the Department's Strategic Planning Committee, and this committee had its initial kick-off meeting last month. However, the caveat is that, even with a thorough and robust strategic plan, there is no guarantee that funding will be available to fully support the plan. This is an issue that the Department has been struggling with in the past (such as with the Department's existing vehicle replacement plan) and will continue to do so in the future, even with the improved economic conditions.
2014-15	San Francisco Fire Department What Does the Future Hold?	R2.1. That the Chief review the current agreement with TIDA to determine whether it is possible to amend the agreement so as to retain the existing location of the training facility.	SFFD Chief of Department	The recommendation has been implemented (summary of how it was implemented in next column)	The Department believes that the best option would be to retain the current Treasure Island Training facility. However, this will take many discussions and coordination with TIDA, the Mayor's Office, and a number of other entities, to possibly implement. If a decision to retain the facility is mutually reached, the Department would then begin developing plans to upgrade the facility and potentially have it used as a regional facility to generate revenue for the Department.
2014-15	San Francisco Fire Department What Does the Future Hold?	R2.3 That while Recommendations 2.1 and 2.2 are being explored, the Chief and the Fire Commission determine an alternate site for the training center, since, if an already City-owned site is not adequate to serve as a training center, purchase of a new site will be more than difficult in the current real estate market.	SFFD Chief of Department	The recommendation has been implemented (summary of how it was implemented in next column)	A request for funds has been submitted to Capital Planning for the construction of a new training facility. The request continues to be deferred due to the large cost of the project. Given the economic and construction climate in the City currently, it is highly unlikely that the Department would find a suitable space large enough to accommodate the needs of the Training Facility. Moreover, the chances of passing an EIR with the Live Burn portion of the facility would likewise be slim. Even if that theoretical plot of land could be found and the Department would receive a favorable EIR, the acquisition costs would be astronomical. There were discussions many years ago about allocating a portion of the new Hunters Point development for a new facility, but it does not appear that this was included in the current plans for the shipyard.

Figure F1.1: SFFD Ambulance Share

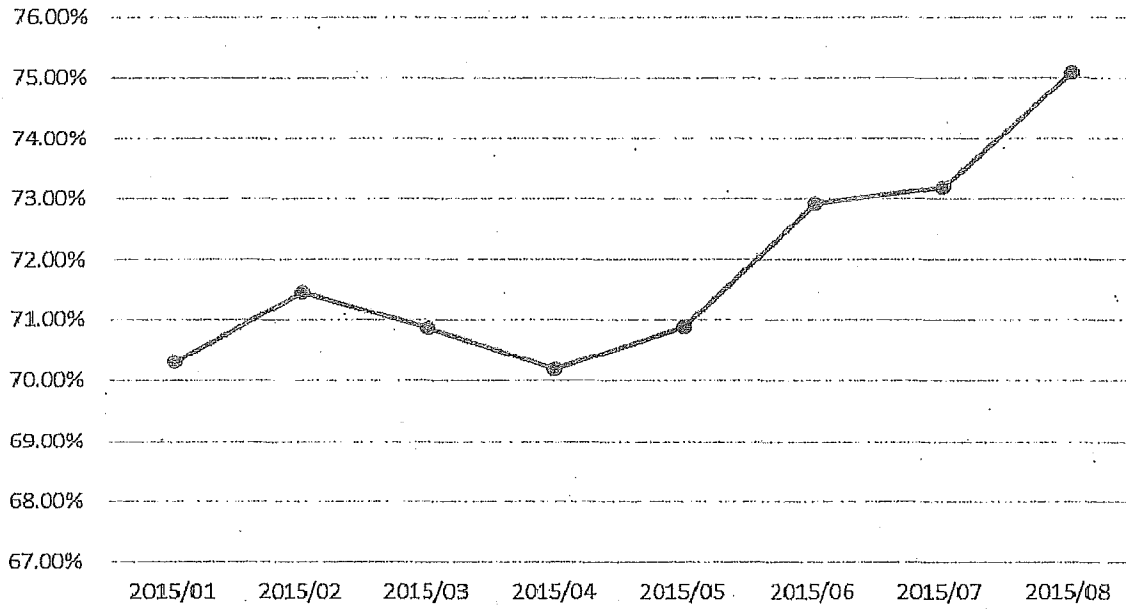


Figure F1.2.A: Emergency Ambulance Response By Battalion

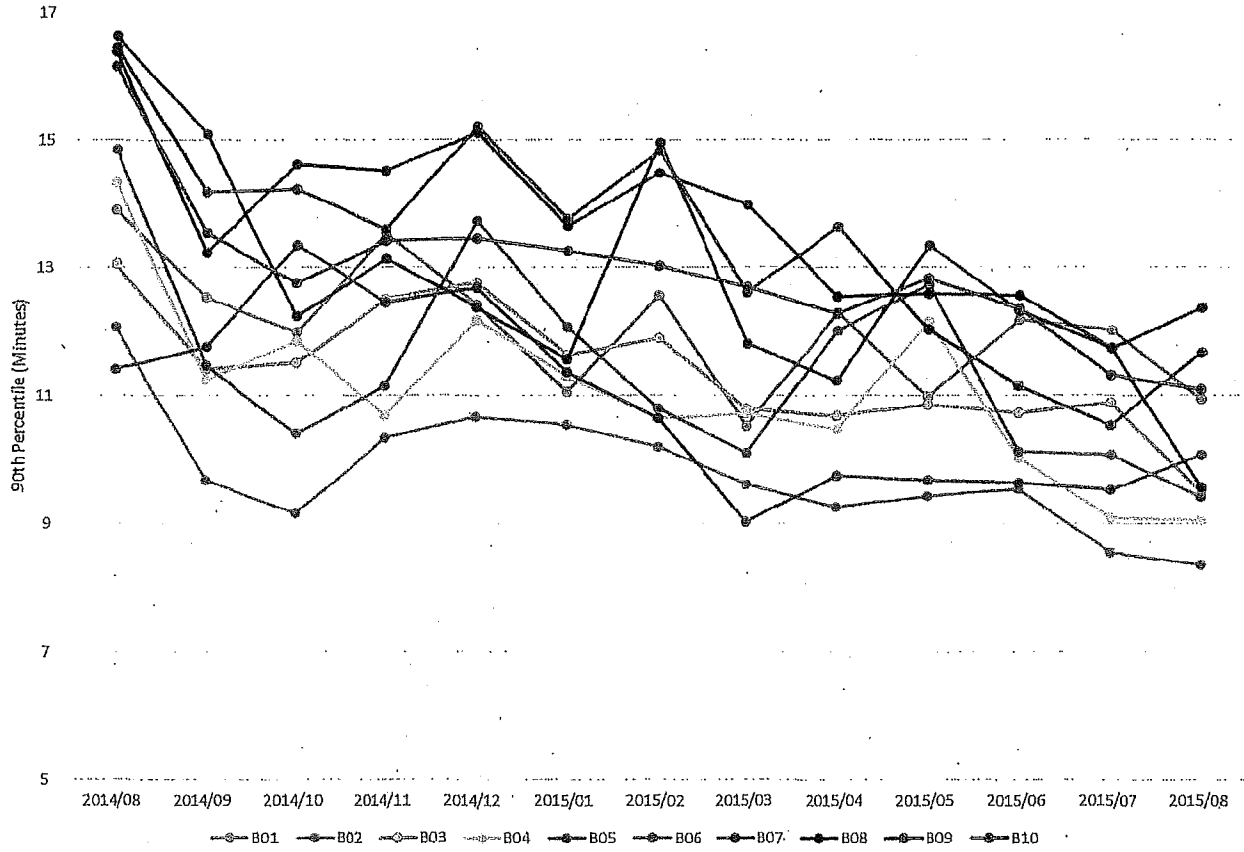


Table F1.2.A: Ambulance Emergency Response (Minutes) - 90th Percentile By Battalion

YEAR	B01	B02	B03	B04	B05	B06	B07	B08	B09	B10
2014/08	13.90	12.08	13.07	14.34	11.42	14.85	16.62	16.38	16.46	16.16
2014/09	12.53	9.68	11.42	11.24	11.77	11.47	15.08	13.23	14.18	13.54
2014/10	11.99	9.17	11.51	11.85	13.34	10.41	12.23	14.62	14.22	12.75
2014/11	13.53	10.33	12.51	10.69	12.44	11.15	13.13	14.52	13.59	13.42
2014/12	12.42	10.68	12.77	12.18	12.68	13.73	12.38	15.12	15.22	13.45
2015/01	11.06	10.55	11.64	11.30	11.37	12.08	11.57	13.65	13.77	13.26
2015/02	12.57	10.20	11.88	10.65	10.65	10.81	14.95	14.48	14.83	13.02
2015/03	10.52	9.61	10.78	10.72	9.03	10.11	11.81	13.98	12.60	12.68
2015/04	12.30	9.27	10.69	10.48	9.76	12.01	11.23	12.54	13.64	12.28
2015/05	10.98	9.43	10.85	12.16	9.69	12.72	13.35	12.60	12.04	12.83
2015/06	12.19	9.55	10.74	10.03	9.64	10.13	12.32	12.56	11.16	12.36
2015/07	12.02	8.55	10.89	9.10	9.53	10.07	11.73	11.73	10.53	11.32
2015/08	10.95	8.36	9.50	9.06	10.07	9.42	9.57	12.37	11.67	11.10

Figure 1.2.B: SFFD Emergency Response

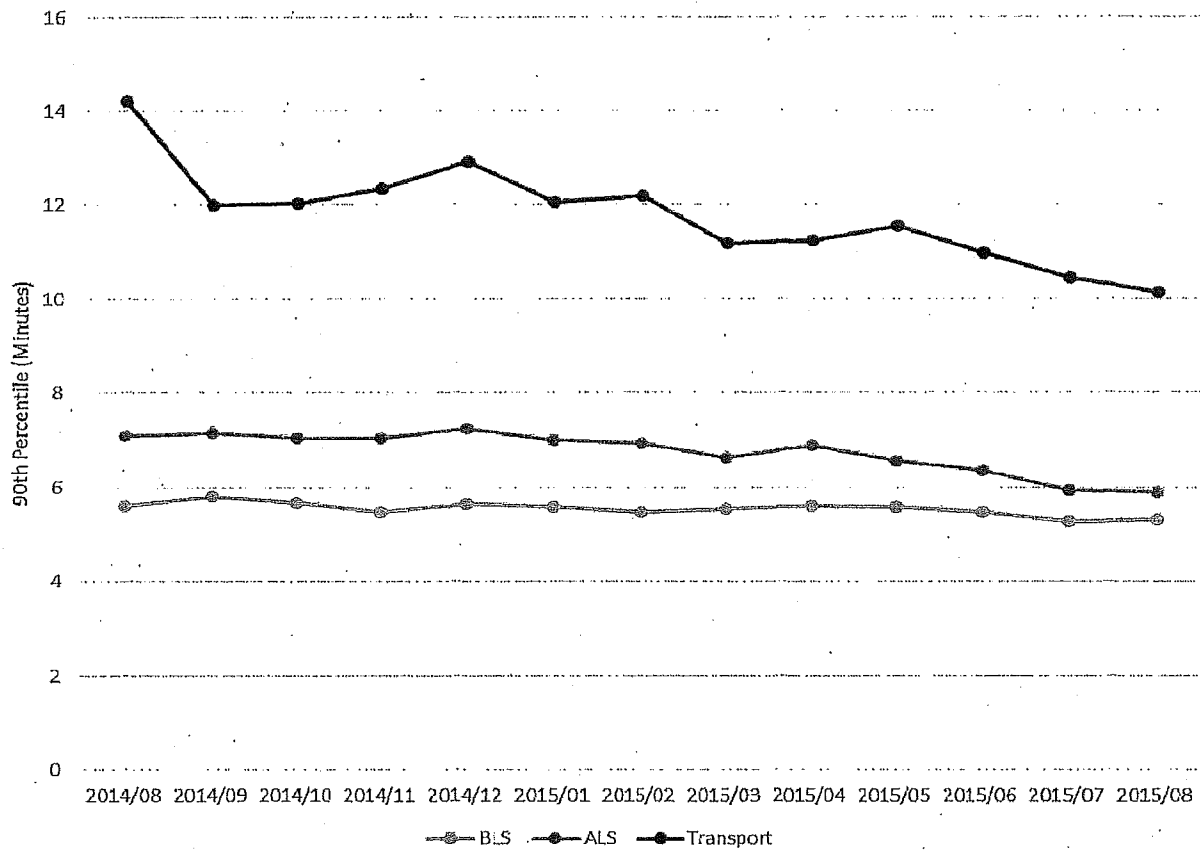


Table F1.2.B: Percentage of Calls By Battalion

YEAR	B01	B02	B03	B04	B05	B06	B07	B08	B09	B10
2014/08	9.51%	20.83%	20.68%	9.45%	7.07%	6.40%	4.16%	7.04%	7.04%	7.82%
2014/09	8.52%	21.47%	18.68%	8.23%	7.83%	6.45%	4.63%	7.94%	7.92%	8.32%
2014/10	8.90%	22.14%	19.27%	9.36%	7.47%	6.74%	4.63%	7.12%	6.90%	7.47%
2014/11	9.50%	20.29%	19.09%	9.00%	7.16%	6.37%	4.53%	7.28%	8.10%	8.68%
2014/12	9.89%	20.20%	19.06%	9.94%	7.25%	6.06%	4.24%	7.83%	7.88%	7.65%
2015/01	9.38%	20.11%	18.29%	10.57%	7.54%	6.23%	4.84%	7.42%	7.97%	7.64%
2015/02	8.44%	18.62%	19.79%	9.12%	7.41%	7.00%	5.29%	7.79%	8.32%	8.21%
2015/03	9.42%	21.33%	19.88%	8.44%	6.96%	6.42%	4.71%	7.74%	7.27%	7.84%
2015/04	9.57%	20.43%	19.74%	9.15%	7.24%	6.22%	4.56%	7.46%	6.58%	9.04%
2015/05	9.63%	20.83%	19.08%	8.93%	7.44%	6.19%	4.65%	7.00%	7.49%	8.77%
2015/06	9.79%	21.05%	19.06%	8.02%	7.42%	6.19%	4.85%	7.55%	7.36%	8.70%
2015/07	10.08%	21.38%	19.30%	8.06%	7.09%	6.48%	4.46%	6.84%	7.06%	9.25%
2015/08	10.15%	20.89%	19.19%	8.75%	8.14%	5.41%	4.24%	6.89%	7.74%	8.59%

Table F1.3: ALS Emergency Response

Month	Calls	90th Percentile (Minutes)
2014/08	3,691	7.10
2014/09	3,663	7.16
2014/10	3,888	7.04
2014/11	3,594	7.05
2014/12	4,003	7.25
2015/01	4,206	7.00
2015/02	3,591	6.93
2015/03	4,097	6.62
2015/04	3,842	6.88
2015/05	4,052	6.56
2015/06	3,872	6.35
2015/07	3,795	5.94
2015/08	3,951	5.90

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

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



698 Second Street
San Francisco, CA 94107
Telephone 415.558.3451
Fax 415.558.3413
Maureen Conefrey, *Secretary*

September 1, 2015

Honorable John K. Stewart
Presiding Judge of the Superior Court
400 McAllister Street, Room 008
San Francisco, CA 94102-4512

Re: Civil Grand Jury Report
San Francisco Fire Department: What Does the Future Hold?

The Honorable John K. Stewart:

Pursuant to the request of Ms. Janice Pettey, Foreperson of the 2014-2015 Civil Grand Jury, the San Francisco Fire Commission is submitting the attached response to the Civil Grand Jury's report, dated July 13, 2015 and titled "San Francisco Fire Department: What Does the Future Hold?" Please do not hesitate to call if you have any questions or concerns regarding our response.

Thank you for your attention to this matter.

Sincerely,

A handwritten signature in cursive script, appearing to read "Maureen Conefrey per:".

ANDREA C. EVANS
President, San Francisco Fire
Commission

cc: Clerk of the Board, Government Audit and Oversight Committee
Janice Pettey, Foreperson 2014-2015 Civil Grand Jury
Fire Commissioners
Chief Joanne Hayes-White

**CIVIL GRAND JURY REPORT: WHAT DOES THE FUTURE HOLD?
SAN FRANCISCO FIRE COMMISSION RESPONSE**

	RECOMMENDATIONS	AGREE/DISAGREE	COMMENTS
	A. EMERGENCY RESPONSE ISSUES		
1.1.1	The Fire Commission should require the Chief to prepare a monthly report on ambulance performance versus the EOA and the average number of ambulances capable of responding to a service call.	Already implemented.	Even before the civil grand jury report was issued, the Fire Commission had tasked the Chief to report on ambulance response times and progress toward meeting the EOA. These reports are typically provided by the Deputy Chief of Operations. The Commission has been actively monitoring these issues for years.
	RECOMMENDATIONS	AGREE/DISAGREE	COMMENTS
1.5	SFFD has no formal strategic plan and is not creating such a plan in the near future; the Fire Commission seems a natural group to assist the Chief in this very important venture.	In the process of implementation.	At the urging of the Fire Commission, the Fire Department has embarked on a strategic planning process. The planning began in the spring of 2015 with meetings with the President of Local 798, outside consultants who specialize in strategic planning, and a former Chief of the Oakland Fire Department. Following these meetings, the Chief and President of Local 798 formed a Steering Committee that includes members from each rank in the Department, President of the Fire Commission, and individuals from outside of the Department, thus creating a Committee with a breadth of experience and expertise. The Steering Committee held a kick off meeting on July 21, 2015. The Department retained an outside consultant to facilitate the kick-off meeting. The Committee anticipates completion of the strategic plan in the spring of 2016.

	RECOMMENDATIONS	AGREE/DISAGREE	COMMENTS
	B. TREASURE ISLAND TRAINING FACILITY		
2.1	That the Chief review the current agreement with TIDA to determine whether it is possible to amend the agreement so as to retain the existing location of the training facility.		The San Francisco Fire Commission was not required to respond to this recommendation.
2.2	That TIDA review its current agreement with SFFD to determine whether it is possible to amend the agreement so as to retain the existing location of the training facility.		The San Francisco Fire Commission was not required to respond to this recommendation.
2.3	That, while Recommendations 2.1 and 2.2 are being explored, the Chief and the Fire Commission determine an alternate site for the training center since, if an already City-owned site is not adequate to serve as training center, the purchase of a new site will be more than difficult in the current real estate market.	In the process of implementation.	<p>The Commission agrees that it is important for the Department to retain a first-class training facility. The Commission has been assured that the Department has reviewed the agreement with TIDA. Further, the Commission is aware that the Department would like to retain the location of its training facility on Treasure Island, but it does not have the authority to require TIDA to amend the agreement.</p> <p>The Department has advised the Commission that it is unlikely that TIDA will take any steps to remove or dismantle the existing training facility within the next seven years, at the earliest. Nevertheless, the Department has already advised the City's Capital Planning Committee that an alternate site might be necessary in the event that TIDA proposes another use for the current training site. The Commission will monitor TIDA's plans as they develop.</p>

Major, Erica (BOS)

From: Major, Erica (BOS)
Sent: Tuesday, July 21, 2015 11:23 AM
To: Hayes-White, Joanne (FIR); Beck, Bob (MYR)
Cc: Alves, Kelly (FIR); Austin, Kate; Ivey, Nikki (ADM); Conefrey, Maureen (FIR)
Subject: RE: Response Reminder: Civil Grand Jury Report - San Francisco Fire Department, What Does the Future Hold

Correction, the name of the report is "San Francisco Fire Department, What Does the Future Hold?"

Erica Major

Assistant Committee Clerk

Board of Supervisors

1 Dr. Carlton B. Goodlett Place, City Hall, Room 244

San Francisco, CA 94102

Phone: (415) 554-4441 | Fax: (415) 554-5163

Erica.Major@sfgov.org | www.sfbos.org

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From: Major, Erica (BOS)

Sent: Monday, July 20, 2015 8:46 AM

To: Hayes-White, Joanne (FIR); Quattrin, Monica (FIR); Beck, Bob (MYR)

Cc: Alves, Kelly (FIR); Austin, Kate; Ivey, Nikki (ADM)

Subject: Response Reminder: Civil Grand Jury Report - San Francisco's City Construction Program: It Needs Work

Importance: High

Greetings,

Within 60 days your department is required to respond to the 2014-2015 Civil Grand Jury Report entitled, "San Francisco's City Construction Program: It Needs Work" (attached). We anticipate a hearing in the Government Audit and Oversight Committee sometime in September. We will update you as the date approaches.

Please make sure to deliver a copy of your response to the Clerk of the Board, Attn: Government Audit and Oversight Committee, no later than September 14, 2015, and confirm the representative who will be handling this matter and attending the hearing.

If you have any questions, please don't hesitate to call or email me. Thank you.

Best,

Erica Major

Assistant Committee Clerk

Board of Supervisors
1 Dr. Carlton B. Goodlett Place, City Hall, Room 244
San Francisco, CA 94102
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Major, Erica (BOS)

From: Major, Erica (BOS)
Sent: Friday, July 17, 2015 3:33 PM
To: BOS-Supervisors
Cc: BOS-Legislative Aides; janice.sfgj@gmail.com; Wheaton, Nicole (MYR); Rosenfield, Ben (CON); Givner, Jon (CAT); Caldeira, Rick (BOS); Somera, Alisa (BOS); Calvillo, Angela (BOS)
Subject: Public Release: Civil Grand Jury - San Francisco Fire Department, What Does the Future Hold?
Attachments: Public Release - SF Fire Department, What Does the Future Hold 07.16.2015.pdf

Supervisors:

Attached please find the Clerk of the Board's memo of receipt for the 2014-2015 Civil Grand Jury Report released on Thursday, July 16, 2015, entitled: **San Francisco Fire Department, What Does the Future Hold?**

Best,

Erica Major
Assistant Committee Clerk
Board of Supervisors
1 Dr. Carlton B. Goodlett Place, City Hall, Room 244
San Francisco, CA 94102
Phone: (415) 554-4441 | Fax: (415) 554-5163
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BOARD of SUPERVISORS



City Hall
Dr. Carlton B. Goodlett Place, Room 244
San Francisco 94102-4689
Tel. No. 554-5184
Fax No. 554-5163
TDD/TTY No. 544-5227

DATE: July 17, 2015
TO: Members of the Board of Supervisors
FROM: Angela Calvillo, Clerk of the Board
SUBJECT: 2014-2015 Civil Grand Jury Report

We are in receipt of the San Francisco Civil Grand Jury (CGJ) report released on Thursday, July 16, 2015, entitled: **San Francisco Fire Department, What Does the Future Hold?** (Attached)

Although this report does not require the Board of Supervisors' response, the Government Audit and Oversight Committee must still hold a hearing to discuss the information contained in the report.

Attachment

c: Honorable John K. Stewart, Presiding Judge (w/o attachment)
Janice Pettey, Foreperson, 2014-2015 San Francisco Civil Grand Jury
Nicole Elliott, Mayor's Office
Ben Rosenfield, Controller
Jon Givner, Deputy City Attorney
Rick Caldeira, Legislative Deputy

Public release
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San Francisco Fire Department

What Does the Future Hold?

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June 2015



City and County of San Francisco

Civil Grand Jury, 2014-2015

Members of the Civil Grand Jury

Janice Pettey, Foreperson

Philip Reed, Foreperson Pro Tem

Anne M. Turner, Recording Secretary

Morris Bobrow

Leonard Brawn

Daniel Chesir

Matthew Cohen

Herbert Felsenfeld

Allegra Fortunati

Mildred Lee

Marion McGovern

Fred A. Rodriguez

Gary Thackeray

Jack Twomey

Ellen Zhou

THE CIVIL GRAND JURY

The Civil Grand Jury is a government oversight panel of volunteers who serve for one year. It makes findings and recommendations resulting from its investigations.

Reports of the Civil Grand Jury do not identify individuals by name.
Disclosure of information about individuals interviewed by the jury is prohibited.
California Penal Code, section 929

STATE LAW REQUIREMENT

California Penal Code, section 933.05

Each published report includes a list of those public entities that are required to respond to the Presiding Judge of the Superior Court within 60 to 90 days, specified.

A copy must be sent to the Board of Supervisors. All responses are made available to the public.

For each finding the response must:

- 1) agree with the finding, or
- 2) disagree with it, wholly or partially, and explain why.

As to each recommendation the responding party must report that:

- 1) the recommendation has been implemented, with a summary explanation; or
- 2) the recommendation has not been implemented but will be within a set time frame as provided; or
- 3) the recommendation requires further analysis. The officer or agency head must define what additional study is needed. The Grand Jury expects a progress report within six months; or
- 4) the recommendation will not be implemented because it is not warranted or reasonable, with an explanation.

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Summary

In mid-2014, local media published articles on the San Francisco Fire Department (SFFD) that focused on the fact that SFFD ambulances were not responding to dispatches often enough and fast enough. The Civil Grand Jury was moved to investigate these allegations. We found out that “often enough” means that SFFD was not fulfilling the mandate of its Exclusive Operating Area (EOA) agreement with the State of California in which SFFD agreed that it would respond to 80% of all emergency medical dispatches issued by the Department of Emergency Services (DEM). The remaining 20% would be handled by private ambulance providers. And “fast enough” meant that SFFD was not answering life threatening (Code 3) dispatches in 10 minutes or less 90% of the time. It was also not answering non-life-threatening (Code 2) dispatches in 20 minutes or less 90% of the time.

In the course of our inquiries about SFFD we discovered that the SFFD training facility at Treasure Island (TI) is living on borrowed time because the current agreement with Treasure Island Development Authority (TIDA) calls for the facility to be demolished to make room for public parkland. The Department has no plan to replace the facility.

Both issues demonstrate the importance of strategic planning for SFFD. The Department has no multi-year approved strategic plan for replacement of fire suppression or emergency response equipment, or for the replacement of the TI training facility. Nor does it have adequate plans for comprehensive training for rank and file in response to a natural or human-caused disaster.

As a result of our investigation, we recommend that SFFD:

- Develop a strategic plan that addresses achieving EOA requirements, maintains a working fleet of response vehicles and plans for infrastructure improvements;
- Modify the Emergency Medical Technician deployment system to ensure comprehensive City coverage; and
- Quickly develop a plan to either continue the use of the training facility on Treasure Island or acquire land for a new training facility for its replacement.

We make these recommendations realizing that SFFD must protect a rapidly growing City with increased public safety needs.

This Civil Grand Jury recognizes the great history of SFFD. We are aware that firefighters put themselves in peril every day, and some have made the supreme sacrifice. The people of San Francisco have shown their gratitude in many ways. The Civil Grand Jury wants to express its gratitude for the service the SFFD provides to San Franciscans. In this report we make recommendations intended to improve SFFD operations.

Methodology

The Civil Grand Jury conducted 33 interviews with SFFD leadership, rank and file firefighters and paramedics plus various City department heads. We present an investigative report that considers two main concerns: emergency response issues and the future of the SFFD training facility on Treasure Island.

Our research included a review of reports of prior Civil Grand Juries as well as the Budget and Legislative Analyst's 2014 Performance Audits. We requested and analyzed a cross section of data from SFFD. We used information from reports generated by SFFD on staffing and equipment inventory as well as the San Francisco's 10 Year Capital Plan and reviewed the TIDA plans for Treasure Island. The Civil Grand Jurors also toured the 911 Dispatch Center, Treasure Island Training Center, Station 1, Station 35, Station 49, the Fire Boat and SFFD headquarters. Finally, we used reference material garnered from the websites of SFFD, San Francisco Firefighters Local 798, TIDA, the City and County of San Francisco, and comparable metropolitan fire departments.

A: Emergency Response Issues

Discussion

The San Francisco Fire Department (SFFD) is the third largest in California after Los Angeles and San Diego with an operating budget of \$356 million. 91% of the budget is spent on salary and benefits. There are 43 stations (referred to as firehouses) throughout the City, three stations at San Francisco International Airport, and Station 49 which houses emergency vehicles and supplies. (See Appendix 1 for locations of firehouses.)

For most of its history, SFFD did not respond to purely medical emergencies. Prior to 1997, a separate agency known as Emergency Medical Services (EMS) performed this function. In that year, the two agencies merged and EMS has become a large part of what SFFD does.

The 1997 merger was the topic of a 2003-2004 Civil Grand Jury report, "*The Merger of Emergency Medical Services and the San Francisco Fire Department: A Match Made in Heaven or Shotgun Wedding?*" The report described the merger as a way to get better and faster deployment of emergency medical services and to better utilize the rich resources of the SFFD. The report exposed unforeseen complications arising from the "culture clash that occurred between the two services...and...the extreme reluctance to change that is characteristic of SFFD." The report also noted that no criteria were established to measure the merger's success or failure.

In response to the merger, the Department developed what it called a "static" deployment of paramedic-staffed firehouses. Paramedics were assigned to each firehouse. But the model resulted in the following operational deficiencies and work force concerns:

- Inability to meet fluctuating demand for ambulance service and work force concerns,
- 24 hour shifts resulting in fatigue issues for paramedics,¹
- Fair Labor Standards Act overtime and compensation issues resulting in litigation and increased costs.

¹ SF Fire Commission meeting December 3, 2007.

In 2009 the Department completed conversion to a “dynamic” deployment model designed to enhance scheduling, increase efficiency, and improve response times by stationing ambulances at locations throughout the City rather than at “static” fixed locations.³

The dynamic model has worked better than the static model, but there remain problems that the Civil Grand Jury investigated. We compared applicable performance standards to actual performance, looked at training for both fire fighters and emergency services staff, and, based on complaints from interviewees, investigated data on the equipment SFFD is using.

Applicable Performance Standards

Several performance standards provide benchmarks for response times and call volume. Response times are quantifiable determinants assigned by the State Emergency Medical Services Agency (EMSA) through the Local Emergency Medical Services Agency (LEMSA). SFFD is required to respond to a medical dispatch within 2 minutes of notification 90% of the time for Code 3 life-threatening emergencies. It must respond within 4 minutes 30 seconds for Code 2 non-life-threatening emergencies 90% of the time. These standards are measured by tracking the time between “Dispatch” the time from receipt of call to sending a response vehicle, and “Response” the time from receipt of dispatch order to arrival on scene.

The volume of emergency calls SFFD responds to is set in the Exclusive Operating Area (EOA) agreement between EMSA and SFFD granting SFFD the right to respond to 80% of emergency calls, leaving response to the remaining 20% to contracted private ambulance providers. The EOA agreement enables the City to be paid for emergency transport services provided².

Even though response time can be measured, it is extremely difficult to generalize from it, as many extraneous factors influence how fast an ambulance can get across town. (For more information on performance standards, see Appendix 4).

A LEMSA standard states that the Rescue Captain staffing ratio “shall be one on-duty Rescue Captain for every 10 Advanced Life Support (ALS) ambulances in order to maintain a reasonable span of control and availability for field response.” In 2014, there were only 3 Rescue Captains each supervising 20 ambulances.

Lastly, San Francisco voters passed Proposition F in 2005 requiring SFFD to maintain and operate firehouses and equipment 24 hours a day, 7 days a week. (See Appendix 5 on Proposition F).

² Per the City’s Health Code, (<http://www.dhcs.ca.gov/provgovpart/Pages/GEMT.aspx>) specifically Article 3 Section 128.1(a)1, the Board of Supervisors has authorized the Department to charge for these services. Rates can be adjusted annually by Medical CPI, and are currently set at \$1,869 for transport, \$416 for treatment with no transport, and \$35 per mile.

Actual Performance

In 2014, 76.9% of all emergency calls were for medical emergencies. Fire suppression calls represented 23.1% of the emergency calls³. Medical calls have increased 5.5% between 2007 and 2013. Engines and trucks as well as ambulances respond to emergency medical calls. These numbers do not exclude false alarms.

The Civil Grand Jury learned that SFFD is not meeting the performance standards established by the State, set out in the EOA, and overseen locally by LEMSA. In 2014, the Mayor, concerned about reports that emergency vehicles were responding too slowly, called for the formation of an Ambulance Working Group⁴ to investigate those reports. That group's final report, dated February 2015, found a greater than 6% decrease in overall medical response times since August 2014. In January 2015, the average response time represented a 10% decrease. Reports generated by SFFD staff show response time progress, but the Department is still not achieving the EMSA mandates for Code 3 response time³.

	Average (Min)	90th percentile (Min)	On-Time Performance
2015/01	7.29	12.07	82.96
2015/02	7.19	12.11	82.85
2015/03	6.84	10.98	86.46
2015/04	6.93	11.13	86.22
2015/05	6.89	11.35	85.69
2015/06	6.72	10.82	87.08

Source: SFFD

Instances in which first responders arrive at a scene and subsequently request an ambulance with a paramedic on-board be sent are termed "medic to follow." The Ambulance Working Group reviewed the frequency and response times for "medic to follow" requests. A Department analysis shows that 25% of "medic to follow" calls took longer than ten minutes in the outlying parts of the City, particularly those furthest away from a hospital where ambulances tend to congregate between calls. (See Heat Map below)

The Budget and Legislative Analyst conducted a Performance Audit of Emergency Medical Service Resources in 2014. Since the SFFD must improve its response time

³ Per SFFD staff report, June 2015

⁴ The Ambulance Working Group was formed at the request of the Mayor in 2014 to review ambulance response times and call volume.

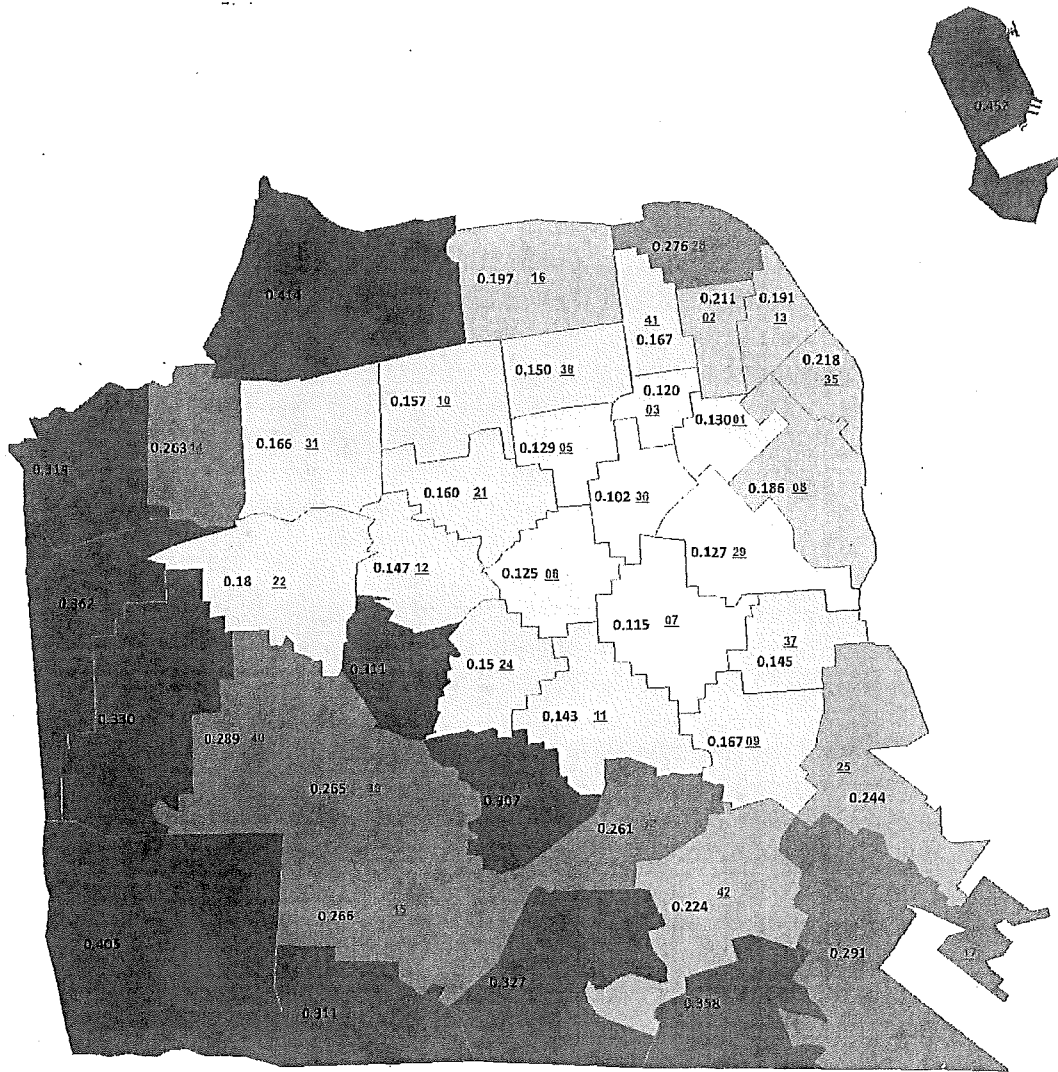
to emergency medical calls in order to maintain its EOA, it recommended the following operational efficiencies to achieve the EOA mandate:

1. Additional ambulance shifts,
2. Additional staffing,
3. Replace aging ambulance fleet, and
4. Cross-training of new uniformed employees (entry level firefighters).⁵
Cross trained firefighters are able to handle both fire suppression and emergency medical responses but few stations have firefighters who are cross-trained as paramedics.

In our research, we were struck by the following:

- In spite of the dynamic model, ambulances cluster around the hospitals, which are located in the Mission, Western Addition, Parnassus Heights and downtown areas; no such clustering exists in the outlying western neighborhoods (Battalions 7, 8, 9 and 10).
- For ambulances dynamically stationed in the western neighborhoods and requiring replenishment of supplies during their normal shift, an inordinate amount of time is consumed in traveling to and from Station 49 (located in the southeastern part of San Francisco at 1415 Evans Street).
- Response times for ambulances to the outlying western neighborhoods suffer as fewer ambulances are available. (See the red sections of the map below)

⁵ Performance Audit, June 2014.



Source: SFFD

Challenges

The primary reasons for failing to meet EMS response time standards are: EMS staffing and ambulance deployment, aging equipment, working conditions, population trends, and the absence of strategic planning.

1. Staffing and Ambulance Deployment

The Budget and Legislative Analyst's 2014 Performance Audit found the Department's inventory management and controls to be inefficient. Paramedics and emergency medical technicians (EMT's) are responsible for restocking and cleaning ambulances at the beginning and end of their shifts, thereby reducing the time EMTs are available to respond to emergencies. The audit observed that civilians could be assigned those tasks.

During the Civil Grand Jury's tour of Station 49, we were also told that SFFD could use civilian personnel to take over the tasks of restocking and cleaning ambulances at a cost saving to the City; such personnel would cost less than the paramedics and EMTs who currently do the job. We learned that the Department has hired a few "storekeepers" for restocking and cleaning, but not enough to relieve paramedics from these tasks.

The Department of Emergency Management (DEM) is responsible for receiving 911 calls and dispatching resources to SFFD and SFPD. With few exceptions, DEM dispatchers do not have EMT or paramedic experience but are trained to adhere to a set of protocols which guide them in dispatching appropriate emergency resources. One rescue captain and two lieutenants from SFFD provide subject matter expertise for the SFFD dispatches. The "Fleet Seat" is a DEM employee who is responsible for supervising the appropriate dispatch of SFFD suppression and emergency vehicles. All DEM dispatch personnel rotate through different assignments, taking calls for police, fire, and EMS.

Historically, there have not been enough daily ambulance shifts to meet the EOA 80% requirement. In order to increase market share, the City would need to add three ambulance shifts (16 FTEs)⁶ during the peak hours from 6:30 AM to 6:30 PM.

SFFD is in violation of the Administrative Code ⁷ that requires the Department to maintain four static ambulances based at firehouses. The Department transitioned all of its ambulance fleet to dynamic deployment in September 2009, and thus is currently in violation of the Code.

When a private ambulance and an SFFD ambulance are equidistant to an incident, the private ambulance is more likely dispatched because all private ambulances have paramedics on board while not all SFFD engines have assigned paramedics; this can lead to a "medic to follow" request. Partly because of this, SFFD continues to struggle to meet its 80% market share requirement.

2. Aging Equipment

Another reason for slow response times is a chronic lack of serviceable ambulances. The ambulance fleet is aging; more than a few need to be permanently retired. As time is of the essence in responding to medical calls, dependable ambulances are a must.

The useful life span for a SFFD ambulance is 10 years. In 2014 almost 50% of the fleet exceeded the 10-year life span. As of February 2014 the average mileage for

⁶ Performance Audit, pg. 14, June 2014.

⁷ San Francisco Admin Code Section 2A.97.

these older ambulances was 158,299 and the average repair cost per vehicle over its lifetime could be as much as \$162,554. (See Appendix 3: Rig Inventory). The Department does not track the number of ambulances out of service on a daily basis⁸ but Department officials note that as many as one-third of the ambulance fleet may require servicing at any given time. 19 new ambulances were placed into service in spring 2015. However, the Department ambulance fleet of 54 vehicles requires regular replacement of aged equipment as well as upgrading technology on all SFFD vehicles. (See Appendix 6 Technology Needs).

3. Working Conditions

The Civil Grand Jury observed less than optimum working conditions for paramedics at Station 49. Some key issues for this facility include:

- More than 100 paramedics and other Department personnel use Station 49 on a daily basis. This facility was not originally designed for ambulance storage and does not adequately accommodate this number of people and equipment. For example, there are only three bathrooms, two for men and one for women.
- Station 49 lacks essentials for the staff who work out of there. There is no water fountain, no kitchen or break room, unsafe street parking for employee vehicles, a deteriorating interior and exterior, and an inadequate security system.

The Ambulance Working Group noted in its final report that Station 49 is to be replaced with a new, state of the art facility. Plans for this \$40 million facility will be incorporated into the City's upcoming 10 Year Capital Plan and into the anticipated 2016 Health Bond.

4. Population Trends

Growth in the City's population is one of the reasons for increased demand in emergency medical services. Between 2000 and 2013, the population of San Francisco grew by 7.8%. The Association of Bay Area Government projects the population of San Francisco will increase by another 35% in three decades.⁹ San Francisco also has a high daytime commuter population. According to the 2006-2010 American Community Survey, the resident population during that period averaged 798,172 but the daytime population during the same period was 951,627, which is 21% higher than the resident population.¹⁰

At the same time that the Bay Area population is growing, it is also growing older. In 2014, residents over 65 constituted 22% of the total City population, thus increasing the number of emergency medical calls from elderly residents.

⁸ Ibid.

⁹ 2014 Performance Audit of Emergency Medical Services Resources at the San Francisco Fire Department. June 2014, p.24.

¹⁰ See www.onesanfrancisco.org.

The effects of rapid population growth are apparent to anyone who lives in, works in or visits San Francisco. Traffic is a growing problem along with available street parking. It takes longer to travel in many parts of the City, not just downtown. The City is growing vertically with the development of many high-rise offices and housing. Each of these issues affects the SFFD and their ability to respond in a timely manner to fire and medical emergencies. For example, ladders on SFFD fire trucks can only extend to the 6th story of a high rise. These problems will continue to intensify as more people occupy San Francisco.

5. Lack of Strategic Planning

Strategic development is vital to SFFD in order for it to provide the City with a safety net. Without it, plans cannot be made to meet future needs created by changing demographics, catastrophic events, aging obsolete equipment, and staffing needs resulting from attrition. Population growth will impact SFFD's ability to keep San Francisco safe.

SFFD is remiss in not planning adequately to provide service in the event of a great natural disaster. It cannot ignore the reality that San Francisco is a City that sits near the San Andreas earthquake fault and has already suffered major natural disasters. Living in a time when a terrorist strike on San Francisco could be a reality rather than a movie, we asked SFFD personnel about the training they receive to respond to a disaster. Their responses indicated that such training is not provided, particularly for rank and file.

Strategic planning would provide SFFD with necessary tools such as performance analysis, research, continuous quality improvement, risk management, and grant writing functions. Since at least 2002, the Budget and Legislative Analyst has recommended that the Department formally conduct strategic and organizational planning.

The SF Fire Commission meets regularly with SFFD leadership to consider budget, personnel and other Department business. The Fire Commission should oversee the development and monitor the implementation of a strategic plan, including receiving regular performance reports from the Chief of Department with detailed action plans, including dates.

Findings

- F_1.1 SFFD continues to fail to meet EOA response time standards, resulting in lost revenue for the City.
- F_1.2 The current dynamic dispatch model fails to meet EMSA response times in the western neighborhoods of the City (Battalions 7, 8, 9 and 10) for several reasons, chief among them the long distance from Station 49 for re-stocking an ambulance during a working shift and the long distance from hospitals, where ambulances tend to congregate in the natural course of their duty.
- F_1.3 A number of firehouses are without paramedic-level service due to a shortage of firefighter/paramedics. The shortage is caused by insufficient cross training of personnel and insufficient training for paramedics.
- F_1.4 SFFD has reduced the mandatory minimum of four Rescue Captains to three, resulting in an increase in span of control from a recommended 10 ambulances per Rescue Captain to 20.
- F_1.5 SFFD has no formal strategic plan and is not creating such a plan in the near future; the Fire Commission seems a natural group to assist the Chief in this very important venture.

Recommendations

- R_1.1 That by December 2015 the Chief develop a plan and the methodology for bringing response times for both Code 2 and Code 3 calls to required levels, and that the Department achieve compliance with EOA standards by December 2016.
- R_1.1.1 The Fire Commission should require the Chief to prepare a monthly report on ambulance performance versus the EOA and the average number of ambulances capable of responding to a service call.
- R_1.2 That by July 2016, the Chief institute a modified static/dynamic model of ambulance deployment to include ambulances based at stations in Battalions 7, 8, 9, and 10, with the remaining ambulance fleet operating out of Station 49.

R_1.2.1 The Civil Grand Jury recommends the number of supply trips from Station 49 be reduced through implementation of a secure inventory reserve at some stations or by contracting with a medical supply company to restock supplies at fire houses.

R_1.3 That by July 2017, the Chief schedule sufficient training so that all engines will have a paramedic on every crew.

R_1.4 That the span of control for Rescue Captains be reduced in the next fiscal year, bringing the Department into compliance with Admin Code 2A.97.

R_1.5 That by December 2015 the Chief, using funds allocated in the next budget year, contract with an experienced consultant to initiate a strategic plan covering: full funding for equipment renewal; facilities maintenance and updates; communication technology; and training for both normal operations and disasters.

B. Treasure Island Training Facility

Discussion

SFFD's Treasure Island Training Center (TITC), which occupies 4.82 acres on Treasure Island and was originally used by the Navy as its firefighting training center, serves as the primary facility for training recruits. The Department has a year-to-year lease with the Treasure Island Development Authority (TIDA) for use of the property. There is an additional limited training center at Station 7 at 19th and Folsom Streets, which concentrates on fire suppression training in a multi-story building.

TIDA is a non-profit, public benefit agency dedicated to the economic development of former Naval Station Treasure Island. It is vested with the right to administer the Tidelands Trust property. TIDA is also responsible for administering vital municipal services to Treasure and Yerba Buena Islands during interim use of the property.¹¹

Hands-on training is essential and critical for firefighters and paramedics. TITC has multiple on-site training facilities including a burn house that can be ignited with propane lines without actually burning the house down. Pipes carry propane in such a way that, when ignited, the propane flames do not actually touch the wood in the house. There is also part of a BART car and Muni tracks, a high-rise prop, and an elevator prop where personnel can practice techniques to extricate people from elevators. These props also have propane lines that ignite during a training exercise. Personnel train on a large area of broken concrete shards, developing the expertise to safely cross such an area in full gear. TIDA development plans calls for a shared fire/police station on Treasure Island, but there is no provision in the plan for retaining the SFFD training center.

Those Command Staff, civilian staff, and Commissioners who were interviewed have the highest praise for the current training center. A sample of comments follows:

"[The] TI training center absolutely is a need."

¹¹ The Treasure Island Conversion Act of 1997 was written to avoid dual-agency administration of the redevelopment of TI. The Act became effective in 1998, and provided the authority to make TIDA the sole redevelopment agency for TI, giving it redevelopment taxing power and amending the Burton Act to make TIDA a Tidelands Trust Trustee for TI. The significance of this act for the SFFD training facility on TI is that requests for amendments to the agreement on the use of the land the facility sits on, reside with the trustee, which is TIDA.

"...Losing the TI training center is going to be one of the greatest losses to the Department."

"TI [training center] is a very impressive training facility."

"If we lose [TI], that will be really stupid."

"This is a huge issue for the Department."

"TI [training center] is of great value to the Department. It is immeasurable."

"Training is the backbone of who we are."

We have learned that a plan for a replacement training facility is on the deferred list of the City's Capital Budget at an estimated cost of \$160 million. Meanwhile, TIDA estimates development on TI can begin as early as 2023. The intended new use of the land currently used by the Department for the training facility is to convert it to public parklands.

TITC is used by other City departments and regional organizations on a cost recovery basis. Many other agencies including SFPD, City College of San Francisco, Fire Rescue Service, CAL Fire, SF Sheriff's Department, BART, and other regional fire and rescue organizations use the training center. In our talks with TITC personnel, the idea was expressed that additional fees be charged beyond cost recovery.

The TITC personnel also discussed the possibility of TITC moving to another location on TI.

Findings

F_2.1 The City could save a significant amount of the \$160 million currently earmarked for a new training facility by keeping the current training center on TI, even if improvements were required.

F_2.2 Wherever located, SFFD training center requires a significant amount of property as well as special safety considerations, since it must have propane storage tanks plus other facilities and props that can simulate a variety of fires.

F_2.3 Most fire departments in the region do not have training facilities comparable to the TI training center (or the new SFFD training center that would replace it). Some of these agencies use the TITC for training and would likely continue use if it remains available, even if the fee structure was converted to include revenue for SFFD and the City.

Recommendations

The Civil Grand Jury recommends:

R_2.1 That the Chief review the current agreement with TIDA to determine whether it is possible to amend the agreement so as to retain the existing location of the training facility.

R_2.2 That TIDA review its current agreement with SFFD to determine whether it is possible to amend the agreement so as to retain the existing location of the training facility.

R_2.3 That, while Recommendations 2.1 and 2.2 are being explored, the Chief and the Fire Commission determine an alternate site for the training center since, if an already City-owned site is not adequate to serve as a training center, the purchase of a new site will be more than difficult in the current real estate market.

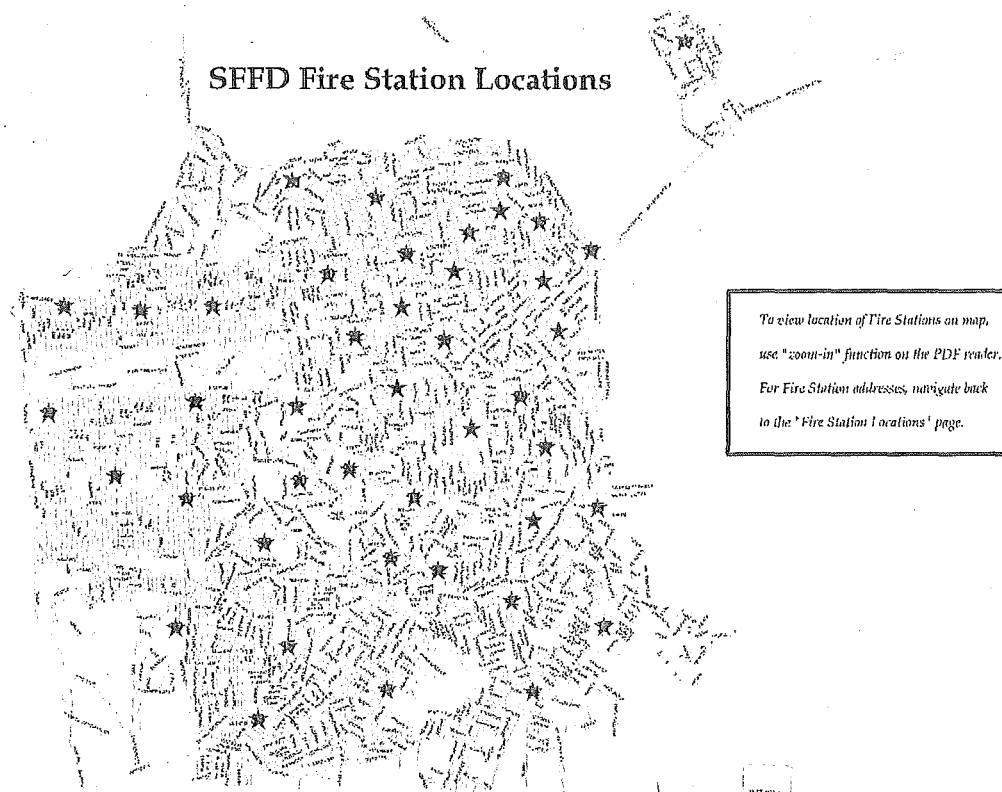
Response Matrix

<i>Finding</i>	<i>Recommendation</i>	<i>Respondent</i>
F_1.1 SFFD continues to fail to meet EOA response time standards, resulting in lost revenue for the City.	<p>R_1.1 That by December 2015 the Chief develop a plan and the methodology for bringing response times for both Code 2 and Code 3 calls to required levels, and that the Department achieve compliance with EOA standards by December 2016.</p> <p>R_1.1.1 The Fire Commission should require the Chief to prepare a monthly report on ambulance performance versus the EOA and the average number of ambulances capable of responding to a service call.</p>	Chief of Department, Commission
F_1.2 The current dynamic dispatch model fails to meet EMSA response times in the western neighborhoods of the City (Battalions 7, 8, 9 and 10) for several reasons, chief among them the long distance from Station 49 for re-stocking an ambulance during a working shift and the long distance from hospitals, where ambulances tend to congregate in the natural course of their duty.	R_1.2 That by July 2016, the Chief institute a modified static/dynamic model of ambulance deployment to include ambulances based at stations in Battalions 7, 8, 9, and 10 with the remaining ambulance fleet operating out of	Chief of Department

	<p>Station 49.</p> <p>R_1.2.1 The Civil Grand Jury recommends the number of supply trips from Station 49 be reduced through the implementation of a secure inventory reserve at some stations or by contracting with a medical supply company to restock supplies at firehouses.</p>	
<p>F_1.3 A number of firehouses are without paramedic-level service due to a shortage of firefighter/paramedics. The shortage is caused by insufficient cross training of personnel and insufficient training for paramedics.</p>	<p>R_1.3 That by July 2017, the Chief schedule sufficient new training academies so that all engines will have a paramedic on every crew.</p>	<p>Chief of Department</p>
<p>F_1.4 SFFD has reduced the mandatory minimum of four Rescue Captains to three, resulting in an increase in span of control from a recommended 10 ambulances per Rescue Captain to 20.</p>	<p>R_1.4 That the span of control for Rescue Captains be reduced in the next fiscal year, bringing the Department into compliance with Admin Code 2A.97.</p>	<p>Chief of Department</p>
<p>F_1.5 SFFD has no formal strategic plan and is not creating such a plan in the near future; the Fire Commission seems a natural group to assist the Chief in this very important venture.</p>	<p>R_1.5 That by December 2015 the Chief, using funds allocated in the next budget year, contract with an experienced consultant to initiate a strategic plan covering: full funding for equipment renewal;</p>	<p>Chief of Department, Commission</p>

	facilities maintenance and updates; communication technology; and training for both normal operations and disasters.	
F_2.1 The City could save a significant amount of the \$160 million currently earmarked for a new training facility by keeping the current training center on TI, even if improvements were required	R_2.1 That the Chief review the current agreement with TIDA to determine whether it is possible to amend the agreement so as to retain the existing location of the training facility.	Chief of Department
F_2.2 Wherever located, SFFD training center requires a significant amount of property as well as special safety considerations, since it must have propane storage tanks plus other facilities and props that can simulate a variety of fires.	R_2.2 That TIDA review its current agreement with SFFD to determine whether it is possible to amend the agreement so as to retain the existing location of the training facility.	TIDA Treasure Island Director
F_2.3 Most fire departments in the region do not have training facilities comparable to the TI training center (or the new SFFD training center that would replace it). Some of these agencies use the TITC for training and would likely continue use if it remains available, even if the fee structure was converted to include revenue for SFFD and the City.	R_2.3 That while Recommendations 2.1 and 2.2 are being explored, the Chief and the Fire Commission determine an alternate site for the training center since, if an already City-owned site is not adequate to serve as a training center, purchase of a new site will be more than difficult in the current real estate market.	Chief of Department, Commission

Appendix 1: Map of Stations



Note: Does not included Station 49, Station 4, or Airport Firehouses

Appendix 1A: Station Locations

Fire Station Locations

Station 1	935 Folsom at 5th Street
Station 2	1340 Powell Street at Broadway
Station 3	1067 Post Street at Polk Street
Station 4	449 Mission Rock at 3rd Street
Station 5	1301 Turk Street at Webster Street
Station 6	135 Sanchez Street at Henry Street
Station 7	2300 Folsom Street at 19th Street
Station 8	36 Bluxome Street at 4th Street
Station 9	2245 Jerrold Avenue at Upton Street
Station 10	655 Presidio Avenue at Bush Street
Station 11	3880 26th Street at Church Street
Station 12	1145 Stanyan Street at Grattan Street
Station 13	530 Sansome Street at Washington Street
Station 14	551 26th Avenue at Geary Boulevard
Station 15	1000 Ocean Avenue at Phelan Avenue
Station 16	2251 Greenwich Street at Fillmore Street
Station 17	1295 Shafter Avenue at Ingalls Street
Station 18	1935 32nd Avenue at Ortega Street
Station 19	390 Buckingham Way at Winston Street
Station 20	285 Olympia Way at Clarendon Avenue

Station 21	1443 Grove Street at Broderick Street
Station 22	1290 16th Avenue at Irving Street
Station 23	1348 45th Avenue at Judah Street
Station 24	100 Hoffman Avenue at Alvarado Street
Station 25	3305 3rd Street at Cargo Way
Station 26	80 Digby Street at Addison Street
Station 28	1814 Stockton Street at Greenwich Street
Station 29	299 Vermont Street at 16th Street
Station 31	441 12th Avenue at Geary Boulevard
Station 32	194 Park Street at Holly Park Circle
Station 33	8 Capital Street at Broad Street
Station 34	499 41st Avenue at Geary Boulevard
Station 35	Pier 22½, The Embarcadero at Harrison Street
Station 36	109 Oak Street at Franklin Street
Station 37	798 Wisconsin Street at 22nd Street
Station 38	2150 California Street at Laguna Street
Station 39	1091 Portola Drive at Miraloma Drive
Station 40	2155 18th Avenue at Rivera Street
Station 41	1325 Leavenworth Street at Jackson Street
Station 42	2430 San Bruno Avenue at Silver Avenue
Station 43	720 Moscow Street at France Avenue
Station 44	1298 Girard Street at Wilde Avenue
Station 48	800 Avenue I at 10th Street, Treasure Island
Station 49	1415 Evans Avenue at Mendell Street

Station 51

218 Lincoln Blvd at Keyes Avenue

Division and Battalion Stations

Division 2:

Battalion 1

Station 2
Station 13
Station 28
Station 41

Battalion 4

Station 5
Station 10
Station 16
Station 38
Station 51

Battalion 7

Station 12
Station 14
Station 22
Station 31
Station 34

Battalion 8

Station 18
Station 19
Station 20
Station 23
Station 40

Division 3:

Battalion 2

Station 3
Station 6
Station 21
Station 29
Station 36

Battalion 3

Station 1
Station 4
Station 8
Station 35
Station 48

Battalion 6

Station 7
Station 11
Station 24
Station 26
Station 32

Battalion 9

Station 15
Station 33
Station 39
Station 43

Battalion 10

Station 9
Station 17
Station 25
Station 37
Station 42
Station 44

Airport Division Station Locations

Station 1

Building #650, West Field Road
San Francisco International Airport

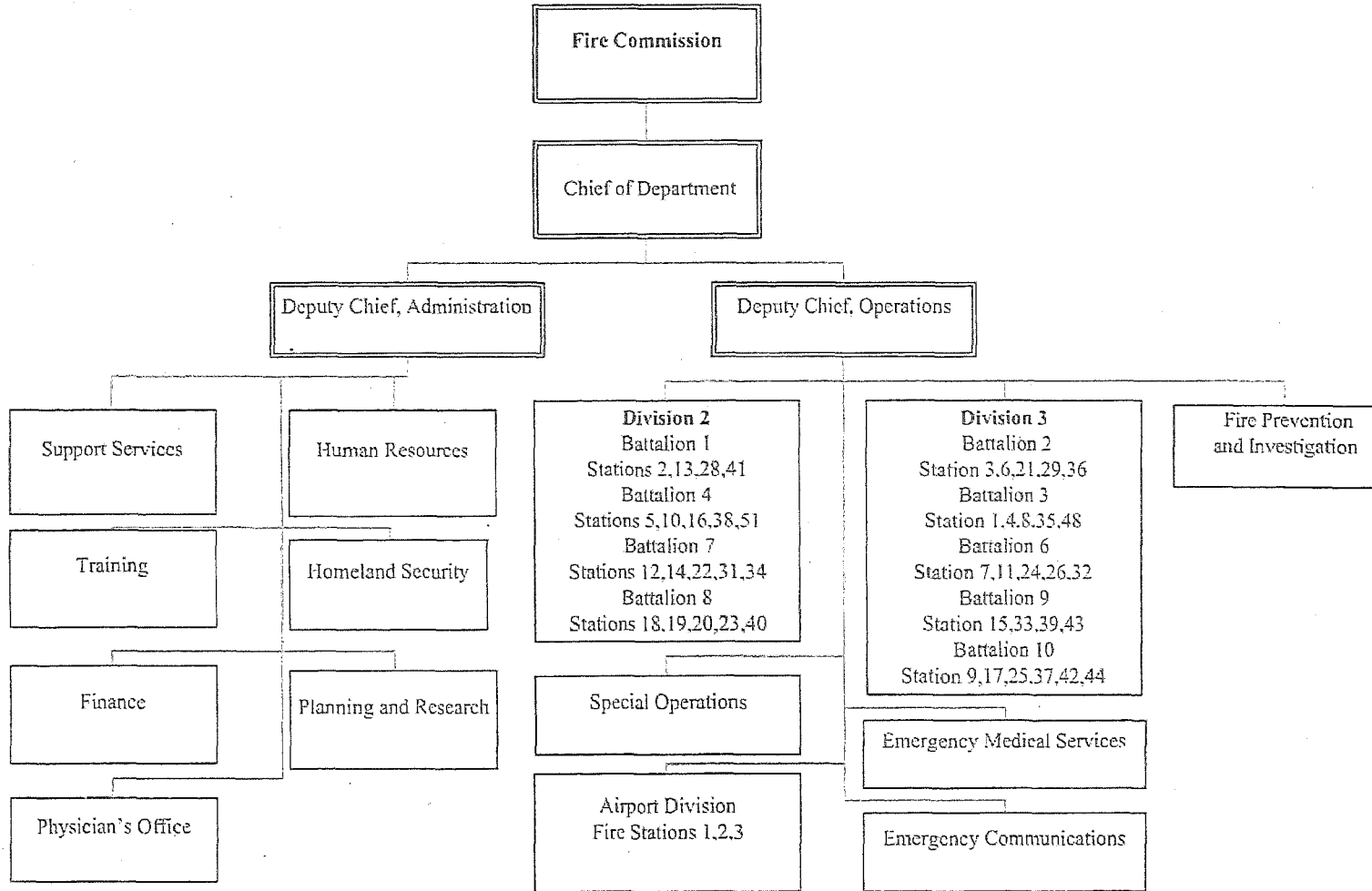
Station 2

Building #1064, North Access Road
San Francisco International Airport

Station 3
Building #12, South Area Drive
San Francisco International Airport

San Francisco Fire Department
High Level Organization Chart

Appendix 2: Table of Organization for SFFD – High Level



Appendix 3: Rig Inventory

Trucks

Vehicle Year	Company Number	Asset#	EQP#	Make
1990	48	145607	14501134	SPARTAN/LTI
1992	14	145611	14501137	SPARTAN/LTI
1992	RP 9	145612	14501138	SPARTAN/LTI
1992	RP 38	145613	14501139	SPARTAN/LTI
1992	RP 43	145614	14501140	SPARTAN/LTI
1994	RP 18	145615	14501141	SPARTAN/LTI
1994	RP19 (for 4)	145616	14501142	SPARTAN/LTI
1995	19	145617	14501143	SPARTAN/LTI
1995	9	145618	14501144	SPARTAN/LTI
1998	2	145619	14501145	SPARTAN/LTI
1998	10	145620	14501146	SPARTAN/LTI
1998	13	145621	14501147	SPARTAN/LTI
1998	15	145622	14501148	SPARTAN/LTI
1999	8	145623	14501149	SPARTAN/LTI
1999	12	145624	14501150	SPARTAN/LTI
2000	5	145625	14501151	SPARTAN/LTI

2000	6	145626	14501152	SPARTAN/LTI
2001	18	145631	14501153	SPARTAN/LTI
2002	16	145632	14501154	SPARTAN/LTI
2003	11	145633	14501155	SPARTAN/LTI
2010	1	145634	14500022	SPARTAN/LTI
2010	3	145635	14500023	SPARTAN/LTI
2010	7	145636	14500024	SPARTAN/LTI
2011	17	145637	14500015	SPARTAN/LTI

Engines

Vehicle Year	Company Number	Asset#	Make
1991	RP 26	145598	SPARTAN/3D
1991	RP 10	145599	SPARTAN/3D
1992	RP TI	145501	SPARTAN/3D
1992	RP BOE	145502	SPARTAN/3D
1992	RP BOE	145504	SPARTAN/3D
1993	RP BOE	145505	3-D/SPARTAN
1993	RP float	145506	SPARTAN/3D
1993	RP 9	145507	SPARTAN/3D
1993	RP BOE	145508	SPARTAN/3D
1994	RP float	145509	SPARTAN/3D

1994	RP 40	145510	SPARTAN/3D
1994	RP 24	145511	SPARTAN/3D
1994	RP BOE	145512	SPARTAN/3D
1998	26	145513	SPARTAN/3D
1998	23	145514	SPARTAN/3D
1998	13	145524	SPARTAN/3D
1998	RP BOE	145525	SPARTAN/3D
1998	RP 48	145526	SPARTAN/3D
1998	33	145527	SPARTAN/3D
1998	39	145529	SPARTAN/3D
1999	RP BOE	145530	SPARTAN/3D
1999	RP BOE	145531	SPARTAN/3D
1999	12	145532	SPARTAN/3D
1999	16	145533	SPARTAN/3D
1999	34	145534	SPARTAN
1999	37	145535	SPARTAN
2000	40	145536	SPARTAN
2001	25	145537	SPARTAN
2001	38	145538	SPARTAN
2001	29	145539	SPARTAN
2002	28	145540	HME
2002	32	145541	HME
2002	35	145542	HME

2003	42	145543	SPARTAN / LA FRANCE
2003	20	145544	SPARTAN / LA FRANCE
2005	51	145P521	PIERCE
2006	48	145545	LA FRANCE
2006	31	145546	LA FRANCE
2006	44	145547	LA FRANCE
2006	18	145549	LA FRANCE
2006	19	145552	LA FRANCE
2006	43	145554	LA FRANCE
2006	24	145555	LA FRANCE
2006	10	145556	LA FRANCE
2006	22	145557	LA FRANCE
2006	14	145558	LA FRANCE
2009	21	145559	SPARTAN
2009	15	145560	SPARTAN
2009	41	145563	SPARTAN
2009	9	145567	SPARTAN
2009	17	145568	SPARTAN
2013	1	145576	SPARTAN
2013	2	145573	SPARTAN
2013	3	145577	SPARTAN
2013	4	145572	SPARTAN
2013	5	145579	SPARTAN

2013	6	145575	SPARTAN
2013	7	145578	SPARTAN
2013	8	145570	SPARTAN
2013	11	145574	SPARTAN
2013	36	145569	SPARTAN

Rescue Squad

Year	Type	Company/ Medic Number	Un/ manned	Asset#	Make	Model
2004	Rescue Squad	1	m	145861	AMERICAN LA FRANCE	EAGLE
2004	Rescue Squad	7	m	145862	AMERICAN LA FRANCE	EAGLE

Ambulances

Year	Company/ Medic Number	Asset#	Make
1998	Relief	145-733	FORD
1998	RA48	145-731	FORD
1998	Ebola	145-730	FORD
2000	Relief	145-744	FORD

2000	Relief	145-741	FORD
2000	Relief	145-737	FORD
2003	Relief	145-756	FORD
2003	Relief	145-755	FORD
2003	Relief	145-754	FORD
2003	Relief	145-753	FORD
2003	Relief	145-751	FORD
2003	Relief	145-750	FORD
2003	Relief	145-749	FORD
2003	Relief	145-748	FORD
2003	Relief	145-747	FORD
2003	Relief	145-746	FORD
2003	Relief	145-745	FORD
2005	87	145-763	FORD
2005	86	145-762	FORD
2005	84	145-760	FORD
2005	81	145-757	FORD
2005	Relief	145-759	FORD
2006	67	145-767	FORD
2006	66	145-766	FORD
2006	73	145-765	FORD
2006	Relief	145-768	FORD
2007	74	145-772	FORD

2007	77	145-770	FORD
2007	54	145-769	FORD
2007	Bariatric	145-771	FORD
2012	72	145-00087	FORD
2012	78	145-00086	FORD
2012	68	145-00085	FORD
2012	58	145-00084	FORD
2012	76	145-00083	FORD
2014	55	145-00182	FORD
2014	85	145-00181	FORD
2014	89	145-00180	FORD
2014	82	145-00143	FORD
2014	57	145-00142	FORD
2014	56	145-00141	FORD
2014	88	145-00140	FORD
2014	63	145-00139	FORD
2014	62	145-00138	FORD
2014	61	145-00137	FORD
2014	60	145-00136	FORD
2014	70	145-00135	FORD
2014	64	145-00134	FORD
2015	65	145-00190	FORD
2015	53	145-00189	FORD

2015	52	145-00188	FORD
2015	75	145-00187	FORD
2015	79	145-00186	FORD
2015	71	145-00183	FORD

Specialty

Year	Company/ Medic Number	Asset#	Make
1998	Relief	145-733	FORD
1998	RA48	145-731	FORD
1998	Ebola	145-730	FORD
2000	Relief	145-744	FORD
2000	Relief	145-741	FORD
2000	Relief	145-737	FORD
2003	Relief	145-756	FORD
2003	Relief	145-755	FORD
2003	Relief	145-754	FORD
2003	Relief	145-753	FORD
2003	Relief	145-751	FORD
2003	Relief	145-750	FORD
2003	Relief	145-749	FORD
2003	Relief	145-748	FORD

2003	Relief	145-747	FORD
2003	Relief	145-746	FORD
2003	Relief	145-745	FORD
2005	87	145-763	FORD
2005	86	145-762	FORD
2005	84	145-760	FORD
2005	81	145-757	FORD
2005	Relief	145-759	FORD
2006	67	145-767	FORD
2006	66	145-766	FORD
2006	73	145-765	FORD
2006	Relief	145-768	FORD
2007	74	145-772	FORD
2007	77	145-770	FORD
2007	54	145-769	FORD
2007	Bariatric	145-771	FORD
2012	72	145-00087	FORD
2012	78	145-00086	FORD
2012	68	145-00085	FORD
2012	58	145-00084	FORD
2012	76	145-00083	FORD
2014	55	145-00182	FORD
2014	85	145-00181	FORD

2014	89	145-00180	FORD
2014	82	145-00143	FORD
2014	57	145-00142	FORD
2014	56	145-00141	FORD
2014	88	145-00140	FORD
2014	63	145-00139	FORD
2014	62	145-00138	FORD
2014	61	145-00137	FORD
2014	60	145-00136	FORD
2014	70	145-00135	FORD
2014	64	145-00134	FORD
2015	65	145-00190	FORD
2015	53	145-00189	FORD
2015	52	145-00188	FORD
2015	75	145-00187	FORD
2015	79	145-00186	FORD
2015	71	145-00183	FORD

Source: SFFD

Key:
Frontline (Green)
Relief (Yellow)
Retire (Red)

Appendix 4: Performance Standards

Exclusive Operating Area

The State of California grants to the City the right to an Exclusive Operating Area (EOA) to respond to 80% of emergency calls, leaving the remaining 20% to contracted private ambulance providers. EOAs are a tool by which the State Emergency Medical Services Authority (EMSA) ensures the effectiveness and success of a medical transportation system. An EOA is an EMS area which restricts operations to designated provider(s) of emergency ground ambulance service. Although the EOA agreement authorizes SFFD to respond to a minimum of 80% of all emergency medical calls, the Department has not achieved this minimum requirement since the EOA was reinstated in 2012.

In 2014 the Budget and Legislative Analyst conducted a Performance Audit of Emergency Medical Services and the San Francisco Fire Department at the request of the Board of Supervisors.¹² The audit found the Department's failure to meet the EOA market share threshold of 80% resulted from insufficient ambulance shifts. The audit recommended that the Department add three ambulance shifts during peak times.

The Performance Audit further recommended improved logistics at Station 49 where ambulances are housed, stocked and cleaned by paramedics and EMTs before and after shifts. Due to continued budget constraints the Department has been unable to hire civilian staff to perform these duties. Doing so would increase the amount of shift time that ambulances are actually in service and responding to calls.

The Department reduced the number of management positions in the EMS division despite an increase in the number of EMS calls. The reduction in the number of field rescue captains in particular, is a direct violation of the City's Administrative Code 2A.97 as adopted by the Board of Supervisors which requires:

“...In addition to the apparatus housed within each neighborhood firehouse as of January 1, 2004...the Fire Department shall maintain and operate 24 hours per day the following: an arson/fire investigation unit; no fewer than four ambulances; and four Rescue Captains.”¹³

In response to this Performance Audit finding, the Chief noted, “the necessary changes to shift to cover a 24-hour operation would trigger labor relations issues that may not have a favorable outcome for the Department...rather, the Department is exploring technological improvements to inventory tracking.”¹⁴

¹² 2014 Performance Audit of Emergency Medical Services Resources at the San Francisco Fire Department. Budget and Legislative Analyst, June 2014.

¹³ City and County of San Francisco Adm. Code 2A.97.

¹⁴ Performance Audit, pg. 37.

National Fire Protection Association Standard 1710

The National Fire Protection Association (NFPA) has established time standards for fire and medical responses. Standard 1710 define response time goals for various stages of response to an emergency incident. While NFPA 1710 is not a legal requirement, it provides a standardized guideline followed by many cities across the country, including, San Francisco, Los Angeles, Chicago, Houston, Dallas, and Boston. The NFPA standards for turnout time (from notification to beginning of travel) and travel time range from 80 seconds turnout time for fire incidents, 4 minutes or less travel time for fires, 60 seconds turnout time for EMS incidents, 4 minutes or less for basic life support, 8 minutes of less travel time for advanced life support.

San Francisco EMSA Pre-Hospital Provider Response Time Standards

The EMSA sets emergency response time standards, provides leadership in developing and implementing EMS systems throughout California, and sets standards for the training and scope of practice of EMS personnel. Day-to-day EMS system management is the responsibility of the local and regional EMS agencies. It is principally through these agencies that the EMS Authority works to promote quality EMS services statewide.

The following goals for emergency response time as defined in Policy 4000, Section 4 of the San Francisco EMSA Agency Policy Manual state:

“Emergency Dispatch Centers shall ensure that an appropriate Advanced Medical Priority Dispatch System response determinant is assigned and the approved response vehicles for that determinant are notified of the assignment within 2 minutes, 0 seconds 90% of the time for all presumptively defined life-threatening emergencies.”¹⁵

“The SFFD shall ensure that responders capable of performing Basic Life Support (BLS) and defibrillation are on scene of all presumptively defined life-threatening emergencies within 4 minutes and 30 seconds, 90% of the time.

Providers shall ensure that responders capable of performing Advanced Life Support (ALS) are on the scene of all presumptively defined life-threatening emergencies with 7 minutes and 0 seconds, 90% of the time.

Providers shall ensure that a Patient Transport Capable Vehicle, staffed by at least 2 people including one paramedic and permitted as an ALS ambulance by the EMS agency, is on the scene of all Code 2 (non-life-threatening emergencies) within 20 minutes, 0 seconds 90% of the time.”¹⁶

¹⁵ San Francisco EMSA Agency Policy Manual, Policy 4000, Section 4.

¹⁶ Ibid.

Appendix 5: Proposition F

San Francisco voters passed Proposition F (also known as the Neighborhood Firehouse Protection Act) in 2005, which established new baseline service level requirements for the operation of San Francisco firehouses. These service levels require SFFD to “maintain and operate firehouses and emergency apparatus at the same location to the same extent as existed on January 1, 2004”¹⁷ and requiring all fire stations to remain open 24 hours a day, seven days a week. The Department’s budget for fire suppression increased by 44.0% from FY 2007-2008 to FY 2012-2014, which is significantly higher than the 17.6% increase in emergency calls during the same period. In order to meet minimum staffing levels required by Proposition F, the Department increased the use of suppression overtime by nearly 100% from FY 2009-2010 to FY 2012-2013.¹⁸ Section 2A.97 of the City Administrative Code outlines the mandate created in Proposition F.

A memorandum of understanding with San Francisco Firefighters Local 798 sets minimum staffing requirements for engines of one officer and 3 firefighters, and for trucks of one officer and 4 firefighters. Local EMSA policy requires all ALS units to have at least one paramedic on board. Thus, the SFFD engines designated as ALS must have one cross-trained firefighter/paramedic and 2 regular firefighters in addition to an officer. The Department must also maintain a minimum of 4 static ambulances based at firehouses.¹⁹

¹⁷ See City and County of San Francisco Administrative Code 2A.97.

¹⁸ See 2014 Performance Audit of Emergency Medical Responses at SFFD

¹⁹ San Francisco Fire Commission, Resolution 2007-06.

Appendix 6: Technology Challenges

Critical to effective communication in SFFD is the availability of current technology. SFFD is working with the Department of Technology to upgrade existing T1 lines in some firehouses, but the Civil Grand Jury was surprised to learn that many stations still do not have a fiber connection to the City's infrastructure and most of the 33 stations are not Wi-Fi equipped. Keeping the Department current with basic hardware, software and new technology are absolutely necessary in today's IT environment. These efforts will also bring SFFD in line with current IT standards and practices, increasing reliability, timely service response, enable data integration and foster collaborations with command staff and other City agencies. The sharing of critical information can help firefighters and emergency responders handle situations and limit risk to the public. Keeping technology current will improve recovery time if the event of a disaster or outages.

SFFD should have access in the field to mobile equipment, hand-held devices and services for remote installation and updates to current applications; this will help improve access to real time information. According to the Department of Technology timeline, all T1 lines will be replaced with fiber by March 2016. In addition to the SFFD base budget proposal, is a request for \$823,407 for additional IT support.

Glossary

- ALS – Advanced Life Support:** Persons trained in ALS can provide high-level emergency medical service
- ALS engine:** An engine staffed with an officer, a driver (firefighter) and a firefighter-EMT and firefighter-Paramedic
- Ambulance:** A vehicle equipped to assess, treat and transport medical patients. Also known as Medic Units
- Ambulance Working Group:** a task force created by the Mayor in the fall of 2014 and led by the Mayor’s Director of Budget, to tackle the issues of response times and ambulance inventory
- BLS – Basic Life Support:** Persons trained in BLS can provide Cardio-Pulmonary Resuscitation (CPR), basic first aid and patient transport.
- Code 2:** non-life-threatening injuries
- Code 3:** life-threatening injuries
- Command Staff:** Executive members of the SFFD, responsible for the day-to-day operation and long range planning
- DEM - Department of Emergency Management:** Is divided into two groups, Division of Emergency Communications and Division of Emergency Services
- Department;** in this report, refers to the San Francisco Fire Department
- DPH – San Francisco Department of Public Health**
- DPW – San Francisco Department of Public Works**
- EOA - Exclusive Operating Area:** the San Francisco EMS Agency asked the California EMS Authority to review and reconsider their 2008 decision which rescinded the Exclusive Operating Area (EOA) that San Francisco operated under since 1981 pursuant to Section 1797.224. In 2012, the Exclusive Operating Area in San Francisco was reestablished for the purposes of 911 responses.
- EMS – Emergency Medical Services**
- EMT – Emergency Medical Technician:** A person trained and certified in BLS. SFFD requires that all firefighters must have EMT- 1 licensures
- Emergency Medical Response times:** The SFFD responds to two types of calls, Code 2 and Code 3. Code 2 calls are non-life-threatening; Code 3 calls are those that are life threatening.
- EMSA - Emergency Medical Services Authority**
- Engine:** A fire suppression apparatus staffed by an officer and three firefighters and equipped with a pump, hose and water supply
- Firefighter:** A person trained in fire suppression.
- Firefighter-EMT:** a person trained in fire suppression and BLS.
- Firefighter-Paramedic:** A person trained in fire suppression who is also a licensed paramedic capable of delivering ALS emergency medical care as well as BLS.
- H3 Level 3:** Firefighter/Paramedic who completed SF County Paramedic training
- LEMSA - Local Emergency Medical Services Authority**

Medic to follow: refers to situations where an engine or truck is at a scene and an ambulance has been dispatched but is not already at the scene

Medic Unit – A staff of either two firefighters/paramedics or one firefighter/paramedic and one firefighter-EMT: Medic Units provide ALS treatment and transport of ALS and BLS patients suffering in medical emergencies. The term “ambulance” is used in this report for medic unit.

MOU – Memorandum of Understanding: a document that specifies a certain agreement between parties, in this case, between the City and County of San Francisco and San Francisco firefighters Union, Local 798, IAFF and AFL-CIO.

NFPA – National Fire Protection Agency: is a United States trade association that creates and maintains private, copyrighted, standards and codes for usage and adoption by local governments. This includes publications from model buildings codes to the many on equipment utilized by firefighters while engaging in hazardous material (hazmat) response, rescue response, and some firefighting. NFPA is responsible for 380 codes and standards.

Paramedic: A person with ALS training. He/she must have a State of California Paramedic license, ALS card, EMT-P accreditation card and valid California driver’s license.

Rescue Captain: Supervisory personnel responding to suppression calls from fire stations .

Rig: term used to describe vehicles used by the Fire Department

SFFD – San Francisco Fire Department

SFPD – San Francisco Police Department

Suppression: The purpose of fire suppression is to either put out a fire or stop it from propagating.

TIDA – Treasure Island Development Authority: responsible for the plans and development of Treasure Island. A Board of seven Directors rules TIDA, all of whom are appointed by the Mayor.

TITC - Treasure Island Training Center

Truck – called “hook and ladder”: Trucks are staffed with an officer (lieutenant or captain), a driver (firefighter), a tiller (firefighter), one firefighter-EMT and one firefighter. Trucks carry ladders and fire equipment. Trucks are used to provide height access, rescue and ventilation.

Print Form

Introduction Form

By a Member of the Board of Supervisors or the Mayor

Time stamp
or meeting date

I hereby submit the following item for introduction (select only one):

- 1. For reference to Committee. (An Ordinance, Resolution, Motion, or Charter Amendment)
- 2. Request for next printed agenda Without Reference to Committee.
- 3. Request for hearing on a subject matter at Committee.
- 4. Request for letter beginning "Supervisor [] inquires"
- 5. City Attorney request.
- 6. Call File No. [] from Committee.
- 7. Budget Analyst request (attach written motion).
- 8. Substitute Legislation File No. []
- 9. Reactivate File No. []
- 10. Question(s) submitted for Mayoral Appearance before the BOS on []

Please check the appropriate boxes. The proposed legislation should be forwarded to the following:

- Small Business Commission Youth Commission Ethics Commission
- Planning Commission Building Inspection Commission

Note: For the Imperative Agenda (a resolution not on the printed agenda), use a Imperative Form.

Sponsor(s):

Clerk of the Board

Subject:

Hearing - Civil Grand Jury Report - San Francisco Fire Department, What Does the Future Hold?

The text is listed below or attached:

Hearing on the recently published 2014-2015 Civil Grand Jury report entitled, "San Francisco Fire Department, What Does the Future Hold?"

Signature of Sponsoring Supervisor: 

For Clerk's Use Only: