

File No. 170962

Committee Item No. 2

Board Item No. \_\_\_\_\_

## COMMITTEE/BOARD OF SUPERVISORS

### AGENDA PACKET CONTENTS LIST

Committee: Government Audit and Oversight

Date: Sept. 20, 2017

Board of Supervisors Meeting:

Date: \_\_\_\_\_

#### Cmte Board

- Motion
- Resolution
- Ordinance
- Legislative Digest
- Budget and Legislative Analyst Report
- Youth Commission Report
- Introduction Form
- Department/Agency Cover Letter and/or Report
- MOU
- Grant Information Form
- Grant Budget
- Subcontract Budget
- Contract/Agreement
- Form 126 – Ethics Commission
- Award Letter
- Application
- Public Correspondence

#### OTHER

- Supervisor Peskin Letters of Inquiry - September 12, 2017
- Referral FYI - September 13, 2015
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

Prepared by: John Carroll

Date: Sept. 15, 2017

Prepared by: \_\_\_\_\_

Date: \_\_\_\_\_

Member, Board of Supervisors  
District 3



City and County of San Francisco

AARON PESKIN

September 12, 2017

Anne Kronenberg, Director  
Department of Emergency Management  
City and County of San Francisco  
1011 Turk Street  
San Francisco, CA 94102

Dear Director Kronenberg:

Supervisors Peskin and Kim have called for a hearing on San Francisco's coordinated preparation and response to the record-breaking September 1 - 3, 2017 heat wave (File no. 170962), and ask that the Department of Emergency Management present at the Government Audit and Oversight committee hearing scheduled for September 20. Please be advised of the following questions:

- It has been widely known within SFFD and DEM that the highest calls for service come on Friday evenings, a fact later confirmed at our recent June 12, 2017 hearing. What staffing changes have happened since that hearing to increase line staffing on Friday evenings?
- How many calls for service happened over the weekend of the heat wave that were assigned a CAD # for heat distress or exhaustion? Where were the surges in calls (e.g. specific time periods over the course of the three days)? What was the average response time?
- For the "fire operations" side of the EOC, what is the process for coordinating calls? (This is important because an anonymous dispatcher had complaints about how the Fire Supervisor coordinated the response that day.) If there are two pods of four each, does the Supervisor rotate between them, and communicate directly with the Fire Rescue Captain? Who has final call over where resources will be deployed?
- Who makes the decision to call in Mutual Aid? Is there a threshold or criteria that has to be met to consider this action?
- What was the coordination with the hospitals? Were additional resources allocated to hospitals to prepare them for the influx of people?
- How much did the Mutual Aid cost, who did we pay, and where does that money come from?
- How many ambulances were eventually called in and at what times? At what point was the decision made to do so? How many private ambulances were deployed and where and when?

- The National Weather Service predicted that San Francisco would be experiencing “severe” levels of heat as of August 29. What steps did DEM take to draft a contingency plan and increase staffing? What is the temperature threshold for the City to have cause for concern and take emergency action based on a warning like this? (Does the City and the National Weather Service similarly define “severe”?) What are the criteria to warrant an emergency plan?
- Are there protocols in developing an emergency plan that are dependent on advance timing? That is, are there levels/types of planning that happen when there is a 3-day warning versus a 1-day or several hour warning?
- Which City department takes the lead in developing an emergency plan and what is the role that DEM plays? Does this vary given the nature of the emergency (weather, earthquake, terrorism)?
- What is the standard procedure for noticing public safety information for the general public? Which City department is responsible for this, and how is it coordinated? What is the standard procedure for translating safety information? Why did it take until mid-day Saturday for the existing hours of operation of our libraries and pools to be disseminated to the Board of Supervisors? And why wasn't Tagalog included?
- How does DEM use the press to disseminate vital information? What was the press plan to get out cooling station information on radio and TV, including ethnic media, in advance of the heat wave? What about public service announcements on our SFMTA vehicles? What about using the noon citywide emergency system loudspeaker alert? When is this system used? Were any of these options considered to notify constituents of the dangers of the heat wave and potential reprieves? Are there protocols about how and when to use media methods for information dissemination? Is there a plan to reach particular vulnerable populations (because of disabilities, age, language, or isolation)?
- What kind of feedback loop and reflection is there after a disaster happens? How does DEM (with other City departments) assess response and coordination so as to improve on it next time? Is there a performance matrix that is used to measure response?

Thank you for your response to these inquiries. I respectfully request to have DEM's response submitted to the Clerk, as well as members of the GAO committee, by Tuesday morning, September 19. I look forward to the September 20 hearing. If you have any questions, please contact my office and my legislative aide, Beth Rubenstein at 415-554-7453 or [beth.rubenstein@sfgov.org](mailto:beth.rubenstein@sfgov.org)



Aaron Peskin

Member, Board of Supervisors  
District 3



City and County of San Francisco

AARON PESKIN

September 12, 2017

Barbara Garcia  
Director  
San Francisco Department of Public Health  
101 Grove Street  
San Francisco, CA 94102

Dear Director Garcia:

Supervisors Peskin and Kim have called for a hearing on San Francisco's coordinated preparation and response to the record-breaking September 1 - 3, 2017 heat wave (File no. 170962), and ask that the Department of Public Health present at the Government Audit and Oversight committee hearing scheduled for September 20. Please be advised of the following questions:

- The National Weather Service predicted that San Francisco would be experiencing "severe" levels of heat as of August 29. What steps did DPH take to plan for this extreme weather? What is the temperature threshold for the City to have cause for concern and take emergency action based on a warning like this? (Does the City and the National Weather Service similarly define "severe"?) What are the criteria to warrant an emergency plan?
- Which City department takes the lead in developing an emergency plan and what is the role that DPH plays? Does this vary given the nature of the emergency (weather, earthquake, terrorism)?
- On DPH's website, it states: "In 2010, the San Francisco Department of Public Health was awarded funding from the CDC to participate in the Climate-Ready States and Cities Initiative. The goal of the program is to help states and cities develop ways to anticipate health effects of climate change by applying climate science, predicting health impacts, and preparing flexible programs. The focus of our work for this initiative has been preventing heat stress morbidity and mortality from extreme heat events and associated air quality impacts, which are expected to increase in frequency and duration with climate change. For more information on our Climate and Health program, visit the Program on Health, Equity and Sustainability website." Unfortunately, the links do not work. What is the update on this plan and funding, and the reporting that was likely required for this grant? How was the plan used during the recent heat wave?

- As part of the outcome of the CDC grant, which has been renewed for another 3 years, DPH was to engage in “Disaster Planning, in collaboration with San Francisco Department of Emergency Management Services (SFDEM) [and] convened and co-chaired an inter-agency task force to conduct strategic planning that developed a City and County of San Francisco heat wave disaster response plan, appropriate surveillance and health education/outreach activities to protect San Franciscans.” Unfortunately this link also doesn’t work. Has there been a “Heat Wave Disaster Response Plan” developed?
- Also, on DPH’s website, it states: “San Francisco showed specific vulnerabilities during the 2006 California heat wave, due to our lack of physiologic and technologic adaptations for extreme heat events. For this reason, the SFDPH Environmental Health Section developed the Heat Vulnerability Index, which geographically predicts high risk areas during an extreme heat event . . .” How have lessons learned from the 2006 heat wave affected City response to subsequent heat waves, including our most recent one?
- Given that DPH has produced a map to chart heat vulnerability index by Census block group, how is this information used and shared with other City departments? Particularly, how is the Disaster Planning coordinated with the Department of Emergency Management Services?
- What is the standard procedure for noticing public safety information for the general public? What is the standard procedure for translating safety information? Which City department is responsible for this? Why did it take until mid-day Saturday for the existing hours of operation of our libraries and pools to be disseminated to the Board of Supervisors? And why wasn’t Tagalog included?
- How does DPH use the press to disseminate vital information? What was the press plan to get out cooling station information on radio and TV, including ethnic media, in advance of the heat wave? What about public service announcements on our SFMTA vehicles? What about using the noon citywide emergency system loudspeaker alert? When is this system used? Were any of these options considered to notify constituents of the dangers of the heat wave and potential relieves? Are there protocols about how and when to use media methods for information dissemination?
- Why weren’t there cooling stations set up prior to the heat wave? And, why weren’t there extended hours of our air-conditioned public buildings, like libraries?
- Given the fact that the Medical Examiner reports that the 3 people who died during the heat wave lived alone, died at home and none of them had called for medical help, how does DPH use its Vulnerability Index to work with other departments to do outreach to our most vulnerable residents? Is there a plan to reach particular vulnerable populations (because of disabilities, age, language, or isolation)? Are there “emergency information trees” that connect City departments to nonprofits that serve our most vulnerable residents?

- What kind of feedback loop and reflection is there after a disaster happens? How does DPH (with other City departments) assess response and coordination so as to improve on it next time? Is there a performance matrix that is used to measure response?

Thank you for your response to these inquiries. I respectfully request to have DPH's response submitted to the Clerk, as well as members of the GAO committee, by Tuesday morning, September 19. I look forward to the September 20 hearing. If you have any questions, please contact my office and my legislative aide, Beth Rubenstein at 415-554-7453 or [beth.rubenstein@sfgov.org](mailto:beth.rubenstein@sfgov.org)



Aaron Peskin

Member, Board of Supervisors  
District 3



City and County of San Francisco

**AARON PESKIN**

September 12, 2017

Christopher Wirowek, Director  
Office of the Chief Medical Examiner  
City and County of San Francisco  
Hall of Justice  
850 Bryant Street - North Terrace  
San Francisco, CA 94103

Dear Director Wirowek:

Supervisors Peskin and Kim have called for a hearing on San Francisco's coordinated preparation and response to the record-breaking September 1 - 3, 2017 heat wave (File no. 170962), and ask that the Office of the Chief Medical Examiner present at the Government Audit and Oversight committee hearing scheduled for September 20. Please be advised of the following questions:

- Please describe the following criteria: What is the definition of deaths caused by heat? Is there a list of types of deaths that fall under this specific category, e.g. heat stroke, conditions exacerbated by extreme heat, etc.? How are deaths caused by the failure of hospital equipment that became overheated identified?
- According to DPH's website home page, vulnerable residents during a heat wave, include "People taking medications that affect their body's ability to stay hydrated and respond to heat. This includes: medications used to treat high blood pressure and heart problems (beta-blockers, diuretics), those used to reduce allergy symptoms (antihistamines), those used to calm you (tranquilizers), those used to reduce psychiatric symptoms such as delusions (antipsychotics) and other medications that disrupt the regulation of body temperature." How are deaths of people taking these sorts of medications categorized during a heat wave?
- What was the death toll for SF County during the weekend of the heat wave (September 1 - 3), broken down by day, and by the neighborhood in which the deaths occurred?

- Given that we typically have hot weather in September, how many deaths have been reported on a Friday, Saturday, Sunday of an early September weekend over the last five years? Please break down this data by day, and by the neighborhood in which the deaths occurred.

Thank you for your response to these inquiries. I respectfully request to have ME's response submitted to the Clerk, as well as members of the GAO committee, by Tuesday morning, September 19. I look forward to the September 20 hearing. If you have any questions, please contact my office and my legislative aide, Beth Rubenstein at 415-554-7453 or [beth.rubenstein@sfgov.org](mailto:beth.rubenstein@sfgov.org)



Aaron Peskin



Member, Board of Supervisors  
District 3



City and County of San Francisco

AARON PESKIN

September 12, 2017

Chief Joanne Hayes-White  
San Francisco Fire Department  
698 Second Street  
San Francisco, CA 94107

Dear Chief Hayes-White:

Supervisors Peskin and Kim have called for a hearing on San Francisco's coordinated preparation and response to the record-breaking September 1 - 3, 2017 heat wave (File no. 170962), and ask that the SF Fire Department present at the Government Audit and Oversight committee hearing scheduled for September 20. Please be advised of the following questions:

- How many SFFD EMT vehicles/ambulances were deployed each day over the 3-day period, and at what times and where (including EMTs on actual fire engines)?
- It has been widely known within SFFD and DEM that the highest calls for service come on Friday evenings, a fact later confirmed at our recent June 12, 2017 hearing. What staffing changes have happened since that hearing to increase line staffing on Friday evenings?
- Assuming there was already an increase in Friday evening staffing, were additional staffing changes made *on top of that* in advance of the 3-day weekend to take into consideration the heat wave? How many additional staff were brought in over the weekend, and how were they deployed during the surge periods?
- Please map the call data during the heat wave by type of call and location of call.
- What was the wait time for an ambulance at peak times during this 3-day period? What is the normal wait for an ambulance on a Friday and Saturday night?
- Given that the National Weather Service predicted on August 29 that San Francisco would be experiencing "severe" levels of heat beginning September 1, why did SFFD issue a PSA on "Preventing Heat-related Injuries and Fires" on September 1 at 2:30 pm?

- Given that many of our first responders live outside of the City, do we have any data on how their travel times impacted staffing during the heat wave?
- During a weather emergency, like what happened on the weekend of September 1, how does SFFD coordinate with other City departments? What are the protocols and contingency planning that is followed?
- What kind of feedback loop and reflection is there after a disaster happens? How does SFFD (with other City departments) assess response and coordination so as to improve on it next time? Is there a performance matrix that is used to measure response?

Thank you for your response to these inquiries. I respectfully request to have SFFD's response submitted to the Clerk, as well as members of the GAO committee, by Tuesday morning, September 19. I look forward to the September 20 hearing. If you have any questions, please contact my office and my legislative aide, Beth Rubenstein at 415-554-7453 or [beth.rubenstein@sfgov.org](mailto:beth.rubenstein@sfgov.org)



Aaron Peskin

Member, Board of Supervisors  
District 3



City and County of San Francisco

AARON PESKIN

September 12, 2017

Jeff Kositsky  
Director  
Department of Homelessness and Supportive Housing

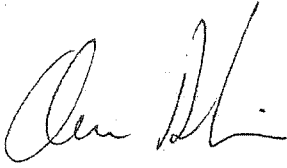
Dear Director Kositsky:

Supervisors Peskin and Kim have called for a hearing on San Francisco's coordinated preparation and response to the record-breaking September 1 - 3, 2017 heat wave (File no. 170962), and ask that the Department of Homelessness and Supportive Housing present at the Government Audit and Oversight committee hearing scheduled for September 20. Please be advised of the following questions:

- The National Weather Service predicted on August 29 that San Francisco would be experiencing "severe" levels of heat September 1 – 3. What steps did DSH take to prepare for this heat wave?
- How does DSH collaborate with other City departments in an emergency plan? Does this vary given the nature of the emergency (weather, earthquake, terrorism)?
- Are there protocols in developing an emergency plan that are dependent on advance timing? That is, are there levels/types of planning that happen when there is a 3-day warning versus a 1-day or several hour warning?
- Is DSH aware of DPH's "Heat Vulnerability Index", which maps vulnerable population by Census block group?
- How did DSH address severe heat in its facilities, and did it coordinate with City-wide cooling stations?
- Are there protocols for communicating public safety information for the homeless and unstably housed population? Is translation into multiple languages included?
- Did DSH work with partner nonprofits to get safety information to homeless and unstably housed residents? Is there an "emergency information tree" that connects City departments to nonprofits that serve our most vulnerable residents?
- As part of a 2012 CDC grant, DPH engaged in disaster planning. This was prior to the creation of DSH. How has DPH and DSH integrated DSH and the populations it serves into the disaster plan?

- What kind of feedback loop and reflection is there after a disaster happens? How does DSHS (with other City departments) assess response and coordination so as to improve on it next time? Is there a performance matrix that is used to measure response?

Thank you for your response to these inquiries. I respectfully request to have DSHS's response submitted to the Clerk, as well as members of the GAO committee, by Tuesday morning, September 19. I look forward to the September 20 hearing. If you have any questions, please contact my office and my legislative aide, Beth Rubenstein at 415-554-7453 or [beth.rubenstein@sfgov.org](mailto:beth.rubenstein@sfgov.org)



Aaron Peskin

Member, Board of Supervisors  
District 3



City and County of San Francisco

AARON PESKIN

September 12, 2017

Shireen McSpadden  
Executive Director  
Department of Aging and Adult Services

Dear Director McSpadden,

Supervisors Peskin and Kim have called for a hearing on San Francisco's coordinated preparation and response to the record-breaking September 1 - 3, 2017 heat wave (File no. 170962), and ask that the Department of Adult and Aging Services present at the Government Audit and Oversight committee hearing scheduled for September 20. Please be advised of the following questions:

- The National Weather Service predicted on August 29 that San Francisco would be experiencing "severe" levels of heat September 1 – 3. What steps did DAAS take to prepare for this heat wave?
- How does DAAS collaborate with other City departments in an emergency plan? Does this vary given the nature of the emergency (weather, earthquake, terrorism)?
- Are there protocols in developing an emergency plan that are dependent on advance timing? That is, are there levels/types of planning that happen when there is a 3-day warning versus a 1-day or several hour warning?
- How did DAAS address severe heat in its facilities and its partners' facilities, and did it coordinate with City-wide cooling stations?
- Is DAAS aware of DPH's "Heat Vulnerability Index", which maps vulnerable population by Census block group?
- Given the fact that the Medical Examiner reported that the 3 people who died during the heat wave lived alone, died at home and none of them had called for medical help, how does DAAS outreach to our most vulnerable residents?
- Are there protocols for communicating public safety information to our seniors and people with disabilities? Is translation into multiple languages included?
- Did DAAS work with partner nonprofits to get safety information to our vulnerable populations? Is there an "emergency information tree" that connects DAAS to its partner nonprofits that serve our most vulnerable residents?
- As part of a 2012 CDC grant, DPH engaged in disaster planning. How is DAAS, and the populations it serves, integrated into the disaster plan?

- What kind of feedback loop and reflection is there after a disaster happens? How does DAAS (with other City departments) assess response and coordination so as to improve on it next time? Is there a performance matrix that is used to measure response?

Thank you for your response to these inquiries. I respectfully request to have DAAS's response submitted to the Clerk, as well as members of the GAO committee, by Tuesday morning, September 19. I look forward to the September 20 hearing. If you have any questions, please contact my office and my legislative aide, Beth Rubenstein at 415-554-7453 or [beth.rubenstein@sfgov.org](mailto:beth.rubenstein@sfgov.org)



Aaron Peskin

BOARD of SUPERVISORS



City Hall  
1 Dr. Carlton B. Goodlett Place, Room 244  
San Francisco 94102-4689  
Tel. No. 415-554-5184  
Fax No. 415-554-5163  
TDD/TTY No. 415-554-5227

## MEMORANDUM

TO: Anne Kronenberg, Executive Director, Department of Emergency Management  
Joanne Hayes-White, Chief, Fire Department  
Trent Rhorer, Executive Director, Human Services Agency  
Barbara A. Garcia, Director, Department of Public Health  
Dr. Michael Hunter, Chief Medical Examiner  
Jeff Kositsky, Director, Department of Homelessness and Supportive Housing  
Shireen McSpadden, Executive Director, Department of Aging and Adult Services

FROM: John Carroll, Assistant Clerk, Government Audit and Oversight Committee, Board of Supervisors

DATE: September 13, 2017

SUBJECT: HEARING MATTER INTRODUCED

---

The Board of Supervisors' Government Audit and Oversight Committee has received the following hearing request, introduced by Supervisor Peskin on September 5, 2017:

**File No. 170962**

**Hearing on San Francisco's coordinated preparation and response to the record-breaking September 2017 heatwave; and requesting the Department of Emergency Management and the Fire Department to report.**

If you have any comments or reports to be included with the file, please forward them to me at the Board of Supervisors, City Hall, Room 244, 1 Dr. Carlton B. Goodlett Place, San Francisco, CA 94102.

c: Kelly Alves, Fire Department  
Krista Ballard, Human Services Agency  
Greg Wagner, Department of Public Health  
Colleen Chawla, Department of Public Health  
Christopher Wirowek, Office of the Chief Medical Examiner  
Bridget Badasow, Department of Aging and Adult Services

RECEIVED  
9/5/2017 @ 5:57pm

*SA*

Time stamp  
or meeting date

# Introduction Form

By a Member of the Board of Supervisors or Mayor

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 [ ] inquiries"
- 5. City Attorney Request.
- 6. Call File No. [ ] from Committee.
- 7. Budget Analyst request (attached 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 the Imperative Form.**

Sponsor(s):

Supervisors Peskin; Breed; Kim

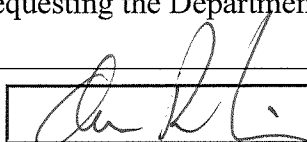
Subject:

Hearing on City's Coordinated Response to September 2017 Heatwave

The text is listed:

Request for a hearing at the Government Audit & Oversight Committee on San Francisco's coordinated preparation and response to the record-breaking September 2017 heatwave, and requesting the Department of Emergency Management and the Fire Department to report.

Signature of Sponsoring Supervisor:



For Clerk's Use Only