



Department of Emergency Management

# Annual Report

## 2011–2012



How would you  
survive for 72 hours?

In a major disaster,  
it might be three days before  
vital services are restored.

72hours.org  
you prepare



*"Our City, Ready for Anything"*





# Department of Emergency Management

## Annual Report 2011–2012

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## Letter from the Executive Director

August 1, 2012

The Honorable Edwin M. Lee  
Mayor  
City and County of San Francisco  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102

To Mayor Lee:

I am pleased to present the FY 2011–2012 Annual Report for the Department of Emergency Management (DEM). This has been an exciting year for DEM as we coordinate several major projects for San Francisco and the Bay Area. DEM has taken a leadership role in logistics and emergency planning for the America's Cup races scheduled in San Francisco for 2012 and 2013. DEM also works closely with the Fleet Week Association to plan the annual Fleet Week events. In addition, DEM is leading the development of a new regional public safety communications network called the Bay Area Regional Interoperable Communications System (BayRICS), which will allow first responders throughout the Bay Area to communicate seamlessly, both during a disaster and day-to-day.

In the past year, we have continued to strengthen our community outreach and preparedness activities. This report describes several of DEM's cutting-edge innovations, including: the *SF Heroes* app for iPhone and Android devices; the "Who Are You Shopping For?" preparedness campaign; and our use of social media such as Twitter and Facebook to both inform our community of emergencies, and to provide preparedness messaging.



DEM is also planning for challenges in the coming year. The U.S. Department of Homeland Security is reducing available grant funding to local governments, leaving us with difficult choices for maintaining citywide disaster management programs. We will work closely with our partners in public safety to identify and maintain our top priorities, to ensure that San Francisco continues to be "Our City, Ready for Anything."

We are extremely proud of our accomplishments in the past year, and look forward to your review.

Sincerely,

  
Anne Kronenberg  
Executive Director



## DEM Mission

The San Francisco Department of Emergency Management (DEM) leads the City in planning, preparedness, communication, response, and recovery for daily emergencies, large scale citywide events, and major disasters. DEM is the vital link in emergency communication between the public and first responders, and provides key coordination and leadership to City departments, stakeholders, residents, and visitors.

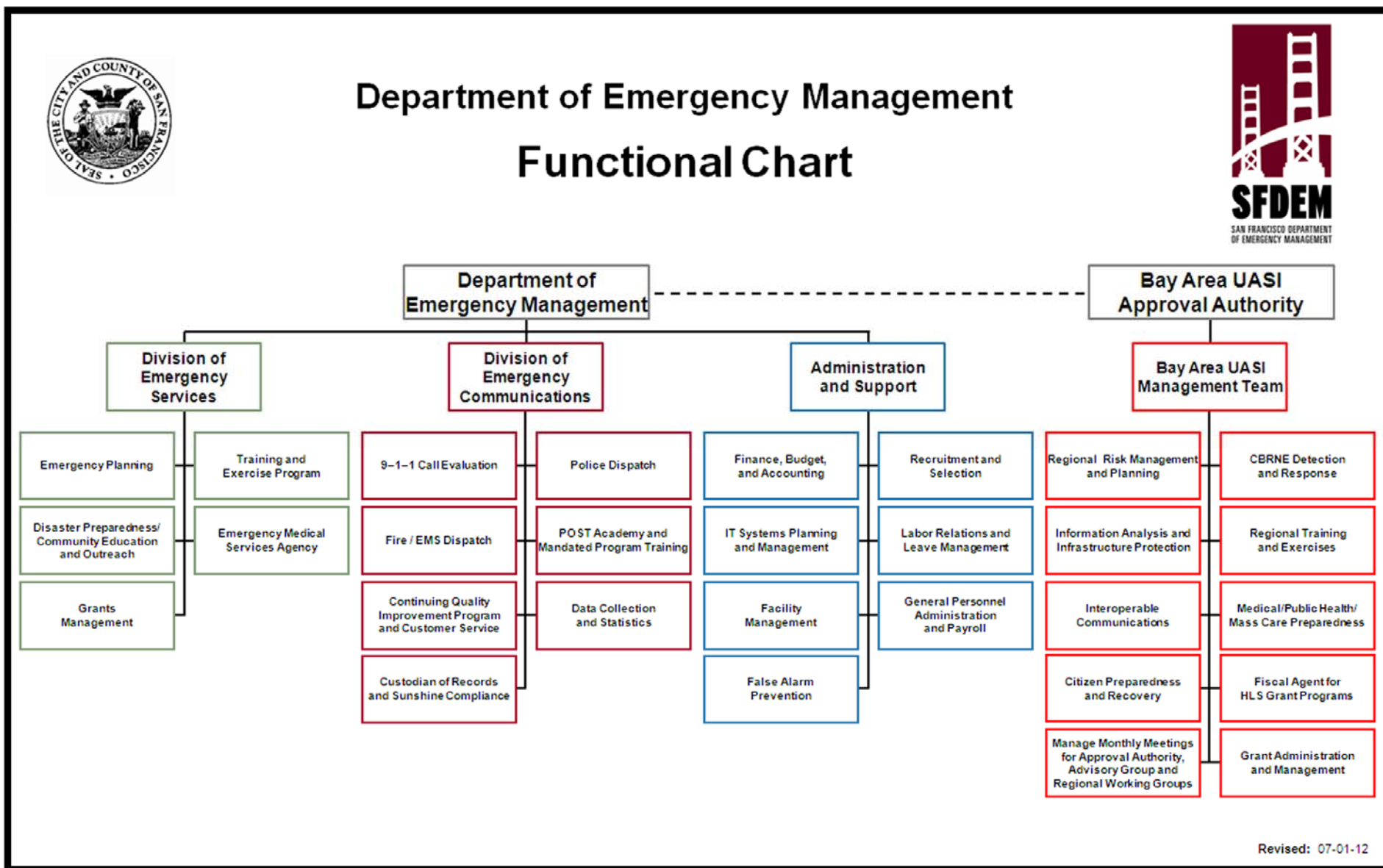


The Department of Emergency Management — 1011 Turk Street.

## Key Accomplishments FY 2011–2012

- Managed 1,017,010 calls to 9–1–1.
- Provided translation for 14,337 non-English calls to 9–1–1.
- Provided 21 emergency management training sessions for over 700 participants.
- Organized or coordinated eight exercises for approximately 500 participants.
- Developed or updated six emergency plans.
- Reviewed 100 Emergency Medical Services (EMS) Plans for special events.
- Secured approval by the Board of Supervisors for the Bay Area Wireless Enhanced Broadband (BayWEB) public safety communications system.
- Hosted the 2011 National Urban Area Security Initiative (UASI) Conference in San Francisco.
- Implemented new Crisis Information Management Software (Web EOC) and trained over 300 City employees on how to use the system.
- Recruited 250 volunteers to participate in the new statewide Disaster Corps program, developed to coordinate the deployment of disaster volunteers across California.

## DEM Organization





## Priority Projects



### Bay Area Regional Interoperable Communications System (BayRICS)

BayRICS is a regional initiative to improve wireless emergency communications throughout the 10 Bay Area Counties. The system will enable the San Francisco Police Department, San Francisco Fire Department, and other public safety agencies throughout the Bay Area to share information more quickly and efficiently, during both day-to-day operations and major emergencies. For example, new broadband applications will enable responders to view the layout of a burning building before entering it, or to transmit video images from an accident scene.

In May 2011, DEM successfully managed legislation at the Board of Supervisors to approve San Francisco's membership in the BayRICS Joint Powers Authority (JPA), which was established to govern the initiative, including the funding and legal requirements, and implementation. DEM Executive Director Anne Kronenberg and Police Chief Greg Suhr represent San Francisco on the JPA, and DEM staff led the negotiation with the project vendor, Motorola Solutions, Inc. In February 2012, the Board of Supervisors passed legislation managed by DEM that approved a Site Access and Use Agreement between the City and Motorola, which will allow Motorola to begin installing equipment for the project in San Francisco.

Funding for the broadband portion of the system, known as BayWEB, is provided by a \$50.6 million federal stimulus grant from the Broadband Technology Opportunities Program (BTOP), as well as matching funds from Motorola. The BayWEB network has a target completion date of 2014.

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**BayWEB will enable public safety agencies throughout the Bay Area to share information, both day-to-day and during an emergency.**

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### Special Events Planning

DEM has begun to take a lead role in managing the public safety aspects of how special events are planned, permitted, and executed in San Francisco, in order to ensure consistent standards and improve outcomes. By applying the principals of the Incident Command System on a daily basis and practicing interdepartmental coordination during planned, low-risk events, the City as a whole is better prepared to manage unexpected crises.

In the past year, DEM has successfully collaborated with public safety agencies and event producers on numerous events — including the 101<sup>st</sup> running of the Bay to Breakers race, the National Urban Area Security Initiative (UASI) Conference, and Fleet Week activities. During Bay to Breakers, the City tested new methods to handle intoxicated individuals without impacting EMS or law enforcement capacity. By partnering with the race organizers, people in need of medical attention were properly cared for, while the demand on emergency services was greatly reduced. The 2011 Fleet Week was the biggest and most content-rich experience in decades. In partnership with the San Francisco Fleet Week Association, DEM assisted in the coordination of multiple stakeholders and agencies across a wide array of activities — ranging from the Marina Green displays and events, to interagency seminars on disaster response.



A boat practices for the America's Cup on San Francisco Bay.

## America's Cup Coordination

DEM is playing a key role in the operational planning and execution of the America's Cup World Series (ACWS), scheduled in San Francisco for 2012 and 2013. DEM designed and executed an ACWS Exercise Series, which encompassed three progressively more complex exercises, involving a broad range of government, private sector, and nongovernmental agencies. The goal of the Exercise Series was to vet and test the seven primary ACWS operational plans, focusing on coordination among local, regional, State, and federal agencies during complex incidents occurring on a peak race day.

- Exercise 1**     **Plan Review Workshop — January 18, 2012:** Focused on identifying areas of integration, vetting planning assumptions, and addressing unanswered questions in the seven primary operational plans.
- Exercise 2**     **"Good Day at the Races" — March 21, 2012:** Tabletop exercise focused on clarifying the decisions and coordination among local, regional, State, and federal entities working at the field level during a standard peak race day.
- Exercise 3**     **"Bad Day at the Races" — April 11, 2012:** Tabletop exercise in which participants discussed the impacts of three increasingly complex incident scenarios on the operational plans occurring on a peak race day of ACWS. These included a bridge jumper, a protest, and a multi-casualty incident.

The ACWS Exercise Series was extremely successful, as it thoroughly tested the ACWS operational plans and identified both areas of strength and areas for improvement. The Exercise Series brought together almost 60 local, State, federal, military, private, and nonprofit agencies, and provided them a productive forum in which to think through and discuss actual scenarios that may occur during ACWS in 2012 and 2013. In addition, participants were able to form beneficial relationships with other agencies involved with America's Cup planning.



DEM leads multiple agencies at the "Bad Day at the Races" exercise.

## EMAP Certification

DEM is currently pursuing Emergency Management Accreditation Program (EMAP) certification, which is targeted for completion in 2013. EMAP is a standards-based voluntary assessment and peer review accreditation process for government disaster management programs. The accreditation process involves an initial self assessment, followed by an on-site assessment performed by emergency management professionals from across the nation. An assessment report of DEM capabilities will be reviewed by industry experts. When all standards are met, San Francisco will become one of only a handful of cities nationwide to receive this designation. By seeking and attaining EMAP accreditation, the City will demonstrate its commitment to excellence and accountability in disaster management.

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**San Francisco will become  
one of only a handful of  
cities nationwide to receive  
EMAP certification.**

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## Computer Aided Dispatch (CAD) System Upgrade

DEM's CAD system is the City's main 9–1–1 call processing application. When a 9–1–1 call is answered at DEM, the CAD system tracks all of the information about the call, routes it to the appropriate police or fire dispatcher, and maintains a record of all activities related to that call. The CAD system has been in place since April 2000, and is now approaching end-of-life. The vendor (Tiburon, Inc.) has notified DEM that the current system will not be supported after March 2015. The City's Committee on Information Technology (COIT) approved \$3.64 million over three fiscal years (FY11–12 through FY13–14) to upgrade this critical system. The project includes software, hardware, integration, and project management, as well as replacement of Tiburon's proprietary fire station alerting system. The new, commercial, off-the-shelf system will operate on a standards-based Windows platform, which will be easier to maintain and cost less than the current system.

## 800 MHz Citywide Emergency Radio System (CERS) Replacement

The CERS provides two-way voice radio communication for San Francisco's public safety departments. There are approximately 7,500 devices that operate on the network. Primary users include DEM, Police Department, Fire Department, Sheriff's Department, Department of Parking and Traffic, and Recreation and Park Department. Originally installed in 2000, the system uses a proprietary analog technology that has now reached its end-of-life with the manufacturer and cannot be expanded. In addition, there are several critical components of the system that are at the end-of-life, and no replacement parts are available.

DEM is working with the Department of Technology (DT) and the Controller's Office to plan a system refresh. We intend for the new system to provide improved coverage and utilize the digital Project 25 standard for interoperable communications. The system's replacement cost is estimated at \$68.7 million and will take four years to complete. COIT recently approved this project as part of its Information, Communications and Technology Plan. DEM is now working with DT and the Controller's Office to identify funding and determine the implementation timeline.



San Francisco Battalion Chief Mark Kearney and San Mateo Battalion Chief Tom Murray communicate by radio during an exercise.

Photo: Courtesy of San Francisco Fire Department



## 9–1–1 Emergency Communications

DEM is the Public Safety Answering Point (PSAP) for all 9–1–1 emergency calls that originate within San Francisco, including Police, Fire, and Emergency Medical Services (EMS), as well as non-emergency calls. DEM also provides dispatch services to the Police Department, Fire Department, Sheriff’s Department, and Department of Parking and Traffic (12:00 midnight to 6:00 a.m. daily).

### Call Evaluation

DEM staff answers incoming 9–1–1 emergency and non-emergency calls from the public, allied agencies, and City departments, and direct that information via the Computer Aided Dispatch (CAD) system to the appropriate Public Safety Dispatcher. They also provide medical instruction, such as CPR, before the arrival of emergency medical services.

9–1–1 Calls for Service at DEM	
Police	80%
Medical	14%
Fire	6%



A dispatcher works on the floor of the 9-1-1 call center at DEM.

### Law Enforcement Dispatch (Police and Sheriff)

Dispatchers communicate information via two-way radio, Computer Aided Dispatch (CAD), and Mobile Data Computer systems to officers in the field. They coordinate response of officers, maintain status of all units, dispatch incidents, and handle emergency and non-emergency requests from field units.

### Fire / EMS Dispatch

Dispatchers ensure appropriate distribution of emergency medical response units. They dispatch Fire suppression apparatus and medical response units as appropriate to emergency and non-emergency events.

### POST Academy and Mandated Program Training

Public Safety Dispatchers are required to successfully complete extensive entry level and on-the-job training, as well as in-service training to successfully pass probation. Training is mandated by the California Peace Officer Standards and Training Department (POST) as well as the National Academies of Emergency Dispatch (NAED). POST requires 24 hours of update training every two years and NAED requires 36 hours.

## Continuing Quality Assurance Program (CQA) and Customer Service

All calls to 9–1–1 and all radio dispatches are recorded and time stamped in the CAD system. Goals and standards are in place for all aspects of dispatching. For example, DEM meets the State goal that 90% of all 9–1–1 calls must be answered within 10 seconds. DEM conducts a comprehensive quality improvement program, primarily based on calls and dispatch for emergency medical situations. In addition, dispatchers are regularly monitored and provided feedback in all areas of dispatching. DEM documents commendable performance, while performance that does not meet standards may result in retraining or various forms of discipline.

## Data Collection and Statistics

DEM staff compiles statistics used to determine staffing levels and our ability to meet established goals.

Key 9-1-1 Statistics for FY 2011-12	
Average number of 9–1–1 calls per day	≈ 2,800
Total number of 9–1–1 calls this year	1,017,010
Percentage of emergency calls	52%
Percentage of non-emergency calls	48%
Average time (in minutes) from call pick-up to dispatch on Code 3 medical calls <sup>1</sup>	1:52
90 <sup>th</sup> percentile time (in minutes) from call pick-up to dispatch on Code 3 medical calls	3:12

## Custodian of Records and Sunshine Compliance

The Custodian of Records unit is responsible for supplying official records to authorized requestors, including Police, Fire, EMS, Public Defender, District Attorney, City Attorney, as well as members of the public. Records include audio recordings from the public safety radio system, telephone calls into and out of the communications division, video recordings from the community safety camera system, as well as computer aided dispatch and other written records. In litigation, business records such as these are allowed into evidence once authenticated by DEM's Custodian of Records.

Records Requests Fulfilled in FY 2011-12	
9–1–1 Audio Recordings	9,763
Public Safety Radio Recordings	5,292
CAD Records	7,450
Public Safety Camera Recordings	122

**Total: 22,627**

<sup>1</sup> Code 3 is the highest priority call, indicating a life-threatening event.

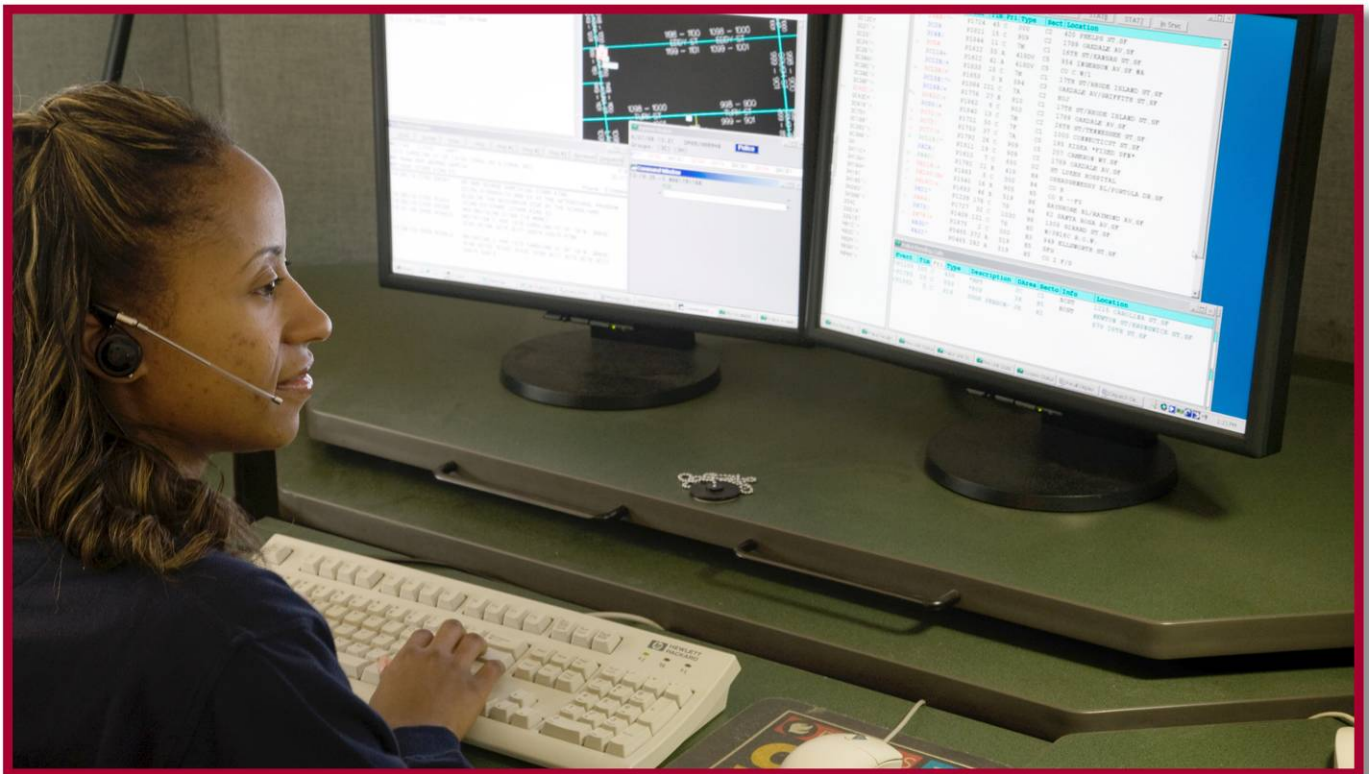


## Dispatcher Recruitment and Retention

Historically, recruitment and retention has been one of the most important issues facing DEM. While the recent downturn in the economy has reduced staff turnover, we must consider the pending retirement of our senior workforce as part of the Department's overall strategic and succession planning. A recent overhaul of the hiring process included the implementation of CritiCall software, which evaluates the aptitude of applicants for the critical skills and abilities necessary for success in the complex and stressful dispatch environment. Additionally, the oral board examination questions were revised by subject matter experts, and the background investigation process was improved by contracting with a third party whose expertise includes background investigations for law enforcement personnel. As a result, the percentage of recruits who successfully complete training has increased from less than 50% to more than 70%. A new academy class of 10 dispatchers began in February 2012.

## 9–1–1 Phone System Upgrade and Next Generation 9–1–1

The existing 9–1–1 telephony equipment went live in April 2000 and was upgraded in 2005 (a process that occurs every five years to ensure stability). The Automatic Call Distribution (ACD) equipment has reached end of life and the vendor (AT&T) will no longer support enhancements, patches, or expansion. In addition, the State of California is moving towards replacement of the entire State 9–1–1 infrastructure with a system that supports Next Generation 9–1–1 (the ability for 9–1–1 to receive internet protocol (IP) based communications, such as text, photos, and video). DEM will request State funding to update our existing system to Next Generation 9–1–1. The estimated project cost is \$2.77 million and is expected to begin in 2014.



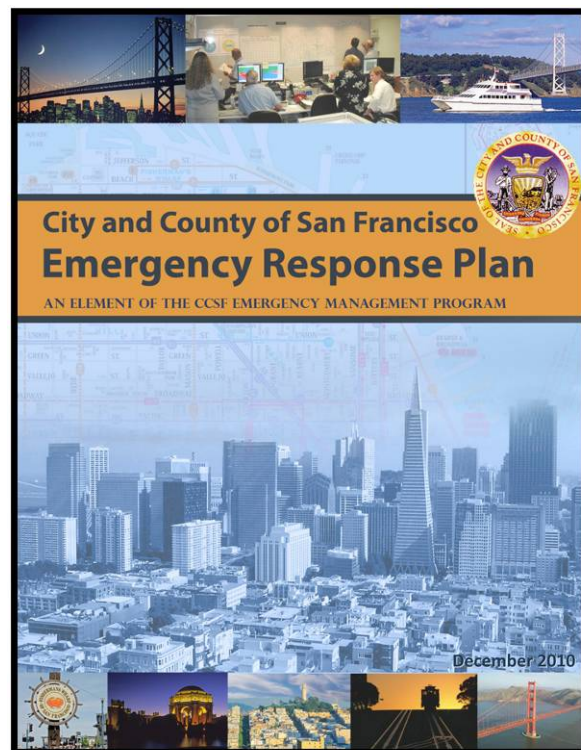
A dispatcher works on the floor of the 9–1–1 call center at DEM.

## Emergency Planning

DEM works closely with emergency responders, community partners, and residents to engage in comprehensive disaster planning for the City and County of San Francisco. DEM is active in the community, and functions as a conduit among City agencies, private industry, and nonprofit groups on a daily basis, focusing each agency on creating an integrated, well-prepared network of disaster responders.

DEM has developed and maintains more than 30 plans, annexes, appendices, and supporting documents that guide preparedness, response, recovery, and mitigation activities. Topics include Earthquakes, Care and Shelter, Medical and Health, Communications, and others.

DEM also works closely with the Bay Area Urban Area Security Initiative (UASI) to develop regional catastrophic plans that support terrorism risk and catastrophic earthquake planning.



Plan	FY 11–12 Update
<b>Emergency Support Function (ESF) 6: Care and Shelter Annex</b>	<ul style="list-style-type: none"> <li>Developed a Disability Inclusion Appendix to clarify policies, strategies and resources related to the provision of mass care services to people with disabilities.</li> <li>Developed a Feeding Appendix detailing how City government and local nonprofit food providers work together to feed people after a disaster.</li> </ul>
<b>Donations Management Plan</b>	<ul style="list-style-type: none"> <li>Assisted in development of <a href="http://Give2SF.org">Give2SF.org</a>, an online portal connecting donors with the San Francisco Disaster Recovery Fund. Donations will be utilized for reconstruction of buildings and infrastructure.</li> </ul>
<b>Community Safety Element</b>	<ul style="list-style-type: none"> <li>Participated in development of policies guiding the longer-term recovery and rebuilding of San Francisco after a catastrophic earthquake.</li> </ul>
<b>ESF 15: Joint Information System Annex</b>	<ul style="list-style-type: none"> <li>Updated emergency plan providing guidance on effective conduct of the City's media relations and public information in a large-scale emergency.</li> </ul>
<b>Disaster Debris Management</b>	<ul style="list-style-type: none"> <li>Developed plan for management of debris post-disaster.</li> </ul>
<b>Reviewed Six CCSF Department Plans</b>	<ul style="list-style-type: none"> <li>Reviewed and made recommendations on Emergency Response Plans, Continuity of Operations Plans, and Emergency Plans for the following departments: the Mayor, Public Health, Recreation and Park (2), Police Department, and Adult Probation.</li> </ul>
<b>DEM Continuity of Operations</b>	<ul style="list-style-type: none"> <li>Developed draft of DEM Continuity of Operations Plan.</li> </ul>

### Planning for Seniors and Persons with Disabilities

In collaboration with the Mayor’s Office on Disability (MOD) and Human Services Agency (HSA), DEM has been active in building the City’s capacity to meet the needs of persons with disabilities, including the elderly, in disasters. A cache of shelter equipment — Americans with Disabilities Act (ADA) cots, air beds, transfer boards, wheelchairs, lifts, etc. — was recently purchased to support persons with disabilities in disaster shelters. In addition, DEM helped facilitate Statements of Understanding between the City and several disability organizations, including: San Francisco Independent Living Resource Center, Kimochi, On Lok, Institute on Aging, Alzheimer’s Association, Jewish Family and Children Services, and others — which adds significantly to the City’s overall cultural competency in meeting the needs of disabled San Franciscans during a disaster. Finally, DEM, HSA, and MOD collaborated to update the City’s Care and Shelter Annex to ensure the inclusion of people with disabilities in mass care services.

### Community Safety Element

DEM was a major participant in the 2011–2012 multi-agency revision and adoption process of the Community Safety Element (CSE) of the San Francisco General Plan. The CSE establishes specific policies and programs to protect the community from risks associated with natural and manmade disasters. It underwent its first review since 1997 to incorporate updated hazard information, and new relevant programs and citywide efforts. Many of these new programs were a direct result of the DEM Citywide Emergency Management Program. The CSE was adopted unanimously by the Planning Commission on June 14, 2012, and will next be heard by the Board of Supervisors.

## Training and Exercises

Since 2007, DEM has conducted more than 25 tabletop and functional exercises involving local, State, and federal partners to help them work through issues and practice response skills in “real-life” disaster scenarios. DEM works with a wide variety of partners to design and provide training opportunities for City staff, the private sector, and non-profits. In addition, we work locally and regionally to design and execute drills among our multi-disciplinary stakeholders.

### Training

DEM conducted or facilitated 21 training classes involving 710 participants in FY 2011–2012 to help City workers, as well as local and regional partners from more than 60 agencies, develop essential emergency management skills, reinforce Emergency Operations Center (EOC) responsibilities, and introduce technology. These courses included:

- EOC 101 — Overview of the Emergency Operations Center
- ICS 300 / MGT-313 — Intermediate Incident Command System
- ICS 400 / MGT-344 — Advanced Incident Command System
- TEEX (Texas Engineering Extension Service) — Enhanced Emergency Operations Center
- TEEX MGT-346 — Emergency Operations Center – Operations and Planning
- TEEX MGT-347 — Incident Command System Forms Review
- Web EOC and Web EOC Administrator Training



## Exercises

The principles learned during training were reinforced during eight exercises either organized or facilitated by DEM for almost 500 participants across multiple agencies. DEM is proud to be a national leader in both the size and complexity of our exercise program, which regularly includes partners from City agencies, private sector, and non-governmental organizations, State and federal agencies, and the military. Exercises in FY 2011–2012 included:

- Treasure Island Emergency Response Plan Validation Tabletop Exercise — August 3, 2011
- UC Hastings Tabletop Exercise — August 4, 2011
- Fleet Week Medical Surge Tabletop Exercise — September 8, 2011
- Fleet Week Senior Leadership Seminar — October 6, 2011
- The Great California Shakeout — October 20, 2011
- Three America's Cup Tabletop Exercises — January 18, March 21, and April 11, 2012



DEM staff conducts an exercise in the Emergency Operations Center.

In addition, DEM:

- Created an online exercise toolkit for exercise planners.
- Revised the Master Improvement Plan, designed to track post-exercise/event lessons learned to help departments focus and improve their planning efforts.

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**DEM is proud to be a national leader in both the size and complexity of our exercise program.**

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## Fleet Week Tabletop Exercise and Senior Leadership Seminar

During Fleet Week in fall of 2011, DEM worked with the San Francisco Fleet Week Association to organize two events to assess the ability of local, regional, State, and federal agencies to coordinate logistical support during the immediate aftermath of a catastrophic earthquake in San Francisco.

The first was a discussion-based exercise focused on the logistical requirements for local, regional, State, and federal entities to support medical surge and logistical operations, beginning 48- to 72-hours post-earthquake. This event was followed by a Senior Leadership Seminar, where officials from local, regional, State, and federal agencies discussed the concept of Defense Support of Civilian Authorities (DSCA).



DEM leads a multi-agency tabletop exercise on medical surge during Fleet Week 2011.



Fleet Week Senior Leader Seminar Panel, including (left to right): Berkeley Mayor Tom Bates, San Francisco Mayor Edwin M. Lee, Oakland Mayor Jean Quan, former San Francisco Mayor Willie Brown, and U.S. Coast Guard Captain Cynthia Stowe.



## Emergency Operations Center

During a major emergency or a pre-planned citywide event, DEM manages the City’s Emergency Operations Center (EOC) at 1011 Turk Street. This is the facility where representatives from Police, Fire, Public Health, Public Works, Municipal Transportation Agency (MTA), Human Services Agency (HSA), and other agencies gather to share information and coordinate resources in order to support response and recovery.

### Web EOC

DEM sought to improve resource tracking, situation analysis, documentation, communication, and dissemination of information within the EOC, and to facilitate coordination with Department Operations Centers (DOCs). DEM began using a web-based solution called Web EOC in March 2011. DEM has since utilized this program successfully during 29 special events, exercises, and EOC activations, and has trained over 300 users at multiple City agencies, including: Fire, Police, Sheriff, Public Utilities Commission, Airport, HSA, and MTA.

### EOC Activations

- July 4, 2011 ..... Independence Day
- September 11, 2011 ..... 9/11 Commemoration Events
- October 8, 2011 ..... Fleet Week
- October 15 and 27, 2011 ..... Occupy SF
- December 31, 2011 ..... New Years Eve
- January 22, 2012 ..... 49ers Championship Game
- January 23, 2012 ..... Lombard Street Rock Slide
- May 1, 2012 ..... May Day
- May 20, 2012 ..... Bay to Breakers Race
- May 27, 2012 ..... Golden Gate Bridge 75th Anniversary
- June 14, 2012 ..... BART Disruption
- June 24, 2012 ..... San Francisco Pride Parade

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**During a major emergency or a pre-planned citywide event, DEM manages the City’s Emergency Operations Center.**

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The Emergency Operations Center at 1011 Turk Street during an exercise.

## Community Engagement and Education

### Social Media

With more than 49,000 followers and fans on various social media platforms, DEM is fully engaged with our audiences using the same tools they use daily. We regularly post information and updates regarding preparedness, emergencies, and disasters in and around the San Francisco area. Our social media tools include:



- **Facebook**      [www.facebook.com/sfdem](http://www.facebook.com/sfdem)
- **Twitter**        @sf\_emergency
- **DEM Blog**      [www.sfdem.wordpress.com](http://www.sfdem.wordpress.com)

### SF Heroes

In October 2011, DEM launched a new preparedness application for mobile devices called *SF Heroes*, which includes an emergency services map, location and event check-ins, social connections, educational quizzes, personal contacts, motivational checklists, and a leaderboard to compare achievements with friends. *SF Heroes* is available for both iPhone and Android devices.

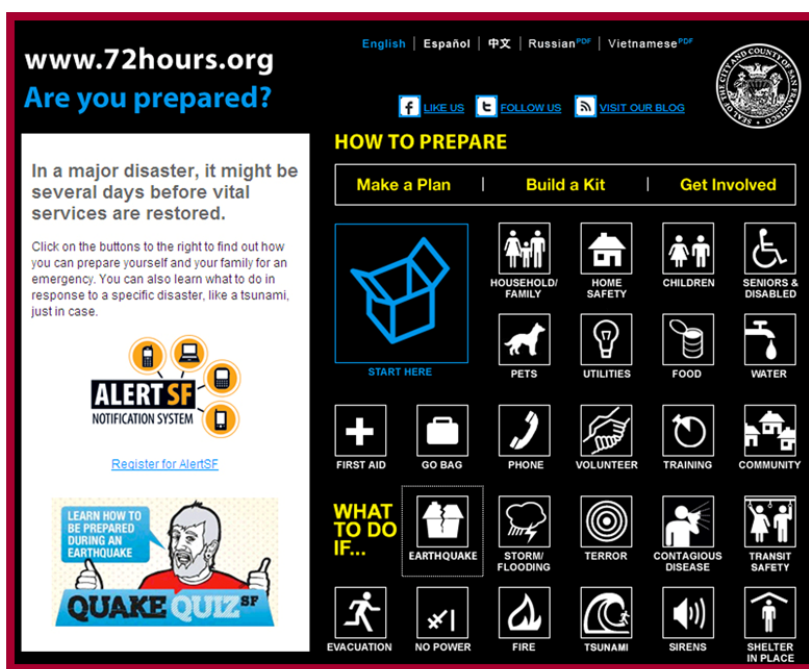


### 72 Hours.org

DEM has created an award-winning website and print brochures that provide key information on how to prepare for a major disaster, including how to make a family emergency plan, build a kit, and get involved in your community.

### Quake Quiz

DEM developed an interactive on-line quiz that lets users test their knowledge of what to do if an earthquake strikes while they are at home, driving, on public transit, at the beach, or at work.



## Emergency Supply Shopping Campaign

In an effort to promote public awareness of what household items should be on hand during an emergency, DEM launched the “*Who Are You Shopping For?*” emergency supplies shopping campaign. The campaign included signage displayed at local retailers such as Walgreens, Cole Hardware, Cliff’s Variety, Haji’s Hardware, and Speedy’s Hardware. DEM also created a postcard-sized comprehensive emergency supplies shopping list. The campaign ran during the last two weeks of April 2012.



## 1906 Earthquake Anniversary

Each year DEM works with the nonprofit organization *Guardians of the City* and other partners to commemorate the anniversary of the April 18, 1906 earthquake and fire. These events provide a major opportunity to share disaster preparedness information with the public. April 2012 events included the annual gathering at Lotta’s Fountain at 5:12 a.m., painting the Golden Hydrant next to Dolores Park, and media events for earthquake survivors at the St. Francis Hotel, John’s Grill, and Lefty O’Doul’s.

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**1906 Earthquake anniversary events provide a major opportunity to share disaster preparedness information with the public.**

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DEM staff commemorate the 1906 Earthquake.

## FM 106 KMEL Emergency Preparedness Radio Campaign

Beginning April 14, leading up to the 106th anniversary of the 1906 Earthquake and Fire on April 18, DEM ran a series of preparedness commercials on FM 106 KMEL. In addition to the on-air commercials, streaming ads ran online, which were accompanied by rotating banners hyperlinked to [72hours.org](http://72hours.org) on all Clear Channel radio station web sites.



## Loma Prieta Earthquake Anniversary Event — October 17, 2011

### *“Preparing to Recover — A Whole Community Approach in the Bay Area Region”*



DEM Executive Director Anne Kronenberg speaks at the Loma Prieta Earthquake Anniversary.



Acting Cal EMA Secretary Mike Dayton speaks at the Loma Prieta Earthquake Anniversary.

DEM was pleased to help organize the 2011 Loma Prieta earthquake commemoration event at City Hall, in partnership with KQED and the General Services Agency. Approximately 100 community and government officials attended. Remarks were provided by DEM Executive Director Anne Kronenberg, Fire Chief Joanne Hayes-White, Police Chief Greg Suhr, California Emergency Management Agency (Cal EMA) Acting Secretary Mike Dayton, and Federal Emergency Management Agency (FEMA) Deputy Administrator Richard Serino. A panel of experts from across the Bay Area shared best practices on recovery and community engagement.

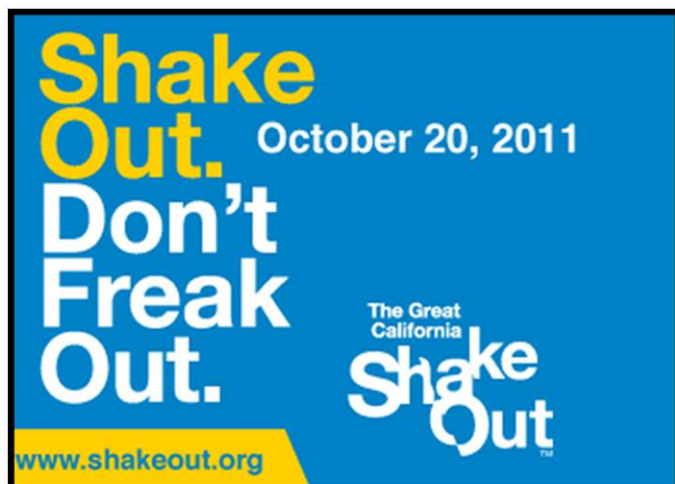
## The Great California ShakeOut — October 20, 2011

DEM was the major San Francisco organizer for the annual statewide earthquake drill called “*The Great California ShakeOut*.” This event included a visit by Mayor Edwin M. Lee, Fire Chief Joanne Hayes-White, and Police Chief Greg Suhr to William Cobb Elementary School to practice a *Drop, Cover, and Hold On* drill with students. The City had 334,173 registered individual participants from 449 organizations. We were pleased to see increased participation from the federal government, businesses, medical facilities, nonprofits, and service agencies.

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**San Francisco had 334,173  
registered individual  
participants from 449  
organizations for the Great  
California ShakeOut.**

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## FEMA Think Tank

On February 17, 2012, FEMA held its monthly “FEMA Think Tank” conference call from San Francisco City Hall. This periodic event is designed to engage FEMA’s partners, promote innovation, and facilitate discussions in the field of emergency management. Conducted by FEMA Deputy Administrator Richard Serino, the discussion focused on how to improve communications during an emergency, with an emphasis on amateur radio operations and mobile apps.



DEM Executive Director Anne Kronenberg and FEMA Deputy Administrator Richard Serino at City Hall.

## Community Events

DEM distributes preparedness information at multiple community events throughout the year. Our staff provides information on personal preparedness from our [72hours.org](http://72hours.org) campaign, which includes a website and brochures in five languages, as well as interactive games and supplies. In FY 2011–2012, DEM provided community preparedness information at neighborhood fairs, community meetings, and *Sunday Streets* events.

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**DEM distributes  
preparedness information at  
multiple community events  
throughout the year.**

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DEM staff distributes disaster preparedness information at the Mayor’s Backpack Giveaway 2011.



## Key Partnerships

DEM advances emergency preparedness, mitigation, response, and recovery in San Francisco through partnerships with several cultural and private-sector institutions.

### Private Sector and Consular Corps

DEM works regularly with the private sector on emergency preparedness, continuity of operations, and response coordination. We have worked with the Building Owners and Managers Association (BOMA), Building Recovery Managers Association (BRMA), and the Bay Area Recovery Coalition Fostering Industry Resilience and Security through Teamwork (BARCFIRST) to give their members the opportunity to participate and train in the City's Emergency Operations Center (EOC) as Community Branch Coordinators. We also work closely with the Consular Corps, through participation in their working groups and by training Corps members to work in the Community Branch at the EOC.

### Randall Museum Emergency Preparedness Education Exhibit

DEM sponsored three graphic panels in the Randall Museum's permanent exhibit "*Living with a Restless Earth.*" The panels provided earthquake and tsunami preparedness information and promoted DEM's public preparedness initiatives: AlertSF, [72hours.org](http://72hours.org), and *SF Heroes*.

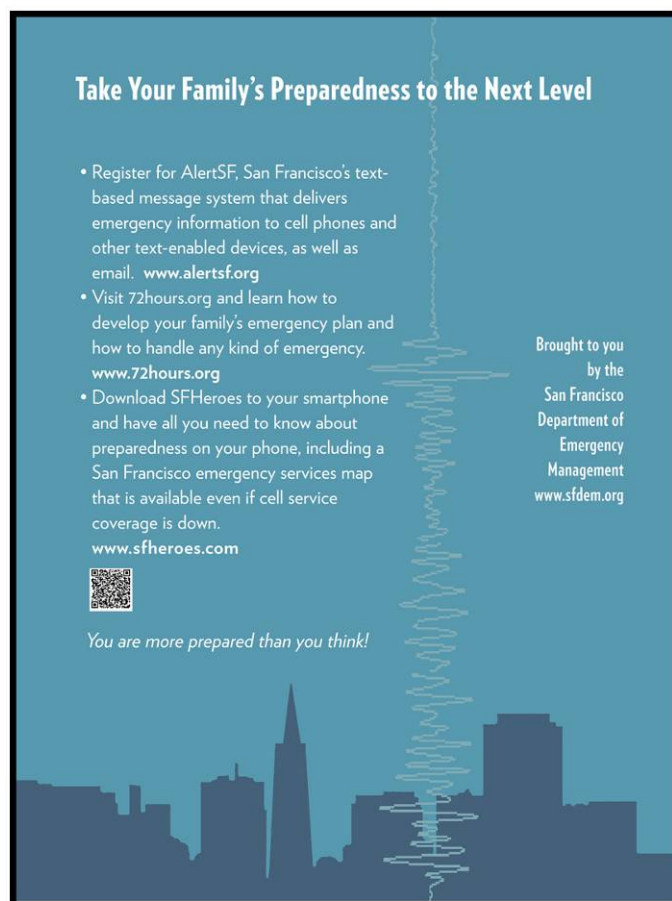
### SPUR Exhibit — "Safe Enough to Stay"

In February 2012, the San Francisco Planning and Urban Research Association (SPUR) produced a research paper and exhibit about improving the ability of San Francisco's housing stock to survive a disaster and allow residents to "shelter in place" in the aftermath. DEM advised SPUR on shelter and mass care, as well as contributed staff time to help build and furnish the "*Safe Enough to Stay*" exhibit. DEM also contributed [72hours.org](http://72hours.org) brochures to the exhibit.

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**DEM advances emergency  
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A panel from the Randall Museum exhibit.

## California Academy of Sciences Earthquake Exhibit

The California Academy of Sciences opened its Earthquake exhibit in May 2012. The exhibit will be available to the public for at least two years, and has the potential to engage and educate thousands of people on the topic of earthquake preparedness. DEM contributed content for the “*People Prepare*” section of the exhibit. In addition, DEM provided its highly-regarded QuakeQuiz to the exhibit and was one of several organizations that funded wallet-sized earthquake preparedness educational handouts.

## Disaster Corps

San Francisco is one of five counties funded by the State of California to pilot the California Disaster Corps program, a first-in-the-nation effort to strengthen and unify government-affiliated disaster volunteer programs, and integrate volunteer resources into the Standardized Emergency Management System (SEMS).

Disaster Corps establishes uniform guidelines for volunteers to be classified, typed, trained, and credentialed. In addition, all Disaster Corps volunteers have cleared a Department of Justice (DOJ) and federal Bureau of Investigation (FBI) security screening. To date, 250 Disaster Corps volunteers have been recruited to participate in the program. These typed, highly-skilled volunteers are available for deployment throughout the region and can be permitted a higher level of access than volunteers who have not passed a background check.



A patron reviews the DEM Quake Quiz at the California Academy of Sciences Earthquake exhibit.

## San Francisco Citizen Corps Council

Citizen Corps Council is a national initiative of the U.S. Department of Homeland Security, which DEM sponsors in San Francisco. The San Francisco Citizen Corps Council works to strengthen collaboration between government and non-government partners on disaster preparedness, response, and recovery. Member organizations offer resources for public education, outreach, and training. They also represent the interests of their members who want to make their community safer and more resilient. Council members also offer service opportunities to support citywide disaster relief activities and community safety efforts. Key member organizations include:

- American Red Cross, Bay Area Chapter
- San Francisco CARD
- San Francisco SAFE
- San Francisco Interfaith Council
- Neighborhood Empowerment Network
- The Salvation Army
- Neighborhood Emergency Response Team (NERT)
- Trauma Outreach Associates
- California Academy of Sciences
- Mayor's Office on Disability
- Human Services Agency

## Resilient San Francisco

DEM works closely with the General Services Agency (GSA) to lead recovery planning efforts of City departments, business organizations, and community stakeholders. DEM has created a Resilience and Recovery Manager position to serve as a liaison to GSA and oversee DEM's community engagement, mitigation, and recovery efforts.

A key initiative of Resilient San Francisco is the *Lifelines Council*, which meets regularly to plan for the restoration of key utilities and other essential services following a disaster. Members include: City agencies; major utilities such as PG&E, AT&T, and the San Francisco Public Utilities Commission; transit agencies; and non-governmental partners like the Harvard Kennedy School of Government and the San Francisco Planning and Urban Research Association. DEM plans to undertake a strategic planning process in 2012 for Resilient San Francisco, resulting in an updated All Hazards Strategic Plan that will guide future disaster planning investments and efforts.



Mayor Edwin M. Lee wears the DEM jacket.

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**The Lifelines Council meets regularly to plan for the restoration of key utilities and other essential services following a disaster.**

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## San Francisco Interfaith Council

The Interfaith Council hosts a bi-annual community preparedness conference, in which they invite area religious and community organizations to learn and share best practices for disaster preparedness. At the May 2, 2012 conference held at St. Mary's Cathedral, DEM facilitated a tabletop exercise called "*Resilientville*," designed to teach participants the importance of building relationships before an emergency, and how to use those relationships to provide care and shelter to those in need following a disaster.



A full house for DEM's *Resilientville* exercise at the Interfaith Council conference in St. Mary's Cathedral.



## Earthquake Country Alliance

The Earthquake Country Alliance (ECA) is a statewide public-private partnership of people, organizations, and regional alliances that work together to improve preparedness, mitigation, and resilience. ECA's cornerstone activity is "*The Great California ShakeOut*," an annual statewide event with millions of participants intended to inspire preparedness in schools, businesses, state agencies, and other organizations. As a member of the ECA's Statewide Steering Committee, DEM is a recognized leader within the Alliance. We support statewide efforts to ensure that consistent and accurate earthquake education messages are delivered throughout the Bay Area and beyond.

## Mission to Van, Turkey

Beginning in 2010, the *San Francisco Fleet Week Association* (SFFWA) partnered with DEM to highlight the worldwide humanitarian assistance provided by the U.S. military. This two-year partnership has been mutually beneficial and continues to evolve. In December 2011, SFFWA sponsored two DEM staff and other City employees to travel to the city of Van, Turkey to observe the impact of the 7.0 magnitude earthquake that occurred in October 2011, to understand recovery efforts underway, and to determine what assistance the City may provide in the future. We expect the relationship with SFFWA to expand in coming years.



DEM Deputy Director Rob Dudgeon (fourth from right) with the Van Fire Department.



Deputy Director Rob Dudgeon presents Makir Kaya, the Mayor of Van Turkey, with a gift on behalf of Mayor Edwin M. Lee.



## Public Warning Systems

DEM uses various public warning systems to alert residents and workers of emergencies, and any actions they should take to respond. Messaging is coordinated to ensure accuracy and timeliness. Primary systems used by DEM include:

### AlertSF / CCSF Alert



AlertSF and CCSF Alert use text messages and emails to immediately notify first responders, disaster service workers (DSWs), government employees, and the general public during a major crisis or emergency, such as an earthquake or a major traffic disruption. AlertSF is available to the general public. CCSF Alert is a non-public system that notifies department heads, key City personnel, and other partners of internal activities, such as updates on displaced persons due to major fires.

Type of Subscriber	Alert SF	CCSF Alert
Total Subscribers	29,507	1,748
New Subscribers FY 2011–2012	4,681	134
Alerts Sent Out FY 2011–2012	103	264

### Commercial Mobile Alert System (CMAS)

DEM is working to ensure that the City and County of San Francisco will be compliant with the new federal Commercial Mobile Alert System (CMAS), which will allow the Department to provide life safety information directly to the cell phones of anyone in San Francisco. This system will greatly increase the City's ability to communicate effectively and efficiently to the public during an emergency. DEM estimates having capability to use CMAS for life safety emergencies in fall 2012.

### Outdoor Public Warning System (Sirens)

The City currently operates 109 Outdoor Public Warning System sirens, which are tested every Tuesday at noon. The system was originally installed in 1942 and included 50 sirens designed to provide emergency alerts during World War II. Today's system includes the ability to broadcast voice messages, as well as to broadcast only in selected areas. In some neighborhoods, the Tuesday noon test includes messaging in Spanish or Cantonese. The Department of Technology (DT) works with DEM to determine optimal coverage and install additional units as necessary.



## Emergency Alert System (EAS)

The EAS is a nationwide system used to alert television and radio viewers about a major emergency. DEM has the ability to issue an EAS message through our local broadcasters, which interrupts regularly scheduled programming to disseminate emergency information. In November 2011, the Federal Communication Commission (FCC) and the Federal Emergency Management Agency (FEMA) conducted a nationwide EAS test, which identified significant opportunities for improvement.

## Grants Management

The federal Homeland Security Grant Program (HSGP) provides a primary funding mechanism for building and sustaining national preparedness capabilities. Since late 2003, San Francisco and the greater Bay Area have received over \$300 million in federal Homeland Security Grants.

These grant awards allow City agencies to better prepare for natural or human caused disasters and improve community preparedness, but they are not without drawbacks. Conditions of use, restrictive personnel caps, equipment purchasing rules, short performance timeframes, mandated training, and extensive recordkeeping require significant infrastructure to plan for, expend, and track these funds.

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**In 2012, DEM implemented a new process to ensure that Departments are aware of their outstanding grant awards and are on track to spend them on time.**

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Just over \$11 million in grant funds (spread over Fiscal Years 2009–2011) is currently being spent by City departments. In 2012, DEM implemented a new process to ensure that departments are aware of their outstanding grant awards and are on track to spend them on time. Department summary reports are reviewed during bi-annual meetings so each department knows what funds are available, what projects were previously approved, and any pending deadlines.

## Grant Review Process

Each spring and summer, DEM reviews project proposals from City departments (non-City partners such as SFUSD and non-profits are also eligible), which must be aligned with the City's All Hazards Strategic Plan. Once vetted for eligibility under grant rules, the proposals are reviewed and ranked by departmental peers. DEM next prepares a list of recommended projects, which are then presented to the Homeland Security Executive Steering Committee for final approval. DEM considers several factors when scoring project proposals, including: The benefits; urgency; mission areas supported; support for recovery and resiliency; whether it addresses capability gaps; support for the All Hazards Strategic Plan; support for State grant priorities; and support for UASI grant priorities.

Grants management staff work to ensure eligibility and compliance with grant guidelines. This includes providing documents and reports to the grant issuing agency, as well as keeping track of projects, expenditures, grant investment justifications, and reimbursement requests from each department that receives grant funds.

## Reduction in Grant Funds

DEM anticipates significant reductions in grant funding from the federal government in coming years, but it is not yet clear when, or how much of, a reduction may occur. Although we currently require that grant proposals include plans for sustainment beyond grant dependence, many early purchases were made without such forethought. We anticipate having to make difficult decisions to identify which programs and equipment truly enhance our preparedness and can be supported without grants.

## Grants Managed by DEM in FY 2011–2012

Program Name	Description	Active Total
<b>State Homeland Security Grant Program (SHSGP)</b>	Funds planning, organization, equipment, training, and exercise needs at the state and local levels to prevent, protect against, respond to, and recover from acts of terrorism and other catastrophic events.	\$5,609,000
<b>Metropolitan Medical Response System (MMRS)</b>	Funds the integration of emergency management, health, and medical systems into a coordinated response to mass casualty incidents caused by any hazard.	Included in SHSGP
<b>Urban Area Security Initiative (UASI) — San Francisco Only</b>	Funds the unique planning, organization, equipment, training, and exercise needs of high-threat, high-density urban areas. While this is a regional grant, DEM manages most of the UASI funds that are allocated to San Francisco agencies. <sup>2</sup>	\$4,528,000
<b>Emergency Management Performance Grant (EMPG)</b>	Funds all-hazards emergency management capabilities including the development of a comprehensive program of planning, training, and exercises.	\$276,000
<b>Emergency Operations Center (EOC)</b>	Funds improvements to emergency management and preparedness capabilities by supporting a flexible, sustainable, secure, strategically located, and fully interoperable EOC.	\$800,000
<b>California Volunteers Disaster Corps (CVDC)</b>	Funds training for community volunteers who are members of Disaster Corps to respond to disasters.	\$125,000
<b>Oil Spill Contingency Plan Grant (OSCPG)</b>	Funds planning and training for oil spill response.	\$10,000

**Total: \$11,348,000**

<sup>2</sup> Amount excludes portions allocated to Fire (\$2,265,827), Police (\$4,951,164), and Sheriff's Department (\$837,790), which are managed directly by those departments.

## Emergency Medical Services Agency

The Emergency Medical Services Agency (EMSA) has been housed within DEM since it was transferred from the Department of Public Health in May 2009. EMSA functions as the regulatory agency over the City’s EMS system, which includes:

- Credentialing emergency medical technicians (about 2,000) and paramedics (about 200)
- Establishing policies and protocols for those working in the system
- Permitting ambulance provider and training programs
- Performing oversight of the Trauma System Plan, in partnership with San Francisco General Hospital
- Conducting audits and investigations for quality assurance in the system

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**EMSA staff reviewed over 100 EMS plans for special events during the year, to ensure that proper emergency medical resources would be available for major citywide events.**

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### Emergency Medical Services Planning

EMSA works closely with the Department of Public Health on health and medical issues in disaster planning and response. In addition, DEM undertook a major project in 2011 to reconfigure the local EMS system to comply with State guidelines. The new plan was finalized in January 2012.

EMSA staff reviewed over 100 EMS plans for special events during the year, to ensure that proper emergency medical resources would be available for major citywide events, such as the Bay to Breakers race. Staff also conducted or coordinated approximately 40 training courses in disaster medical issues. In addition, EMSA has implemented a new Multi-Casualty Incident plan, with exercises scheduled through 2013.

### Sobering Centers

Based on experiences from the 2010 New Year’s Eve celebrations, EMSA piloted a special “sobering center” tent to care for intoxicated people at four subsequent events. The project succeeded in keeping more patrol cars and ambulances in service, and reduced overcrowding in hospital emergency rooms, making those resources more available for other critical patients.

Date	Event	Tent Location	Number of Patients
3/17/2011	St. Patrick’s Day	Foot of Market Street at Embarcadero	11
12/31/2011	New Year’s Eve	Community Health Network – 25 <sup>th</sup> Street at Potrero Avenue	46
1/22/2012	NFC Championship	Same as above	6
3/17/2012	St. Patrick’s Day	Pier 48	27



### Disaster Trailers

DEM helps to provide oversight of 48 disaster trailers in the City and a variety of other equipment, such as tents. The trailers include a Mobile Field Care Clinic (FCC), generators, refrigerators, basic life support supplies, shelter supplies, and other items critical to disaster response in the field. These trailers are owned by DEM, DPH, HSA, and the Medical Examiner. As part of this program, the Delancey Street Foundation has partnered with the City to transport and set up the FCC tents, generators, and supplies five times since 2011.



A Mobile Field Care Clinic on the Marina Green.

### CPR Consortium

EMSA continues to facilitate the San Francisco Community CPR Consortium, which was founded in 2011 as a collaborative initiative between public, private, educational, and pre-hospital organizations that provide “Hands Only” CPR instruction to the public. EMSA, San Francisco Fire Department, City College of San Francisco, the American Heart Association, and the San Francisco Paramedic Association have all provided instructors and material support for the initiative. During the last year, the Community CPR Consortium supported a range of special events and groups, including *Sunday Streets*, youth organizations, churches, and other community organizations, focusing efforts in Chinatown and the Bayview. Interagency collaboration provided the opportunity for participating organizations to pool volunteer resources, share ideas, and teach CPR to hundreds of San Franciscans.

### STAR

EMSA is creating a system of care for heart attack and cardiac arrest patients treated by paramedics that will begin in January 2013, using the latest evidence-based guidelines. Through its “STAR” program (**STEMI** and **ROSC**, or ST Elevation Myocardial Infarction and Return of Spontaneous Circulation), paramedics will be able to determine the appropriate destination and deliver the highest quality of care to patients with sudden, severe heart disease. Hospitals selected by EMSA to receive these patients will offer interventions that increase survival, deliver data for quality improvement to EMSA, and make all San Franciscans healthier by streamlining processes to handle some of the most vulnerable and fragile patients.

## Administration and Support

**IT Systems Planning and Management** — Operates and maintains all Information Technology (IT) public safety systems related to 9–1–1 dispatching and EOC operations, including:

- Project management and technical support for the Computer Aided Dispatch (CAD) System, 800 MHz Public Safety Radio Communications System, and 9–1–1 telephone system.
- Maintaining all EOC equipment, including satellite communications equipment, computers, and audio-visual systems.
- Tier II data center that provides server virtualization and consolidation opportunities, as well as redundancy for the City’s public safety agencies, including the Police and Sheriff’s departments.
- Upgrades to the City’s Automatic Vehicle Location System to improve medical response times.
- Technical support and management of trouble-tickets through a 24/7 help desk.

**Human Resources** — Responsible for all HR activities related to the Department’s workforce.

- Recruitment and Selection: Conducts merit-based examinations to select candidates based on job-related knowledge, skills, and abilities.
- Labor Relations and Leave Management: Includes oversight of negotiated labor contract provisions, resolving employee concerns and grievances, discipline, and managing attendance.
- General Personnel Administration and Payroll: Includes maintaining position control, ensuring the timely completion of employee performance evaluations, and paying employees accurately and on time.

**Finance, Budget and Accounting** — Responsible for all fiscal activities related to the department’s operating funds.

**Facility Management** — Ensures operational readiness of the 9–1–1 Center and Emergency Operations Center on a 24/7 basis.

**Administrative Support** — Performs office management and clerical support functions.

**False Alarm Prevention Program** — Provides management and oversight of the City’s Police Emergency Alarm Ordinance. Since the inception of this program in 2003, the amount of unnecessary police dispatches to false security alarms has fallen by half. In FY 2011–2012, DEM managed 47,522 invoices for false alarms and alarm license registrations, and recovered \$2,734,964 in fees and fines.

## Bay Area UASI

The Bay Area Urban Area Security Initiative (UASI) is a regional body created in 2006 that distributes federal homeland security grants to Bay Area cities and counties, as well as to regional projects. San Francisco currently serves as both the chair (DEM Executive Director Anne Kronenberg) and the fiscal agent for this body. San Francisco Fire Department Deputy Chief Raymond Guzman also represents San Francisco on the UASI governing board, known as the Approval Authority.

### Membership

Under a new MOU, approved by the Board of Supervisors in November 2011, membership of the UASI Approval Authority includes the original members of San Francisco, Oakland, San Jose, Alameda County, and Santa Clara County, and adds the counties of San Mateo, Marin, Sonoma, Contra Costa, and Monterey. UASI's General Manager and many of the Management Team members are employees of San Francisco and are funded 100% through grants.

### Projects

UASI has managed approximately \$200 million since 2006, and funded various projects, such as: regional trainings and exercises; the Bay Area Regional Interoperable Communications System (BayRICS); homeland security units at the San Francisco Police and Fire Departments; and many others.



### 2011 National UASI Conference

San Francisco was pleased to host the 5<sup>th</sup> Annual National UASI Homeland Security Conference in June 2011. More than 1,500 attendees from multiple jurisdictions, almost 300 vendors, and representatives from the U.S. Department of Homeland Security, California Emergency Management Agency, and other agencies gathered in San Francisco to discuss planning, training, exercises, and grant funding to address our nation's homeland security needs. DEM took an active role in the planning and execution of this major event.



FEMA Deputy Administrator Richard Serino speaks at the National UASI Conference.

## DEM Advisory Groups

### Disaster Council

As required by San Francisco Administrative Code Section 7.0, each quarter DEM convenes the Disaster Council on behalf of the Mayor. Membership includes 44 City department heads and community partners from the nonprofit, government, labor, and business communities, chaired by the Mayor. Meetings provide a public forum in which the departments and stakeholders involved in preparing for and managing emergencies exchange information and report on progress, including, by statute, any time that the EOC has been activated. Most significant events that happened in the previous quarter are also reported on by the primary department, and DEM reviews “after action” findings of emergencies and exercises.

### Homeland Security Executive Steering Committee (HSESC)

This body includes department heads from key public safety agencies, which provide executive level support and input to the City’s overall homeland security and emergency management program. This body reviews, makes recommendations, and approves allocation of grant funding in San Francisco. It also reviews work product and sets policy for the Disaster Preparedness Coordinators (below). Members of this core group serve on the Policy Group to advise the Mayor during emergencies. The Committee meets quarterly.

### Disaster Preparedness Coordinators

Under Executive Directive 06-01 issued by Mayor Gavin Newsom in 2006, each City department with a role in disaster management is required to appoint a senior level staff member who reports directly to the department head as a Disaster Preparedness Coordinator (DPC). Regular meetings provide a forum for DPC’s to provide subject matter expertise, as well as serve as the primary point of contact for DEM to disseminate information to City departments. This group also forms *ad hoc* workgroups to focus on specific projects. A major function of the DPC’s is to vet and prioritize City public safety projects for funding by various homeland security grants.

#### HSESC Members

- Department of Emergency Management (Chair)
- Police Department
- Fire Department
- Sheriff’s Department
- Department of Public Health
- Department of Public Works
- Department of Human Resources
- City Controller
- Department of Building Inspection
- Department of Technology
- General Services Agency
- Municipal Transportation Agency
- Port of San Francisco
- Public Utilities Commission
- San Francisco Airport
- Recreation and Park Department



## Language Access

DEM is committed to providing access to all of our services for residents and visitors who do not speak English as their primary language.

- DEM’s award-winning [72hours.org](http://72hours.org) brochures and web site provide disaster preparedness information to the public in English, Spanish, Chinese, Russian, and Vietnamese.
- DEM manages the Outdoor Public Warning System, which are the sirens that are tested every Tuesday at noon. In select neighborhoods with a high concentration of limited English proficient residents, DEM has instructed the Department of Technology to broadcast the message “This is only a test” in Spanish or Cantonese. During an actual emergency, DEM staff will be able to record and broadcast emergency instructions in several languages.
- In FY 2011–2012, DEM received 1,017,010 calls to 9–1–1. Of these, 14,337 (1.4%) required translation from a language other than English.
- Through the City’s vendor Language Line, DEM can respond to 9–1–1 calls in over 170 languages. DEM dispatchers also speak a number of languages, listed below.



Languages Spoken by DEM Dispatchers
Cantonese
English
French
Mandarin
Russian
Spanish
Tagalog
Toishanese
Vietnamese

**DEM is committed to  
providing access to  
all of our services  
for residents and visitors  
who do not speak English as  
their primary language.**

## Translation of 9–1–1 Calls

July 1, 2011 – June 30, 2012

Language	Calls	Avg. Minutes on Call	% of Total Minutes
Spanish	8,833	5.3	57.9%
Cantonese	3,243	6.3	25.2%
Mandarin	979	6.0	7.3%
Russian	442	5.8	3.2%
Vietnamese	224	6.2	1.7%
Tagalog	139	5.5	0.9%
Korean	99	6.8	0.8%
Japanese	65	8.5	0.7%
Portuguese	57	5.9	0.4%
Arabic	48	6.5	0.4%
Italian	25	4.1	0.1%
French	24	5.7	0.2%
Hindi	22	4.4	0.1%
German	15	5.9	0.1%
Burmese	14	7.8	0.1%
Toishanese	13	9.7	0.2%
Turkish	12	6.4	0.1%
Thai	11	5.8	0.1%
Cambodian	8	6.1	0.1%
Serbian	8	2.9	0.0%
Amharic	7	9.4	0.1%
Farsi	6	6.5	0.0%
Laotian	6	5.2	0.0%
Greek	6	4.5	0.0%
Nepali	5	3.6	0.0%
Polish	4	10.3	0.1%
Indonesian	3	9.7	0.0%
Punjabi	3	6.3	0.0%
Taiwanese	3	3.7	0.0%
Croatian	3	3.3	0.0%
Mongolian	2	14.0	0.0%
Ukranian	2	7.5	0.0%
Armenian	2	3.5	0.0%
Samoan	1	3.0	0.0%
Swedish	1	3.0	0.0%
Akan	1	2.0	0.0%
Fulani	1	2.0	0.0%

**Total Translated Calls: 14,337****Total Languages: 37****Average Minutes on Translated Call: 5.9**

## Awards

### 2011 Dispatcher of the Year — **Stephen Golden**

On December 13, 2010, Public Safety Dispatcher Stephen Golden received a 9–1–1 call from a visitor to San Francisco who needed to send medical help to her family residence on the East Coast. The caller reported that she was in San Francisco for business and had just called her home in Columbia, Maryland. Her three-year-old son had answered the phone and stated that his dad was lying on the floor in the closet. She also had a one-year-old child at home.

Stephen obtained the home address, husband's name, neighbor contact information, and the location of a spare key. He contacted Baltimore Emergency Services and they responded to the scene. Sadly, emergency responders in Maryland ultimately confirmed that the caller's husband had passed away, but the children were both fine. Stephen stayed on the line with the caller for an extended period to provide comfort and solace. While the average 9–1–1 call is approximately two minutes long, Stephen was on the telephone with this caller for 39 minutes.

While the outcome of this 9–1–1 call was tragic, it was Stephen's outstanding work that sent emergency help to the caller's home on the other side of the country, ensuring the safety of her young children, and at the same time providing compassion and comfort to the caller.

The San Francisco Board of Supervisors honored Stephen with a commendation on April 10, 2012.



Board of Supervisors President David Chiu presents Stephen Golden with a Commendation at the April 10, 2012 Board of Supervisors meeting.

## FY 2011–2012 Dispatchers of the Month

July 2011:

**Karen O'Malley**

On June 2, 2011, while working fire control channel F3, a two-alarm fire occurred in the Diamond Heights District of San Francisco. The incident involved two firefighters in distress and a Rapid Intervention Crew (RIC) was called on behalf of the firefighters inside. Public Safety Dispatcher (PSD) O'Malley received high praise from her peers for her calm support and expert assistance during this very stressful event.

August 2011:

**Lisa Farfan**

On July 19, 2011, PSD Farfan received a call from the mother of a three-day-old infant. The caller reported that her baby was changing colors, unconscious, and having difficulty breathing. PSD Farfan gave instructions on CPR and keeping the baby's airway open until paramedics arrived on scene. PSD Farfan received praise from the child's mother for her caring concern and assistance with successfully resuscitating the child.

September 2011: **Mark Terris**

On August 28, 2011, PSD Terris received information on the radio of a Fire Department vehicle involved in a rollover accident. During this event PSD Terris was commended for his quick actions to ensure assistance to the field units involved in the accident, as well as to redirect apparatus to the original event.

October 2011:

**Laura O'Reilly-Jackson**

PSD O'Reilly-Jackson was honored by the SFPD for her instrumental actions in assisting the SFPD in solving a homicide case.



Fire Chief Joanne Hayes-White (far right) and DEM Executive Director Anne Kronenberg (second from left) thank dispatchers during National Telecommunicators Week, April 2012.



November 2011: **Cathy Osorio**

PSD Osorio received praise from the SFPD for her instrumental actions in assisting the SFPD in solving a homicide case.

December 2011: **Ulysses (Jim) Levy**

On November 2, 2011, PSD Levy provided emergency medical instructions to a male who was assisting his wife in the delivery of their baby. PSD Levy determined the child's head had retracted and he provided instructions to the caller that corrected its course and allowed for a safe delivery.

January 2012: **Jasmine Pomeroy**

On December 10, 2011, PSD Pomeroy answered a call from a hysterical woman reporting she was inside a multi-residential structure that was on fire on Ellis Street. The woman reported her apartment was filling with smoke and that she could not get out. Due to fire conditions, PSD Pomeroy remained on the line with the caller and gave firm instructions to stay in her apartment. The caller was panic-stricken throughout the call, which lasted 18 minutes, until she was successfully rescued.

February 2012: **Megan Wu**

On December 31, 2011, PSD Wu, while working a police radio channel, dispatched units to a robbery and attempted kidnapping. The officers responding located the suspect vehicle and a high speed multi-district chase ensued. The suspect was subsequently apprehended.

March 2012: **Dawn Mahoney**

On January 31, 2012, PSD Mahoney received a call about an elderly unconscious female who was not breathing. PSD Mahoney provided medical instructions that resulted in a successful resuscitation.

April 2012: **Ron Davis**

On February 22, 2012, PSD Davis received a call from a frantic female reporting her mother was not breathing. PSD Davis stayed on the line with the caller and continued to give medical instruction until paramedics arrived on scene.

May 2012: **Estella Moran**

On March 23, 2012, PSD Moran received a call from a person reporting four people dead inside a residence. PSD Moran actively worked to assure and comfort the hysterical caller while continuing to diligently press the caller for much-needed information.

June 2012: **Karen Guevara**

On May 9, 2012, PSD Guevara received reports from officers over the radio that they were taking fire from a homicide suspect. This resulted in an intense police standoff. Following this highly charged event, PSD Guevara received high praise for her outstanding dispatch skills and abilities.

## 9-1-1 for Kids “Heroes” Awards

DEM hosted the annual “9-1-1 for Kids Heroes Awards Ceremony” on April 11, 2012 at City Hall. This nationwide celebration highlights the importance of children learning to dial 9-1-1 during an emergency. This year’s local event honored one San Francisco youth who dialed 9-1-1 to save the life of a family



member, as well as DEM dispatchers who responded to 9-1-1 calls from youths. The event also featured a presentation by Public Safety Dispatcher Clarence Hom to kindergartners from Tenderloin Community School on how to call 9-1-1.



PSD Clarence Hom working with kindergartners.

### Belques Abozaid, Age 14, Called for an Ambulance in the Richmond District

On July 6, 2011 Public Safety Dispatcher (PSD) Justin Wong received a call from 14-year-old Belquez Abozaid, who reported that her mother was having heart and back problems. PSD Wong quickly verified the address and telephone number, and entered a call for medical response in less than one minute. PSD Wong determined the child’s name and age, and that her mother was short of breath and having chest pains. In a very calm and reassuring voice, PSD Wong told the child that paramedics were being sent and that she was doing a great job. PSD Wong kept Belques focused by giving clear medical instructions and having her assure her mother that help was on the way.



PSD Justin Wong and Belques Abozaid receive certificates from DEM Deputy Director of Emergency Communications Lisa Hoffmann.

### PSD Dawn Shaw Received a Call for an Ambulance From a 9-Year-Old Child in the Bayview District

On March 29, 2011 Public Safety Dispatcher (PSD) Dawn Shaw received a call from a woman who asked, “Can you help me please? I don’t feel good, I need an ambulance.” PSD Shaw asked for the woman’s address. The woman did not respond; instead her 9-year-old daughter came on the telephone and in a very shaky voice provided the address for the incident, which PSD Shaw verified and entered a call for medical response in 23 seconds. PSD Shaw determined the child’s name and age, and that she was home alone with her mother. The daughter sounded very upset and frightened. PSD Shaw provided pre-arrival instructions in a clear and concise manner, and told the child what a good job she was doing. (The child is not named for privacy reasons).



PSD Dawn Shaw with Supervisor Malia Cohen, who represents District 10.

### EMSA Awards

On May 16, 2012, DEM was pleased to organize the 14<sup>th</sup> Annual Emergency Medical Services Agency (EMSA) and San Francisco Paramedic Association Award Program. Seven individuals were honored for their dedication to the field of emergency medical services and to those they aid.

#### **EMS Field Providers Award:**

**Firefighter Anthony Valerio, EMT-P and Lt. Vincent Perez, EMT-1** received posthumous awards for many years of outstanding performance as a paramedic and an EMT, and for their extraordinary bravery as firefighters in the San Francisco Fire Department. On June 2, 2011, Anthony and Vincent lost their lives in the line of duty fighting a fire in Diamond Heights.



Firefighter Anthony Valerio's parents.



Lt. Vincent Perez's family.

#### **EMS Hospital Provider Award:**

**Terry Dentoni, RN, MSN** with San Francisco General Hospital received this award for outstanding performance providing more than 25 years of emergency and critical care nursing at San Francisco General Hospital, and for creative and energetic support of satellite sobering centers at special events.



Terry Dentoni with Director of Public Health Barbara Garcia.

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**Seven individuals  
were honored for their  
dedication to the field of  
emergency medical services  
and to those they aid.**

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### EMS Community Services Award:

**Elaine Rodahl, RN** for her leadership promoting and teaching CPR to thousands of people, and for her tireless work with the American Heart Association to improve the survival rate from cardiac arrest in the Bay Area.



Elaine Rodahl.

### EMS Dispatcher of the Year:

**Ulysses “Jim” Levy, EMD** received this award for his 18 years of outstanding performance as a dispatcher, especially for his extraordinary skill in handling stressful medical calls in a calm and professional manner, as he did in November 2011 when he assisted a father in the delivery of his baby.



EMS Dispatcher Ulysses J. Levy (second from right) holding the infant he helped to deliver.

### Raymond Lim Excellence in EMS Award:

**Paramedic Captain James M. Fazackerley, EMT-P, SFFD** received the Raymond Lim Excellence in EMS award for exceptional performance as a paramedic instructor, supervisor and manager for 29 years, and for leadership and innovation in emergency medical services.



Captain James M. Fazackerley.

### Special Recognition Award:

**Willie Orey, Jr, EMT-1, AMR** received this award posthumously for years of outstanding performance as a unit detailer, stocker and EMT, and for several years of service as a CCT-EMT for San Francisco Ambulance.

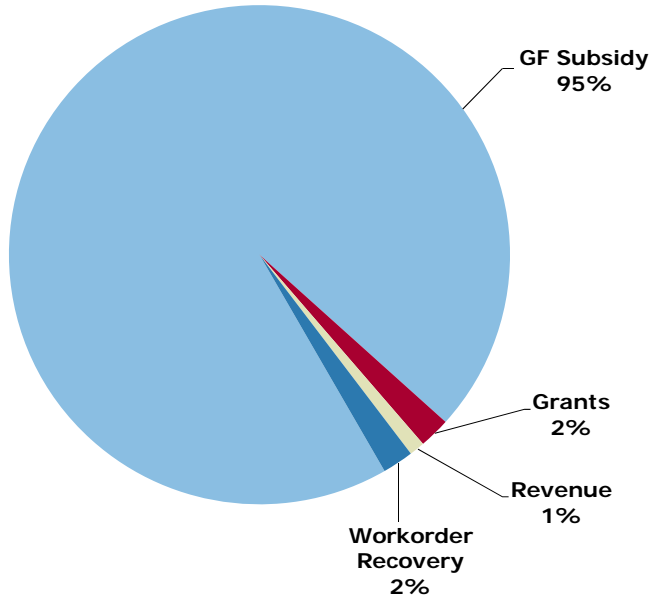


Willie Orey's family.

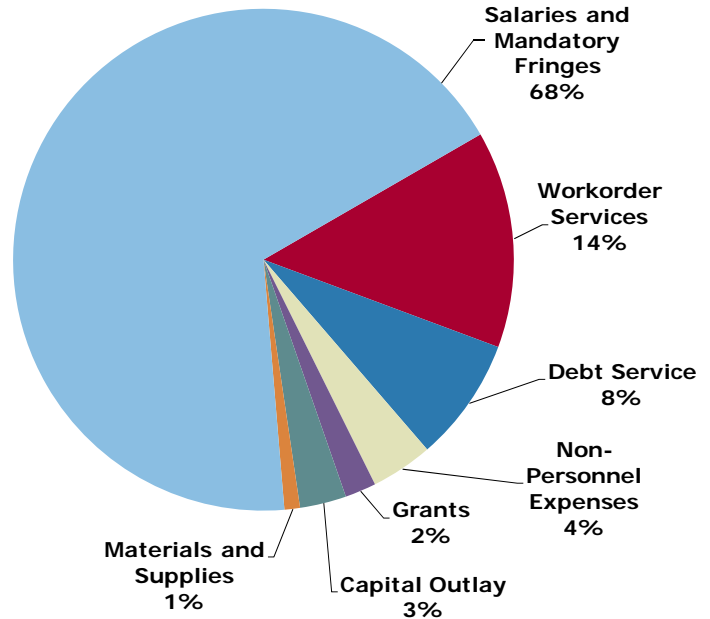


## Budget Overview

FY 11–12 Sources = \$43.55M



FY 11–12 Uses = \$43.55M



### Key Budget Changes in FY 11–12

- Received \$1.2 million in COIT funding to upgrade the City's critical Computer Aided Dispatch (CAD) system.
- Decreased interdepartmental workorder services by \$1.54 million.

### Five Year Historical Overview of Departmental Budget

	FY 07–08	FY 08–09	FY 09–10 <sup>3</sup>	FY 10–11	FY 11–12
General Fund	\$3,573,548	\$3,224,032	\$45,370,314	\$39,347,844	\$42,510,023
Non-General Fund	\$60,707,881	\$56,982,100	\$1,428,378	\$1,920,514	\$1,038,838
Total	\$64,281,429	\$60,206,132	\$46,798,692	\$41,268,358	\$43,548,861

### Five Year Historical Overview of Departmental Staffing Levels

	FY 07–08	FY 08–09	FY 09–10	FY 10–11	FY 11–12
Budgeted and Funded FTE	225.98	227.93	244.40	262.64	255.07

<sup>3</sup> In FY 09–10, the 9–1–1 fee, which previously funded most of DEM's operations, was replaced under Proposition O by the Access Line Tax (ALT). The ALT goes directly to the City's General Fund.





## **Special Thanks To:**

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Michelle Geddes

JoAnn Hicks

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Robert Stengel





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