San Francisco Department of Emergency Management

ANNUAL REPORT
FY 2012–2013

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Letter From the Executive Director

August 1, 2013

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 2012–2013 Annual Report for the Department of Emergency Management (DEM).

We are proud to have launched several exciting new programs that will make San Franciscans more prepared and resilient in the face of any future disaster. Our new SF72 initiative transitions away from urging residents to build “earthquake kits,” and instead uses cutting-edge technology to promote community connection. Our first-ever Tsunami Walk helped to educate residents of the Sunset about where to go and what to do during a tsunami warning in San Francisco. And we were proud that you came to DEM in June of this year to launch the BayShare partnership, which will help San Franciscans share resources during a disaster.

DEM has also continued to provide strong leadership for the City’s ongoing emergency management efforts. We hosted eight public safety planning meetings with leaders from multiple City departments to plan for major citywide events, like the World Series victory celebration, Bay to Breakers, and America’s Cup. We hosted a full-scale activation of the Emergency Operations Center, Policy Group exercise, and Disaster Feeding exercise as part of the statewide Golden Guardian exercise. We continued to answer more than one million 9–1–1 calls per year, with translations in 44 languages.

In the coming year, we plan to work hard to advance or complete major public safety priorities for the City. These include replacement of the City’s aging 800 MHz public safety radio system, which provides lifeline communications for our police officers, firefighters, and other public safety officials. Another critical project is replacement of DEM’s Computer Aided Dispatch (CAD) system, which processes all of the City’s 9–1–1 calls and dispatches Police, Fire, Emergency Medical Services, and Sheriff’s department units. We also plan to complete significant portions of the Bay Area Wireless Enhanced Broadband (BayWEB) system, which will give first responders the same ability to share texts, data, and photos as the public uses on their smart phones.

We thank you for your leadership and commitment to emergency management in San Francisco, and look forward to working with you in the year ahead.

Sincerely,

Anne Kronenberg
Executive Director

 DEM Executive Director Anne Kronenberg briefs Mayor Edwin Lee at the Disaster Feeding Exercise in San Francisco, May 15, 2013.
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.

DEM Vision

DEM’s efforts to prepare for and respond to emergencies will enable every organization, community, household, and individual within San Francisco to quickly recover from any emergency – small or large.

DEM Historical Perspective

DEM was created in 2006 by legislation that combined the former Emergency Communications Department and the former Office of Emergency Services into one agency (Admin Code Sec. 2A.200). The headquarters building for DEM at 1011 Turk Street opened in 2000 to house the new combined 9-1-1 call-taking and dispatch center for Police, Fire, and Emergency Medical Services, as well as the City’s Emergency Operations Center.

“DEM is the vital link in emergency communications between the public and first responders.”
Key Accomplishments FY 2012–2013

- Managed 1,087,094 calls to 9–1–1.
- Provided translation for 16,226 non-English calls to 9–1–1, in 44 languages.
- Provided multiple emergency management training sessions for more than 300 participants.
- Organized or coordinated seven exercises for approximately 400 participants.
- Reviewed more than 400 Emergency Medical Services (EMS) plans for special events, increased from approximately 100 plans the previous year.
- Activated the Emergency Operations Center 13 times in support of major citywide events.
- Received the 2013 Annual Award of Excellence from the Business Recovery Managers Association.
- Deployed five staff members to respond to Hurricane Sandy in Westchester County, New York.
- Introduced its STAR program, directing paramedics to transport heart attack and post-cardiac arrest patients to one of five specialized cardiac receiving centers.
- Hosted the annual Big City Emergency Managers Conference in San Francisco.
- Graduated three senior DEM staff members from the National Preparedness Leadership Initiative at Harvard University.
DEM Organization

Department of Emergency Management

Functional Chart

Division of Emergency Services
- Emergency Planning
- Disaster Preparedness/Community Education and Outreach
- Grants Management
- Operations
- Training and Exercise Program
- Emergency Medical Services Agency
- Special Events
- Continuing Quality Improvement Program and Customer Service
- Custodian of Records and Sunshine Compliance

Division of Emergency Communications
- 9-1-1 Call Evaluation
- Fire / EMS Dispatch
- POST Academy and Mandated Program Training
- Data Collection and Statistics

Administration and Support
- Police Dispatch
- Finance, Budget, and Accounting
- Recruitment and Selection
- Labor Relations and Leave Management
- Facility Management
- General Personnel Administration and Payroll
- False Alarm Prevention

Bay Area UASI Approval Authority
- Regional Risk Management and Planning
- Information Analysis and Infrastructure Protection
- General Personnel Administration and Payroll
- Interoperable Communications
- Citizen Preparedness and Recovery
- Manage Monthly Meetings for Approval Authority, Advisory Group and Regional Working Groups

Bay Area UASI Management Team
- CBRNE Detection and Response
- Regional Training and Exercises
- Medical/Public Health/Mass Care Preparedness
- Fiscal Agent for HLS Grant Programs
- Grant Administration and Management

1 In FY 2013-2014, this program was transferred from DEM to the Office of the Treasurer and Tax Collector.

Revised: 06-28-12
Major DEM Initiatives

SF72

DEM has created an innovative new community preparedness platform called SF72, developed by a partnership between DEM and San Francisco’s preparedness community. SF72 transitions away from urging residents to build “earthquake kits” and instead focuses on community connection. Many people are already more prepared than they think—they may have extra water, canned food, a flashlight, and other materials readily available in their homes. By focusing on connection with neighbors, friends, and social and religious organizations, SF72 seeks to further advance disaster preparedness by improving the ability of residents to share resources during an emergency. SF72 is currently funded by federal grants, and DEM plans to seek additional resources from foundations and the private sector. The first phase of SF72 will formally launch in late 2013.

BayShare

On June 11, 2013 Mayor Edwin Lee joined with Board of Supervisors President David Chiu, DEM Executive Director Anne Kronenberg, and the heads of several San Francisco businesses to launch a new partnership that leverages the burgeoning “sharing economy” to improve emergency preparedness. BayShare will leverage technology and social media to promote the sharing and re-use of underutilized assets, such as cars, bikes, tools, rooms, spaces, skills, and other goods, both during an emergency and day-to-day.

800 MHz Public Safety Land Mobile Radio Replacement

DEM manages the City’s 800 MHz Public Safety Land Mobile Radio system, which provides life-safety radio communications for San Francisco’s Police, Fire, Sheriff, Parking and Traffic, Recreation and Park, and Emergency Management departments. The system provides push-to-talk communications for first responders, including the ability to connect instantly with the 9-1-1 dispatch center or with other officers in the field. Approximately 7,500 devices operate on the network. Originally installed in 2000, the system uses proprietary analog technology that has now reached end-of-life, with no replacement parts available.

In order to successfully manage an upgrade to this critical system, DEM established an 800 MHz Radio Replacement Steering Committee in the fall of 2012, composed of leaders from the public safety departments and other key City stakeholders to provide governance for the project. The City’s Committee on Information Technology (COIT) has approved $1.8 million over two years to determine system needs, design options, funding requirements, and an implementation schedule for replacement of this system. Implementing the full system replacement is estimated to cost approximately $69 million over three years, and should be completed by mid-2018.
Bay Area Wireless Enhanced Broadband (BayWEB)

BayWEB is a regional communications network that will allow first responders throughout the Bay Area to share data seamlessly, both during a disaster and day-to-day. The network will enable first responders to share text, pictures, real-time video, and other mobile “apps” designed specifically for public safety. BayWEB incorporates cutting-edge 4G LTE technology to deliver data over wireless spectrum reserved for public safety broadband use. The project was launched in 2007 by the mayors of San Francisco, Oakland, and San Jose, and is consistent with key public safety priorities of the 9/11 Commission Report and the Obama Administration to improve interoperable communications for first responders. BayWEB is funded by a $50.6 million federal stimulus grant from the Broadband Technology Opportunities Program (BTOP), as well as matching funds from the vendor, Motorola. DEM is the lead agency for BayWEB in San Francisco, and both DEM and the San Francisco Police Department sit on the Joint Powers Authority (JPA) that governs BayWEB.

In June 2013, the JPA completed negotiations with the federal FirstNet agency to lease broadband spectrum on which the BayWEB system will operate. Final project completion is expected in September 2015.

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 has notified DEM that the current system will not be supported after March 2015. COIT approved $3.72 million over three fiscal years (FY 2011–2012 through FY 2013–2014) to upgrade this critical system. The project includes software, hardware, integration, and project management, as well as replacement of the vendor 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. The new CAD should be in place by mid-2014.

Major Initiatives Timeline

<table>
<thead>
<tr>
<th>SF72 Launch</th>
<th>CAD System Upgrade Implementation</th>
<th>Potential Next-Gen 9–1–1 Text Messaging Pilot Project Launch</th>
<th>BayWeb Completion</th>
<th>800 MHz Radio Replacement / Upgrade Cut-Over</th>
</tr>
</thead>
<tbody>
<tr>
<td>Late 2013</td>
<td>Mid 2014</td>
<td>Late 2014</td>
<td>September 2015</td>
<td>Mid 2018</td>
</tr>
</tbody>
</table>
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.

Citywide Event Planning

DEM coordinates with the City’s public safety agencies, both before and during major public events in San Francisco. In advance of these events, DEM regularly convenes a large planning meeting with leaders from Police, Fire, Sheriff, Public Health, Public Works, the Port, Recreation and Park, Municipal Transportation Agency, Public Utilities Commission, the Mayor’s Office, and other agencies to coordinate public safety planning. DEM then produces a consolidated Concept of Operations (CONOPS) brief for City leadership that may include:

- Street closures
- Re-routes for transit
- Activation of the Emergency Operations Center and Department Operations Centers
- Locations for command posts for the Police and Fire departments
- Plans for emergency communications, including adding extra radio channels for the Police Department and adding staff at the 9-1-1 dispatch center
- Entrance and egress routes for emergency vehicles
- Locations for medical tents and sobering centers
- Any potential threats or hazards that public safety officials should know about

DEM played a key role in coordinating public safety during the first week of October 2012, when multiple events were scheduled simultaneously in the City, including: America’s Cup, the Hardly Strictly Bluegrass music festival, a Giants game, a 49ers game, the Castro Street Fair, and other neighborhood events.

DEM Public Safety Planning Meetings FY 2012–2013

- October Special Events — September 27, 2012
- Giants World Series — October 23, 2012
- Giants Victory Celebration — October 30, 2012
- New Year’s Eve — December 11, 2012
- Superbowl — January 30, 2013
- Bay to Breakers — May 16, 2013
- America’s Cup — May 29, 2013
- Pride / Heat Wave — June 28, 2013

2012–2013
Emergency Plans

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, Severe Weather, Debris Removal, and others.

DEM also works closely with the Bay Area Urban Area Security Initiative (UASI) to develop regional catastrophic plans for terrorist incidents and earthquakes.

### Plan Updates in 2012–2013

<table>
<thead>
<tr>
<th>Update</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volunteer Management Annex</td>
</tr>
<tr>
<td>Developed a new Annex to the CCSF Emergency Response Plan detailing how spontaneous and affiliated volunteer resources will be utilized after a disaster.</td>
</tr>
<tr>
<td>Emergency Volunteer Center Operations Guide</td>
</tr>
<tr>
<td>Conducted major revisions to the detailed operations guide for recruiting, screening, affiliating and training spontaneous volunteers.</td>
</tr>
<tr>
<td>Post-Disaster Safety Assessment Guide</td>
</tr>
<tr>
<td>Participated in the development of a document providing guidance on the organization and coordination of post-disaster safety assessments.</td>
</tr>
</tbody>
</table>

Policy Group Planning

During a major emergency, the Mayor would convene the Policy Group, composed of public safety agency department heads, to advise him on major policy decisions. These may include closure of public facilities and setting priorities for recovery. DEM convened a workshop for Policy Group members on April 30, 2013 and conducted a live exercise of the Policy Group during the May 15, 2013 Golden Guardian exercise (see page 10).

“During a major emergency, the Mayor would convene the Policy Group, composed of public safety agency department heads, to advise him on major policy decisions.”
Training and Exercises

DEM annually conducts or participates in multiple tabletop and functional exercises involving local, State, and federal partners to help them 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, non-profits, and other regional response partners. In addition, we work locally and regionally to design and execute drills among our multidisciplinary stakeholders.

Training

This year DEM conducted, facilitated, and/or coordinated a variety of trainings involving approximately 300 participants to help City employees, and local and regional partners, develop essential emergency management skills, reinforce Emergency Operations Center (EOC) responsibilities, and introduce technology. These courses included:

- ICS 100 (Introduction to the Incident Command System)
- EOC 101 (Introduction to the EOC)
- Web EOC
- EOC Operations Support Section and Planning Section
- Department Operation Center Training
- Sports and Special Event Planning
- Shelter Cost Recovery
- Survivor Services Cost Recovery for Nonprofits

Exercises

The principles learned during training were reinforced during seven exercises organized and facilitated by DEM for approximately 400 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, the private sector, non-governmental organizations, State and federal agencies, and the military. Exercises in FY 2012-2013 included:

- Fleet Week 2012 Exercise Program Series
  - Fleet Week Defense Support of Civilian Capabilities (DSCA) and Emergency Management 101 Seminar – August 13, 2012
  - Command and Control Functional Exercise – August 14, 2012
  - Communications Drill – August 14, 2012

- Golden Guardian 2013 San Francisco Exercise Series
  - Emergency Support Function 6: Mass Care Seminar – March 7, 2013
  - Emergency Support Function 15: Joint Information System – April 24, 2013
  - Policy Group Seminar – April 30, 2013

“DEM is proud to be a national leader in both the size and complexity of our exercise program.”
Golden Guardian is California’s annual statewide exercise, and is the most comprehensive state-level exercise in the country. This year’s exercise was designed to test the ability of San Francisco agencies to coordinate care and shelter following a catastrophic earthquake. The exercise specifically focused on Emergency Support Function (ESF) 6: Mass Care, Housing and Human Services. Players were encouraged to demonstrate rapid problem-solving skills in a highly stressful environment that simulated the period 48 hours after an earthquake occurs. More than 50 government and non-government partners participated in the activities below.

Full Activation of the EOC

Multiple City, State, federal, and non-government agencies participated in a full activation of the EOC, as well as activation of nine Department Operations Centers, to test the following objectives:

- Maintaining situational awareness
- Interagency communications
- Resource coordination and logistics

### Golden Guardian Participants

<table>
<thead>
<tr>
<th>City</th>
<th>Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. 3-1-1</td>
<td>1. American Red Cross</td>
</tr>
<tr>
<td>2. Animal Care and Control</td>
<td>2. American Medical Response</td>
</tr>
<tr>
<td>3. Controller’s Office</td>
<td>3. Bay Area Rapid Transit (BART)</td>
</tr>
<tr>
<td>4. Department of Building Inspection</td>
<td>4. Bay Area Urban Area Security Initiative (UASI)</td>
</tr>
<tr>
<td>6. Department of Human Resources</td>
<td>6. California Department of Social Services</td>
</tr>
<tr>
<td>7. Department of Public Health</td>
<td>7. California Emergency Management Agency (Cal EMA)</td>
</tr>
<tr>
<td>9. Department of Technology</td>
<td>9. California National Guard</td>
</tr>
<tr>
<td>10. Fire Department</td>
<td>10. California State Parks</td>
</tr>
<tr>
<td>11. GSA – Division of Real Estate</td>
<td>11. Federal Emergency Management Agency (FEMA)</td>
</tr>
<tr>
<td>15. Mayor’s Office of Disability</td>
<td>15. National Park Service</td>
</tr>
<tr>
<td>17. Office of the Chief Medical Examiner</td>
<td>17. Project Open Hand</td>
</tr>
<tr>
<td>18. Office of the City Administrator</td>
<td>18. San Francisco and Marin Food Banks</td>
</tr>
<tr>
<td>19. Police Department</td>
<td>19. SF Community Agencies Responding to Disaster (CARD)</td>
</tr>
<tr>
<td>20. Port of San Francisco</td>
<td>20. San Francisco Consular Corps</td>
</tr>
<tr>
<td>22. Recreation and Park Department</td>
<td>22. Small Business Administration (SBA)</td>
</tr>
<tr>
<td>23. San Francisco International Airport</td>
<td>23. St. Anthony’s Foundation</td>
</tr>
<tr>
<td>24. San Francisco Public Library</td>
<td>24. Tenderloin Hunger Task Force</td>
</tr>
<tr>
<td>25. Sheriff’s Department</td>
<td>25. The Salvation Army</td>
</tr>
<tr>
<td>26. Treasure Island Development Authority</td>
<td>26. The San Francisco Foundation</td>
</tr>
<tr>
<td>27. United States Navy</td>
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</tbody>
</table>
Disaster Feeding Exercise

DEM joined the Tenderloin Hunger Task Force to organize an outdoor mass feeding exercise in the Tenderloin neighborhood, concurrent with the Golden Guardian exercise. The purpose of this exercise was to test the capacity of neighborhood organizations to work collaboratively within an Incident Command System to feed neighborhood residents during a disaster. Without use of any indoor electrical facilities, the exercise successfully provided a hot lunch and water to 4,400 residents. The Tenderloin Hunger Task Force is comprised of the following organizations:

- Glide Foundation
- Meals on Wheels of San Francisco
- Project Open Hand
- St. Anthony’s Foundation
- San Francisco Food Bank
- Salvation Army
- Tenderloin Neighborhood Development Corporation

“A volunteer helps distribute food during the Disaster Feeding exercise.”

“Without use of any indoor electrical facilities, the exercise successfully provided a hot lunch and water to 4,400 residents.”

Photo: © Maurice Ramirez

Supervisors David Chiu and Norman Yee, Mayor Edwin Lee, DEM Executive Director Anne Kronenberg, and Tenderloin Hunger Task Force leaders.
Fleet Week 2012

Much more than an air show, Fleet Week 2012 involved the largest number of programs in the history of this annual San Francisco tradition. DEM worked closely with the San Francisco Fleet Week Association to plan a series of events that allowed San Francisco first responders to train with military partners and improve capabilities of the military’s Defense Support of Civil Authorities (DSCA) program.

Route-Opening Command and Control Exercise and Communications Exercise at Ocean Beach — August 14, 2012

Approximately 24 civilian and military agencies participated in a functional exercise to evaluate tactical emergency route-opening activities 72 hours post-disaster, as well as a test of interoperable communications and inter-agency information exchange.

Peer–to–Peer Medical Exchange (MEDEX) — October 3 – 4, 2012

A Medical Exercise (MEDEX) simulated patient movement following a disaster. Military and civilian medics also shared best practices at a Battlefield Emergency Medicine Conference at SF General Hospital, and on ride-alongs for Navy and Marine Corps personnel with San Francisco Fire Department paramedics.

LCAC Landing — October 3, 2012

The U.S. Navy landed a Landing Craft Air Cushion (LCAC) on Ocean Beach to demonstrate the ability of the Navy to bring critical assets to San Francisco following a major disaster.

Senior Leaders Seminar — October 4 – 5, 2012

DEM joined high-level officials from military, City, and private-sector organizations on board the USS Makin Island to share best practices for emergency management.

Humanitarian Assistance Village — October 6 – 7, 2012

DEM teamed with the Navy, Marines, and other agencies to produce an annual display of disaster response capabilities on the Marina Green.

DEM Lead Training and Exercise Coordinator Jill Raycroft (standing, third from left) with officials from DPW, the PUC, Sheriff’s Department, and military agencies at the Route-Opening Exercise at Ocean Beach.
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.

EOC Activations in FY 2012–2013

- September 17, 2012.......... Occupy Anniversary Demonstrations
- October 7, 2012 ............... October Special Events
- October 22–28, 2012 .......... SF Giants Playoff and World Series Games
- October 26–27, 2012 .......... Water Main Break on Treasure Island
- October 31, 2012 ............. SF Giants Parade and Civic Celebration
- December 31, 2012 .......... New Year's Eve
- February 3, 2013 .......... Super Bowl XLVII
- April 15, 2013 ............... Boston Marathon Bombings
- May 2, 2013 .................. San Francisco Heat Advisory
- May 19, 2013 .................. Bay to Breakers
- June 26, 2013 ............... Supreme Court Ruling on Marriage Equality
- June 30, 2013 ............... San Francisco Pride Parade

EOC Named for Rear Admiral John W. Bitoff (Ret.)

At the October 26, 2012 meeting of the Disaster Council, DEM was proud to dedicate the EOC to Rear Admiral John W. Bitoff (Ret.), who served as Director of the Office of Emergency Services from 1992—1997. He led the effort to build the City’s first state-of-the-art Communications Center and Emergency Operations Center, which brought dispatch for Police, Fire, and Emergency Medical Services under one roof, and under civilian control. As an Admiral in the U.S. Navy, he directed the Navy’s rescue and recovery efforts following the 1989 Loma Prieta earthquake. He retired as an executive with the San Francisco Unified School District in 2012.

Duty Officer

While the EOC is not always activated, DEM staffs a Duty Officer position 24/7/365 to monitor citywide events and resources, coordinate inter-departmental information exchange, and manage the City’s alert and notification systems. The Duty Officer interacts directly with 9–1–1 dispatch supervisors, EMS rescue captains, City department representatives, and private-sector partners to gather information and intelligence about significant incidents impacting the City, such as major fires, police activities, or other emergency situations. Their work helps City leaders make informed decisions that safeguard the public in San Francisco.
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).

<table>
<thead>
<tr>
<th>9–1–1 Calls in FY 2012-2013</th>
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<tbody>
<tr>
<td>Police</td>
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<tr>
<td>Medical</td>
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<tr>
<td>Fire</td>
</tr>
</tbody>
</table>

Call Evaluation

DEM staff answer incoming 9–1–1 emergency and non-emergency calls, and provide medical instruction, such as CPR, before the arrival of Emergency Medical Services. DEM is working with the State of California to make San Francisco one of the first PSAPs in the State to accept text messages to 9–1–1, as a pilot project for “Next Generation 9–1–1,” which may launch in 2014.

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 by the National Academies of Emergency Dispatch (NAED).

Continuing Quality Assurance and Customer Service

DEM conducts a comprehensive quality improvement program, primarily based on calls and dispatch for emergency medical situations. Dispatchers are also regularly monitored and given feedback in all areas of dispatching.
Data Collection and Statistics

DEM staff compiles statistics to determine staffing levels and monitor established goals.

<table>
<thead>
<tr>
<th>Key 9–1–1 Statistics for FY 2012–2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average number of 9–1–1 calls per day</td>
</tr>
<tr>
<td>Total number of 9–1–1 calls this year</td>
</tr>
<tr>
<td>Percentage of emergency calls</td>
</tr>
<tr>
<td>Percentage of non-emergency calls</td>
</tr>
<tr>
<td>Average time (in minutes) from call pick-up to dispatch on Code 3 medical calls</td>
</tr>
<tr>
<td>90th percentile time (in minutes) from call pick-up to dispatch on Code 3 medical calls</td>
</tr>
</tbody>
</table>

Custodian of Records and Sunshine Compliance

The Custodian of Records unit is responsible for supplying official records to Police, Fire, EMS, Public Defender, District Attorney, and City Attorney staff, as well as the public.

<table>
<thead>
<tr>
<th>Records Requests Fulfilled in FY 2012–2013</th>
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</thead>
<tbody>
<tr>
<td>9–1–1 Audio Recordings</td>
</tr>
<tr>
<td>Public Safety Radio Recordings</td>
</tr>
<tr>
<td>CAD Records</td>
</tr>
<tr>
<td>Public Safety Camera Recordings</td>
</tr>
<tr>
<td><strong>Total:</strong></td>
</tr>
</tbody>
</table>

National Public Safety Telecommunicators Week — April 7–13, 2013

DEM was proud to recognize all of our public safety dispatchers and their roles as “first” first responders during this annual nationwide celebration. The achievements of both dispatchers and supervisors were honored with plaque and certificate presentations throughout the week. Call takers who helped young callers in distress attended the local 9–1–1 for Kids Award Ceremony at City Hall (see page 39). Police, Fire, and Sheriff’s staff each recognized the essential support that dispatchers provide to their departments by catering a banquet and barbecue for DEM staff, and attending our Open House.

1 Code 3 is the highest priority call, indicating a life-threatening event.
SF72 moves beyond the concept of building a disaster kit — instead, it will provide accessible tools and simple steps to help San Franciscans connect with one another and support their communities, now and in the event of an emergency.

DEM has contracted with IDEO, an award-winning design firm based in San Francisco, to incorporate the latest in education, research, design, and experience to build an interactive website and other tools to enhance community preparedness. The concept includes modern strategies of education, outreach, and emergency public information. We aim to launch the first phase of this initiative in October 2013. The SF72 platform is currently funded to build the following components:

- **Connect** offers a forum for individuals or groups to share and connect with their communities. This section allows users to list and pledge their skills and resources — such as a generator, bottled water, or babysitting services — to help their chosen networks during an emergency.

- **Prepare** is the educational component of the SF72 website. It is the central location where residents can learn how to protect themselves, their family, and their friends from potential hazards. It provides the tools needed to share and teach preparedness, using personalized stories and identifying triggers that prompt people to prepare. We believe a thousand tiny acts of preparation can have just as much impact as bunkers and hardhats.

- **CityNow** is the portion of the website that will provide up-to-date information on current emergencies, including a description of the emergency and instructions for any actions that the public should take (e.g., boil water, shelter in place, avoid the area around Civic Center, etc.). This section of the website will become the homepage of SF72 during a major emergency.
Social Media

In the past year DEM has added approximately 12,000 followers on social media. Now with more than 61,000 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 (emergency notifications and alerts)
  @em4sf (emergency preparedness and resilience conversations)
- **DEM Blog**  [www.sfdem.wordpress.com](http://www.sfdem.wordpress.com)
- **EM4SF Blog**  [www.em4sf.wordpress.com](http://www.em4sf.wordpress.com)

DEM engages in open and transparent dialogue with our fans and followers. We welcome and encourage questions, since they provide us with an opportunity to educate and/or correct misinformation, and to demonstrate to our audience that we are listening and responsive to their queries.

“Now with more than 61,000 followers and fans on various social media platforms, DEM is fully engaged with our audiences using the same tools they use daily.”

DEM engaging in a dialogue on Facebook with one of our fans.

@SF_Emergency's tweets and/or re-tweets from informed sources.
Other On-line Resources

- **SF Heroes**  Smartphone app for iPhone and Android, with nearly 1,700 downloads.
- **Quake Quiz**  On-line test of earthquake and tsunami preparedness knowledge, with nearly 30,000 visits this year.
- **72hours.org**  San Francisco’s comprehensive emergency preparedness education web site, with nearly 400,000 visits this year.

“Social” Community Preparedness Engagement — SF Heroes LIVE

SF Heroes went live October 11–18, 2012 as 130 people on 49 teams competed in fun and creative challenges, and tasks that promoted preparedness for any kind of emergency. Players registered online and then invited their friends to join their superhero teams. Teams downloaded the SF Heroes app to their phones and competed for one week to earn points and prizes, sharing their successes through photos and videos on Facebook and other social media channels. Simultaneously, they were able to register their preparedness activities on their SF Heroes app to gain points and badges there.

On October 18, SF Heroes LIVE game players celebrated at Jillian’s at the Metreon, along with DEM, the Neighborhood Emergency Response Team, the San Francisco Police Department, and the Mayor’s Office. More than 110 people registered for that event, the room was packed, and fun was had by all.

The game and culminating event was made possible through a partnership with Target, who provided funding, and SF CARD, who provided administrative and operational support. Local businesses provided prizes, including the San Francisco 49ers, Fiat Lux, Fresh and Easy, Jillian’s, Trader Joes, Whole Foods, Ritual Coffee Brewers, Cole Hardware, and our sponsoring partner, Target.

Loma Prieta Earthquake Anniversary

On October 17, 2012, the anniversary of the 1989 Loma Prieta Earthquake, DEM worked with the American Red Cross Bay Area to organize and conduct a press conference and rally in Union Square, with several of our emergency preparedness partners. The earthquake anniversary provides an annual opportunity to prompt the public to take stock of their resources and plan for the next disaster.
1906 Earthquake Anniversary

Each year DEM works with the non-profit 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. This year’s 5:12 a.m. celebration at Lotta’s Fountain was moved to Union Square after a suspicious package was identified near the event site on Market Street. This provided an opportunity to practice flexible emergency management practices on the fly. Other traditional celebrations included 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.

The Great California ShakeOut

October 18, 2012 at 10:18 a.m. marked the fourth annual ShakeOut California, a statewide drop, cover, and hold-on earthquake drill. The purpose is to practice what to do before, during, and after an earthquake, and to prepare our homes, workplaces, and schools for any type of an emergency. DEM was the major San Francisco organizer for ShakeOut, with nearly 327,000 registered participants in the City.

This year, DEM expanded its outreach to promote ShakeOut through a variety of strategies, including a week-long radio campaign on KISQ, KMEL, and KYDL. DEM also engaged many organizations to display ShakeOut posters. This year’s event included a visit by Mayor Edwin M. Lee, Fire Chief Joanne Hayes-White, and Police Chief Greg Suhr to Drew Elementary School in the Bayview to practice a Drop, Cover, and Hold-On drill with students.
Tsunami Walk

To celebrate Tsunami Preparedness Week March 24–30, 2013 DEM hosted its first-ever Tsunami Walk on March 30, 2013. The walk was one of many outreach tools DEM employed to raise awareness around evacuation routes and preparedness. Supervisor Katy Tang, Police Chief Greg Suhr, SF Neighborhood Emergency Response Team (NERT) volunteers, and other community members joined DEM staff and residents in the walk from Ocean Beach to Francis Scott Key Elementary School in the Sunset District. Our message of preparedness was amplified by the extensive media coverage in print, broadcast, and radio. In addition to the walk, DEM utilized social media to send daily tsunami preparedness tips to our followers.

Good Design Challenge

DEM consulted with the design firm LUNAR to develop innovative new concepts to promote emergency preparedness. Using a grant received from the American Institute of Architects, LUNAR sought to shift the focus from a fear of looming disaster, to value-based reasons to prepare (for your family, for your community, for your comfort, etc.). In November 2012, LUNAR unveiled an innovative, new web-based concept called SF PREP that encourages users to sign up to receive monthly “gifts” of disaster preparedness items, as well as tips and reminders about simple actions they can take to prepare. SF PREP could be adopted and implemented by any interested organization.

Citywide Coordination of Fire Recovery

DEM has coordinated the initial citywide efforts to help businesses and residents recover from major fires. Coordinating response to these smaller-scale emergencies ensures continuity of service for victims once the fire engines leave, and also provides continual emergency management training for a variety of City departments. For example, following the four-alarm fire at West Portal on October 12, 2012 DEM convened a same-day conference call to coordinate recovery for the affected businesses. Call participants included: DEM, the Office of Small Business, the Office of Economic and Workforce Development (OEWD), the Department of Building Inspection, the Mayor’s Office of Neighborhood Services, and the Fire Department. These City agencies mapped out plans for outreach to the affected businesses and local merchants association, as well as for applying to the California Emergency Management Agency for a disaster declaration in order for the affected businesses to qualify for Small Business Administration loans. After DEM initiates these efforts, the Office of Small Business and OEWD take the lead on long-term follow-up with businesses that have been impacted by a major fire, while the Human Services Agency takes the lead on working with the Red Cross to shelter City residents who are displaced by fires.
Community Events

DEM distributes preparedness information at multiple community events throughout the year. Our staff provides information on personal preparedness from our 72hours.org campaign, which includes a website and brochures in five languages, as well as interactive games and supplies. In FY 2012–2013, DEM provided community preparedness information at multiple neighborhood fairs and community meetings around San Francisco.

DEM helps organize the 1906 Earthquake Survivors parade. Former Mayor Willie Brown greets 107-year-old 1906 survivor Bill Del Monte.

DEM Pre-hospital Coordinator Aram Bronston (left) and San Francisco Fire Department Emergency Medical Services Chief Jeff Myers (right) organized ride-alongs with Fire Department paramedics for Navy surgeons from the USS Makin Island during Fleet Week in October 2012.

“In FY 2012–2013, DEM provided community preparedness information at multiple neighborhood fairs and community meetings around San Francisco.”
National and International Engagement

Superstorm Sandy Deployment

In November 2012, DEM deployed five staff members to join an Incident Management Assistance team organized by the California Emergency Management Agency, responding to Superstorm Sandy. During a seven-day assignment to the Westchester County Department of Emergency Services north of New York City, DEM staff members filled roles in Plans, Operations, and Logistics. Our team worked the night shift in order to provide relief to Westchester County EOC staff. DEM returned four weeks later with the City Purchaser to interview officials and learn more about restoration and recovery efforts. Lessons from Sandy are directly informing DEM’s current restoration planning initiatives, and have highlighted the need for process adaptation in purchasing and logistics.

Big City Emergency Managers Conference

San Francisco hosted the Big City Emergency Managers (BCEM) conference, February 19–21, 2013. This bi-annual conference brings together emergency managers from the nation’s largest cities. Over the course of three days, emergency managers from New York, New Jersey, Chicago, Houston, Dallas, Seattle, Los Angeles, Denver, San Diego, Boston, Philadelphia, and Miami met at the Palace Hotel to share experiences, innovations, and best practices. The conference particularly focused on lessons learned for improving emergency logistics systems during Superstorm Sandy.

National Preparedness Leadership Initiative at Harvard University

DEM Executive Director Anne Kronenberg, Deputy Director Rob Dudgeon, and Assistant Deputy Director Bijan Karimi participated in the National Preparedness Leadership Initiative (NPLI), a joint venture of the Harvard School of Public Health and the Harvard Kennedy School of Government. NPLI works in collaboration with key government agencies to develop leadership from federal, State, and local officials, and encourages connectivity across public, private, and non-profit sectors. Through completion of a group project, participants are challenged to integrate emergency management concepts and methods, communication, connectivity, and cross-agency collaboration. DEM team projects included: Community Advanced Planning Recovery Tools, The Effects of Rapid Media on Leaders, and Meta-Leadership Skill Inventory.
Harvard University Delegation to Israel

DEM Executive Director Anne Kronenberg traveled to Israel in January 2013 as part of a delegation organized by the National Preparedness Leadership Initiative at Harvard University, and hosted by the Emergency and Disaster Management Division of the Israel Ministry of Health. Other delegates came from non-profit, federal, and military agencies. The delegation met with the Israeli Ministry of Health, the Homeland Defense Ministry, Community Resilience Centers, the National Trauma Registry, and Magen David Adom, among others. Practice highlights included a toxicological event drill at Assaf Harofeh Hospital, a field medical trading exercise with the Home Front Command, and the Israel Trauma Competition. Kronenberg’s participation in this trip was funded by a federal Urban Area Security Initiative (UASI) grant.

Sister City Delegation to Haifa, Israel

DEM Deputy Director Rob Dudgeon traveled to Israel May 25–June 3, 2013 as part of a seven-person delegation organized and funded by the San Francisco—Haifa Sister City Committee. The goal of the trip was to exchange best practices on seismic strengthening programs, early warning systems, emergency preparedness, and emergency management. While Israel has vast experience dealing with war and terrorism, it also sits in a seismically-active area and wants to better understand the challenges associated with a large-scale catastrophe. The delegation observed part of Israel’s national Drillk (an attack) and toured key infrastructure, including Rambam medical center. This facility includes an underground parking structure that will double as a 2,000-bed hospital, a child care center, and a simple and robust patient tracking system that can unite families following a disaster.

Peace Winds America Delegation to Vietnam

DEM assistant Deputy Director Bijan Karimi joined delegates from Peace Winds America, Asian Disaster Reduction Center, and the Seattle Office of Emergency Services in Vietnam during July 2012. The delegation discussed disaster preparedness and response capacities, and collaboration among the sister cities of San Francisco—Ho Chi Minh City, and Seattle—Hai Phong. The trip was funded by Peace Winds America. Delegates participated in more than 20 meetings with 75+ representatives from the government, business sector, and community members. Participants expressed interest in future sessions to develop a “whole community” approach to disaster preparation and resilience.
Public Warning Systems

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

**Wireless Emergency Alerts**

In 2013 DEM began to participate in the new federal Wireless Emergency Alert system, which allows the Department to provide life safety information directly to the cell phones of anyone physically located in San Francisco.

**AlertSF / CCSF Alert**

AlertSF and CCSF Alert use text messages and emails to provide emergency information. CCSF Alert is a non-public system that notifies City department heads, key City personnel, and other partners of internal activities, such as updates on displaced persons due to major fires. AlertSF advises the general public about actions they should take to respond to an emergency. DEM also uses social media such as Twitter (see page 17) to provide public advisories.

<table>
<thead>
<tr>
<th>Type of Subscriber</th>
<th>Alert SF</th>
<th>CCSF Alert</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Subscribers</td>
<td>32,708</td>
<td>1,782</td>
</tr>
<tr>
<td>New Subscribers FY 2012–2013</td>
<td>3,201</td>
<td>34</td>
</tr>
<tr>
<td>Alerts Sent Out FY 2012–2013</td>
<td>64</td>
<td>355</td>
</tr>
</tbody>
</table>

**Outdoor Public Warning System (Sirens)**

The City currently operates 113 Outdoor Public Warning System sirens, which are tested every Tuesday at noon. Originally installed in 1942 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.

On October 26, 2012 DEM deployed the sirens on Treasure Island as one of several tools used to notify residents not to drink their tap water, following a water main break on the island.

**Siren Legend:**
- English Only
- English / Cantonese
- English / Spanish
Grants Management

The federal Homeland Security Grant Program (HSGP) provides the primary funding mechanism for building and sustaining national preparedness capabilities. Since late 2003, San Francisco and the greater Bay Area have received more than $345 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 grant funds.

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, proposals are reviewed and ranked by departmental peers. DEM next prepares a list of recommended projects, which are presented to the Homeland Security Executive Steering Committee (see page 29) for final approval.

DEM considers several factors when scoring project proposals, including:

- Benefits
- Urgency
- Mission areas supported
- Support for recovery and resiliency
- Whether a proposal addresses capability gaps
- Support for the All Hazards Strategic Plan
- Support for State Homeland Security Grant Program priorities
- Support for national priorities

Grants management staff work to ensure eligibility, as well as to assist departments with compliance with grant guidelines and completion of projects in a timely manner. DEM staff worked with the Office of Contract Administration to develop new protocols for procurements paid with Homeland Security Grant funding. These efforts have led to the creation of the Grant Procurement Checklist to ensure participating departments have all the necessary documentation when submitting a procurement request.

DEM is developing a sub-award recipient guide to help departments manage their grant-funded projects. Because of the many changes to the Homeland Security grant programs over the past several years, it can be challenging to stay up-to-date on current grant guidelines. The guide will include instructions on the entire grant cycle, from preparing a project proposal to requesting reimbursement for a completed project.

“Since late 2003, San Francisco and the greater Bay Area have received more than $345 million in federal Homeland Security Grants.”
# Grants Managed by DEM in FY 2012–2013

<table>
<thead>
<tr>
<th>Program Name</th>
<th>Description</th>
<th>Active Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>State Homeland Security Grant Program (SHSGP)</strong></td>
<td>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.</td>
<td>$4,196,981</td>
</tr>
<tr>
<td><strong>Urban Area Security Initiative (UASI) — San Francisco Only</strong></td>
<td>Funds the unique planning, organization, equipment, training, and exercise needs of high-threat, high-density urban areas. While this is a regional grant, DEM oversees most of the UASI funds that are allocated to San Francisco agencies.</td>
<td>$5,946,481</td>
</tr>
<tr>
<td><strong>Metropolitan Medical Response System (MMRS)</strong></td>
<td>Funds the integration of emergency management, health, and medical systems into a coordinated response to mass casualty incidents caused by any hazard.</td>
<td>Included in SHSGP</td>
</tr>
<tr>
<td><strong>Emergency Management Performance Grant (EMPG)</strong></td>
<td>Funds all-hazards emergency management capabilities including the development of a comprehensive program of planning, training, and exercises.</td>
<td>$289,613</td>
</tr>
<tr>
<td><strong>Emergency Operations Center (EOC)</strong></td>
<td>Funds improvements to emergency management and preparedness capabilities by supporting a flexible, sustainable, secure, strategically located, and fully interoperable EOC.</td>
<td>$800,000</td>
</tr>
<tr>
<td><strong>California Volunteers Disaster Corps (CVDC)</strong></td>
<td>Funds training for community volunteers who are members of Disaster Corps to respond to disasters.</td>
<td>$125,000</td>
</tr>
<tr>
<td><strong>Oil Spill Contingency Plan Grant (OSCPG)</strong></td>
<td>Funds planning and training for oil spill response.</td>
<td>$10,000</td>
</tr>
</tbody>
</table>

Total: $11,368,075

*These grant awards allow City agencies to better prepare for natural or human–caused disasters and improve community preparedness.*

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2 Amount excludes portions allocated to Fire ($2,996,807), Police ($5,803,832), and Sheriff’s Department ($1,154,618), which are managed directly by those departments.
Emergency Medical Services Agency

The Emergency Medical Services Agency (EMSA) regulates the City’s EMS system. EMSA:

- Provides credentials to the City’s 1,918 emergency medical technicians and 463 paramedics.
- Establishes policies and protocols for the delivery of emergency medical services.
- Permits ambulance provider and training programs.
- Performs oversight of the Trauma System Plan, in partnership with San Francisco General Hospital.
- Conducts audits and investigations for quality assurance in the system.

Emergency Medical Services Planning

EMSA works closely with the Department of Public Health on health and medical issues in disaster planning and response. EMSA staff reviewed more than 400 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 and Pride Parade.

STAR Program

The San Francisco EMS Agency introduced its STAR (STEMI and ROSC) program on January 7, 2013 directing paramedics to transport heart attack and post-cardiac arrest patients to one of five specialized cardiac receiving centers. Paramedics already provide life-saving treatment immediately after encountering someone with a heart attack. But instead of transporting patients to any of the 12 City hospitals with emergency departments, paramedics will now transport these patients to one of five “STAR” centers: California Pacific Medical Center (Pacific Campus), Kaiser Permanente, St. Mary’s, San Francisco General Hospital, or the University of California San Francisco. The reason is simple: These five hospitals have cardiac catheterization laboratories where specially-trained doctors and staff may feed a very small tube into the heart to relieve an obstruction that causes a heart attack. More specialized care may lead to a higher survival rate.
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:

- Computer Aided Dispatch (CAD) System.
- 800 MHz Public Safety Radio Communications System.
- 9–1–1 telephone system.
- EOC equipment, satellite communications, computers, and audio-visual systems.
- The City’s Automatic Vehicle Location System.
- The DEM data center, which houses critical 9–1–1 equipment and serves as a communications hub for Citywide IT services. It also provides redundancy for the City’s public safety agencies, including the Police, Fire, and Sheriff’s departments. DEM has received capital plan funding to perform improvements to the data center, including fire suppression, HVAC, and electrical. This is the first major upgrade to DEM’s data center since 2000, which will bring it up to the current standards for modern data centers.

Human Resources — Responsible for all HR activities related to DEM’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 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 24/7/365 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, unnecessary police dispatches to false security alarms have fallen by half. In FY 2012–2013, DEM managed 53,518 invoices for false alarms and alarm license registrations, and recovered $2,629,627 in fees and fines. In FY 2013–2014, this program was transferred from DEM to the Office of the Treasurer and Tax Collector.
DEM Advisory Groups

Disaster Council

As required by San Francisco Administrative Code Section 7.0, DEM convenes the Disaster Council on behalf of the Mayor. Membership includes City department heads and community partners from the non-profit, government, labor, and business communities, chaired by the Mayor. Meetings provide a public forum in which City departments and stakeholders involved in preparing for and managing emergencies exchange information and report on progress. In 2013, the Mayor added a representative to the Disaster Council from BayShare (see page 5), a collaborative of “sharing economy” resources that will help San Franciscans access housing, transportation, tools, and other necessities during a disaster.

Homeland Security Executive Steering Committee (HESDC)

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. HESDC reviews, makes recommendations, and approves allocation of homeland security grant funding in San Francisco.

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 as a Disaster Preparedness Coordinator (DPC). Regular meetings provide the primary forum to disseminate information to departments, as well as to vet and prioritize public safety projects for grant funding.
Key Partnerships

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

Disaster Corps

San Francisco was 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 Department of Justice (DOJ) and Federal Bureau of Investigation (FBI) security screenings. To date, 300 Disaster Corps candidates have been recruited to participate in the program. These highly-skilled volunteers are available for deployment throughout the region. On March 22–23, 2013 San Francisco deployed 21 Disaster Corps volunteers to participate in a Disaster Corps Operational Area deployment exercise held in Riverside County.

Private Sector and Consular Corps

DEM works regularly with the private sector and the Consular Corps on emergency preparedness, continuity of operations, and response coordination. In December 2012 DEM was named the recipient of the 2013 Annual Award of Excellence by the Business Recovery Managers Association (BRMA). This organization is Northern California’s largest association of business continuity and recovery professionals. DEM was honored for its “tireless work toward protecting the residents and guests of San Francisco, and for their outstanding work in continuing to enhance Public/Private Sector partnerships.”

“DEM was named the recipient of BRMA’s 2013 Annual Award of Excellence for its ‘tireless work toward protecting the residents and guests of San Francisco, and for their outstanding work in continuing to enhance Public/Private Sector partnerships’.”
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 UASI Approval Authority. UASI has managed $246.8 million in grants since 2006.

UASI Membership and Management

Membership of the UASI Approval Authority includes the cities of San Francisco, Oakland, and San Jose, and the counties of: Alameda, Santa Clara, San Mateo, Marin, Sonoma, Contra Costa, and Monterey. UASI’s General Manager and many of its Management Team members are employees of San Francisco, and are funded 100% through grants.

Major Accomplishments for FY 2012–2013

- Completed a comprehensive Grant Effectiveness Report that describes how the Bay Area has spent UASI grant funds to enhance core capabilities, such as interoperable communications.
- Coordinated with Los Angeles on debris management planning and conducted a statewide debris management workshop.
- Conducted 156 UASI-funded classes for 3,758 students, as well as 38 Regional Catastrophic Preparedness Grant Program (RCPGP)-funded classes for more than 500 students throughout the region.
- Purchased equipment and conducted Mobile Field Force Training for 504 students.
- Completed updates to alert and warning systems in multiple jurisdictions.
- Obtained equipment to identify chemicals, explosives, and pathogens to assist with Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) detection and response capabilities.
- Developed and implemented citizen preparedness plans throughout the region.
- Completed a Fleet Mapping Plan for public safety radios to further enhance regional interoperability.
“DEM works closely with our peers in the California emergency management community to promote cultural adoption of emergency preparedness.”

CPR Consortium
San Francisco’s CPR Consortium was a mass CPR training project begun in the EMS Agency by Dr. Mary Mercer, an Emergency Department physician at San Francisco General Hospital and former EMS Disaster Fellow at the EMS Agency. The Consortium brings together American Heart Association CPR instructors with other healthcare professionals from San Francisco’s Fire Department, local hospitals, and other providers, to conduct mass CPR trainings at large community events, such as Sunday Streets and San Francisco Giants games. More than 1,500 members of the public were trained at six events. Additional events are scheduled through the rest of calendar year 2013.

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.

Earthquake Country Alliance
The Earthquake Country Alliance (ECA) is a statewide public-private partnership focused on improving preparedness, mitigation, and resilience. ECA’s cornerstone activity is “The Great California ShakeOut” (see page 19), an annual statewide earthquake drill with millions of participants intended to inspire preparedness in schools, businesses, State agencies, and other organizations. As a member of the ECA Statewide Executive Steering Committee, DEM provides guidance and recommendations to California earthquake and tsunami preparedness education campaigns and initiatives. DEM works closely with our peers in the California emergency management community to promote cultural adoption of emergency preparedness and to ensure that consistent and accurate earthquake education messages are delivered throughout the Bay Area and beyond.

Auxiliary Communications Service
The Auxiliary Communications Service (ACS) was organized by the former San Francisco Office of Emergency Services (OES) following the 1989 Loma Prieta Earthquake to support the communications needs of City agencies during emergencies and special events. The standard method of communication used by ACS is voice mode Amateur Radio (Ham), but ACS also utilizes data modes of Amateur Radio (Packet, etc.), video (Amateur TV and commercial), telephone, Internet, and the public service radio frequencies. Volunteers are primarily licensed Amateur Radio Operators. There are approximately 38 ACS volunteers who meet monthly in the EOC.
Language Access

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

- DEM’s award-winning 72hours.org brochures and website provide disaster preparedness information to the public in English, Spanish, Chinese, Russian, and Vietnamese.

- In select neighborhoods with a high concentration of limited English-proficient residents, DEM has instructed the Department of Technology to broadcast the Tuesday-at-noon Outdoor Public Warning System siren test messages in Spanish or Cantonese (see page 24). During an actual emergency, DEM staff will record and broadcast emergency instructions in several languages.

- In FY 2012–2013, DEM received 1,087,094 calls to 9–1–1. Of these, 16,226 (1.5%) required translation from a language other than English.

- Through the City’s vendor Language Line, DEM can respond to 9–1–1 calls in more than 170 languages. DEM dispatchers also speak a number of foreign languages, listed below.

<table>
<thead>
<tr>
<th>Foreign Languages Spoken by DEM Dispatchers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cantonese</td>
</tr>
<tr>
<td>French</td>
</tr>
<tr>
<td>Mandarin</td>
</tr>
<tr>
<td>Russian</td>
</tr>
<tr>
<td>Spanish</td>
</tr>
<tr>
<td>Tagalog</td>
</tr>
<tr>
<td>Toishanese</td>
</tr>
<tr>
<td>Vietnamese</td>
</tr>
</tbody>
</table>

Public safety dispatcher Debora Zambrano.

Public safety dispatcher Oliver Lee.

Photo: © Michael Mustacchi
**Translation of 9–1–1 Calls**
July 1, 2012 – June 30, 2013

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

<table>
<thead>
<tr>
<th>Language</th>
<th>Total Calls</th>
<th>Avg. Minutes on Call</th>
<th>% of Total Minutes</th>
</tr>
</thead>
<tbody>
<tr>
<td>SPANISH</td>
<td>9,918</td>
<td>5.4</td>
<td>58.00%</td>
</tr>
<tr>
<td>CANTONESE</td>
<td>3,817</td>
<td>6.0</td>
<td>25.00%</td>
</tr>
<tr>
<td>MANDarin</td>
<td>1,010</td>
<td>6.0</td>
<td>6.60%</td>
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<tr>
<td>RUSSIAN</td>
<td>531</td>
<td>6.6</td>
<td>3.50%</td>
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<tr>
<td>VIETNAMESE</td>
<td>218</td>
<td>6.7</td>
<td>1.70%</td>
</tr>
<tr>
<td>TAGALOG</td>
<td>127</td>
<td>5.5</td>
<td>0.70%</td>
</tr>
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</tr>
<tr>
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<td>3.0</td>
<td>0.00%</td>
</tr>
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</table>

Total Translated Calls: 16,226
Increase in Translations Over Prior Year: 1,889 (13.2%)
Total Languages Translated: 44
Awards

2012 Dispatcher of the Year — Corinina Cruz

At their April 9, 2013 meeting, the San Francisco Board of Supervisors honored Corinina “Cori” Cruz as DEM’s 2012 Dispatcher of the Year, with a commendation presented by Supervisor Jane Kim. Cruz was nominated by her fellow dispatchers for her outstanding work coordinating police actions during an incident on November 26, 2012 that involved a suicidal subject armed with a gun and driving a stolen vehicle. Cruz managed the police radio traffic for the San Francisco Police Department as they pursued the suspect through downtown San Francisco and over the Bay Bridge to Treasure Island. During this dangerous event, the suspect ran multiple red lights, threatened to shoot himself, and fired shots at police officers. As the dispatcher managing the radio channel for this incident, Cruz coordinated the activities of approximately 40 responding police units, as well as units from the California Highway Patrol; relayed critical information to police officers; updated the Computer Aided Dispatch (CAD) system; and provided the vital communications link for first responders.

This was a very volatile and complex event that posed extreme risk to both the public and to police officers pursuing the suspect. Cruz handled every aspect of the event professionally, remaining calm and poised during this highly unstable, unpredictable, and dangerous public safety situation.

During her eight years as a dispatcher, Cruz has consistently demonstrated extraordinary skills in handling life-threatening medical, fire, and police phone calls in a calm and professional manner, and has adept skills as a radio dispatcher. The expert and courteous service she consistently provides in all aspects of public safety dispatch is outstanding. She serves as model of courage and professionalism for all DEM employees.

“Cruz was nominated by her fellow dispatchers for her outstanding work coordinating police actions during an incident on November 26, 2012, which involved a suicidal subject armed with a gun and driving a stolen vehicle.”
On May 28, 2012 Marianne Gaviola received a call from a young child reporting that his mother was having a baby. Marianne quickly obtained the address, telephone number, the patient’s age, and her breathing status. The child soon reported that the baby was crowning, and pleaded with Marianne “to hurry.” As Marianne dispatched paramedics to the scene, the child reported that the baby had been delivered. The child told Marianne he was the only one in the household who spoke English. Marianne continued to give instructions while having the child translate, and stayed on the line until medical help arrived.

On June 29, 2012 Justin Wong received a call reporting that a 25-year-old woman had fallen from the rooftop of a three-story building. The patient landed in an alley next to the building. Justin immediately obtained the address and reconfirmed it, and dispatched medical resources to the scene. Although the woman suffered multiple injuries, she survived and sent a letter of gratitude to each employee who responded to her accident, stating she “believed her life was saved, in part, due to the swift response and expert attention.”

On August 27, 2012 Janet Atchan received call reporting an armed robbery. As information became available she continued to update field units. Within moments, officers reported seeing the suspect fleeing the scene, and Janet arranged for numerous units to respond. The scene escalated with shots fired, and an officer down. Although the situation became very hectic, Janet remained poised and controlled, while updating and relaying necessary information, and ensuring that the injured officer received medical assistance.
Dispatchers of the Month (Continued)

On September 9, 2012 Frances Rohwer received a call from a U.S. Park Ranger dispatcher requesting that the San Francisco Police Department assist with an aggressive homeless person. Police arrived on scene and determined that the suspect had assaulted the Park Ranger with a weapon. The suspect became aggressive and resisted arrest. Because of the heavy brush, the officer had difficulty providing the exact location for back-up to respond. Rohwer maintained composure and controlled radio traffic, while keeping abreast of who was responding, and from what part of the City.

Josu Garmendia-Irastorza received the honor of Dispatcher of the Month for his consistent reliability and positive and productive contributions to the DEM dispatcher community. He is a strong and reliable member of the department, and consistently demonstrates a high level of initiative and problem-solving solutions.

For Corinina Cruz, please see Dispatcher of the Year on page 35.

On November 20, 2012 Jolynn Darnauer received a call from a mother reporting that her five-week-old infant was unconscious, had ineffective breathing, and was turning blue. Darnauer immediately requested dispatch of emergency responders. She directed the mother to turn the infant onto its back and check for food or vomit. She gave further instructions to open the baby’s airway and check for breathing. It was determined that the baby was not breathing. Darnauer immediately began giving CPR instructions for infants. This process continued until medical responders arrived on scene to take over and transport the infant Code 3 (respond with lights and sirens) to San Francisco General Hospital. Because of the life-saving instructions that Darnaur provided to the child’s parents, as well as the work of first responders, the child survived.

On January 29, 2013 while Ulysses “Jim” Levy was operating a radio channel, an officer called an emergency, stating he was in pursuit of a vehicle with three robbery suspects. A Code 33 (Clear the Air) was called as a chase began in the area of the Hall of Justice, before entering the 101 Southbound freeway, traveling at a high rate of speed through the city, and entering Brisbane. The chase terminated in South San Francisco, with one suspect in custody and two outstanding. Levy handled this incident with textbook-like precision and accuracy. He maintained control of the channels at all times, and continuously gave officer status, location, road conditions, and rate of speed, while remaining calm. This incident involved several districts and jurisdictions, and he made certain to broadcast over numerous channels to keep everyone abreast of the fast-moving incident. Once the officers lost radio transmission, he was able to provide updates through landline communications from his co-workers.

On February 3, 2013 Eric Gornitsky answered a call from a hysterical mother reporting that her baby was not breathing or moving. Gornitsky immediately obtained the necessary information to process the call for service. He assured the caller that help was on the way and initiated CPR instructions. He skillfully got the caller to focus so that she could perform life-saving compressions. While he was on-line with the caller, his co-workers dispatched fire, medical, and police to the scene. While the child could not be resuscitated, Gornitsky’s professional actions ensured that every possible effort had been made to save the child’s life.
Dispatchers of the Month (Continued)

Susan Frazier  
April 2013

On February 20, 2013 Susan Frazier received a call from a frantic female reporting her husband was in cardiac arrest. Frazier quickly verified the location and telephone number, and sent the call for service. Because the caller’s husband was not breathing, Frazier gave CPR instructions and assured the caller that help was on the way. Frazier requested that the caller count aloud and encouraged her to continue until help arrived. Frazier helped first responders find the location and stayed on the phone until medical assistance arrived.

Carlos Soto  
May 2013

On Saturday, March 23, 2013 while operating a busy radio channel, Carlos Soto received a report of a shooting at a downtown nightclub. Officers arrived on scene and confirmed three victims: inside the nightclub, in the parking lot, and at the hospital. A busy Saturday night, limited field staffing, and a large crowd at the nightclub contributed to a chaotic incident. Soto made effective use of all available officers and went outside the police district to secure additional help for crowd control. He also deployed additional officers to secure the hospital scene, as well as to handle other priority calls pending in the police district.

Makulata Acevez  
June 2013

On Monday, May 27, 2013 while operating a busy radio channel, Makulata Acevez received a report of a vehicle collision, after which the occupants of one vehicle fled the scene on foot. Shortly after, in the same vicinity there was a report of an armed robbery. Within moments, an officer from a neighboring district reported being in pursuit of a vehicle traveling at a high rate of speed and ignoring traffic lights. It was not initially clear if any, or all, of these incidents were related. Acevez was able to discern which officers were responding to which emergency. Acevez assisted officers in sorting out CAD (Computer Aided Dispatch) and case numbers, once it was determined that there were two related incidents and one unrelated incident.
9–1–1 for Kids Heroes Awards

DEM hosted the annual “9–1–1 for Kids Heroes Awards Ceremony” on April 10, 2013 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 two San Francisco youths who dialed 9–1–1 to save the life of their family members, as well as four DEM dispatchers who responded to 9–1–1 calls from the youths.

Public Safety Dispatcher Dan Nguyen

On September 12, 2012 dispatcher Dan Nguyen received a call from a 14-year-old girl named Tanani, saying she needed medical help for her mother on Jamestown Avenue. Dan verified the address and phone number, and provided medical instructions to the child. Dan continually reassured the child; his compassionate tone and demeanor helped the child remain calm while providing assistance to her mother.

Public Safety Dispatcher Edgar Velasco

On October 25, 2012 dispatcher Edgar Velasco received a call transferred from the California Highway Patrol from 10-year-old Tala Rahal, requesting a medical response for her mother. Tala’s mother was having a severe headache, was not entirely awake, and was breathing only “a little bit.” Throughout Edgar’s contact with Tala he provided expert assistance and compassion to Tala (who was very anxious and distraught), and her two younger siblings. Edgar gave assurances that help was on the way and reminded Tala that she was doing a great job helping her mother.
Public Safety Dispatcher Kim Tuyay

On September 30, 2012 dispatcher Kim Tuyay received a call from 11-year-old Kieontay Brown, who called for an ambulance when his mother became unconscious after being hit on the head by a falling object. During the call, Kim provided medical instruction, assistance — and most importantly, comfort and reassurance — to Kieontay. Together Kim and Kieontay worked to help ensure a successful outcome to this medical emergency.

Public Safety Dispatcher Patrizia Marcucci

On March 13, 2013 dispatcher Patrizia Marcucci received a call from a 10-year-old boy named Jason, who called 9–1–1 to report his grandfather was having a heart attack on Quesada Avenue. During her contact with Jason, Patrizia provided medical instruction, comfort and reassurance. There was an added level of difficulty for Patrizia, in that Jason was translating for adults who spoke only Chinese. Even under these difficult circumstances, Patrizia and Jason worked collaboratively to help ensure a successful outcome.

Emergency Medical Services Awards

On May 21, 2013 DEM was pleased to organize the 15th Annual Emergency Medical Services Agency (EMSA) and San Francisco Paramedic Association Award Program. Six individuals were honored for their dedication to the field of emergency medical services and to those they aid.

EMS Field Provider Award

Jonathan Baxter, Firefighter-Paramedic with SFFD, was honored for years of outstanding service, patient advocacy, promotion of new technologies, and leadership on projects to improve patient care assessment and documentation.
Community Member of the Year Award

Tae-Wol Stanley, MSN, RN, FNP and Shannon Smith-Bernardin, MSN, RN, were honored for their leadership at the SF Department of Public Health Sobering Center, including providing outstanding service to the chronically homeless and inebriates, as well as reducing demand on the City’s EMS system during special events.

EMS Hospital Provider Award

Dr. Jonathan Garber was honored for innovation and development of the Veterans Administration Emergency Department and disaster preparedness programs.

Raymond Lim Excellence in EMS Award

Stephen La Plante, EMT was honored for his steadfast presence and decades of labor to improve and advance public health, EMS, and medical disaster preparedness in San Francisco.

EMS Dispatcher of the Year Award

Susan Frazier, a Public Safety Dispatcher with DEM, was honored for her 32-year career as a dispatcher, and for her outstanding work during a February 2013 call to 9-1-1 when she gave a frantic caller expert instructions for performing CPR on her husband. The husband survived and was able to meet Susan at the awards ceremony.
Budget Overview

FY 2012–2013 Sources and Uses

FY 12–13 Sources = $47.67M
FY 12–13 Uses = $47.67M

Five-Year Historical Overview of Departmental Budget

Five-Year Historical Overview of Departmental Staffing Levels

\(^3\) 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:

Amiee Alden
Patrick Monette-Shaw
Francis Zamora
Kristin Hogan
Will Lee
Rob Dudgeon
Lisa Hoffmann
Craig Dziedzic
Bijan Karimi
Alicia Johnson
Cecile Soto
Mitch Sutton
Jim Di Modica
Patrick Leung
Amy Ramirez
Jajuan "P.J." Redmond
Michelle Geddes
Ben Tanner
Aram Bronston
Mary Landers
Jill Raycroft
Doris Padilla
David Ebarle