The **Department of Emergency Management:**

**Answers** 9-1-1 calls; **Dispatches** Police, Fire, and Emergency Medical Services; **Activates** the Emergency Operations Center; **Coordinates** information and resources during a disaster; **Supports** first responders; ** Writes** emergency plans; **Trains** public safety agencies; **Exercises** on disaster response and recovery; **Directs** complex citywide IT projects; **Convenes** the Disaster Council; **Partners** with innovative organizations; **Maintains** public warning systems; **Credentials** paramedics and EMTs; **Manages** homeland security grant funds, and **Educates** and **Prepares** our community for disasters.
I am proud to lead the outstanding team at the Department of Emergency Management (DEM). Our 9-1-1 dispatchers, emergency planners, information technology specialists, finance team, and administrative staff work hard to provide excellent service to the public and support to our fellow public safety agencies.

DEM has taken the lead on several innovative and challenging public safety projects this year. Our groundbreaking SF72 program “flips the script” for emergency preparedness by replacing traditional fear-based messaging around disasters with a new focus on building community connections before, during, and after disaster strikes. Our new partnerships with innovative private sector enterprises like Nextdoor provide new means for San Franciscans to support each other with information, supplies, and services in an emergency.

We continue to lead the citywide effort to replace the City’s 14-year-old 800 MHz public safety radios with a modern life-safety communications system for our police officers, firefighters, and other first responders. This year DEM also completed the transition to a new Computer Aided Dispatch system to process 9-1-1 calls and dispatch police, fire, and emergency medical services using modern, state-of-the-art technology.

In May of this year, DEM graduated the first new class of 9-1-1 dispatchers in two years, and looks forward to adding a new class in the year ahead. These men and women will be essential to addressing the dramatic increase in 9-1-1 call volume that DEM has experienced over the last three years. Our dispatchers have one of the toughest jobs in the City and will need additional support to provide the level of service that the public and our public safety partners expect.

We are committed to our mission to lead the City in planning, preparedness, communication, response, and recovery for daily emergencies, large-scale citywide events, and major disasters. DEM is proud of our accomplishments this year and looks forward to the year ahead.
DEM by the Numbers
FY 2013-2014

1,165,390 calls to 9-1-1 answered

$69.5 million FY 13-14 budget

48 languages translated for 9-1-1

280 students trained in

15 emergency management courses

244 employees

300+ special event medical plans reviewed
286 Tweets

26 AlertSF notices
339 CCSF Alert notices

694 Emergency Medical Technicians (EMTs) and
236 paramedics certified to practice in the City

19% reduction in water use at DEM headquarters
35% less energy use than comparable buildings
Major DEM Initiatives

800 MHz Radio Replacement

DEM is leading the initiative to upgrade 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. This 14-year-old system uses proprietary analog technology that has now reached end-of-life, with no replacement parts available. In May 2014 DEM received the City’s approval – and critical funding – to finally replace this aging system with current technology. The new radios will be interoperable across the Bay Area, and provide better coverage in BART stations and the Airport. We estimate that a full system replacement should be complete by mid-2018.

New Computer Aided Dispatch (CAD)

On May 7, 2014, DEM cut over to a new CAD system, replacing the City’s 14-year old 9-1-1 call processing system. CAD tracks and records all information about incoming 9-1-1 calls, routes it to the appropriate Police or Fire dispatcher. After a 3-year, $3.72 million upgrade, the new system operates with new software and hardware, including a new fire station alerting system. Besides utilizing up-to-date technology, the new Windows-based CAD will be easier to maintain and cost less.
SF72 is San Francisco’s hub for emergency preparedness.

What is SF72?
SF72 is your hub for emergency preparedness. You’ll find information about what to do in an emergency, simple steps to get connected, and useful guides to help you get prepared. Share SF72 with a friend—and help your loved ones, and your city, get prepared.

Why 72?
In a serious emergency, city services will be impacted, so a basic rule of thumb is for people to be able to take care of each other for 72 hours before help arrives. Think of it as a long weekend—to come together as a community. It’s just three days, or nine meals.

We believe in connection, not catastrophe.
Actual emergencies look more like people coming together than cities falling apart. SF72 is about prompting San Franciscans to get connected before an emergency—so we can be that much better off when something happens.

Good news. You’re more prepared than you think. Learn more...

Get Connected

Gather Supplies

Make a Plan
SF72 is a people-centered vision of emergency preparedness. Nobody likes to think about emergencies, but SF72 takes the mystery out of the process of getting prepared. We build a prepared and resilient community by telling human stories and providing tools that fit into your daily life.

SF72 is not a new social network. It’s a platform designed to connect your existing networks – whether social or digital.
--- 9-1-1 Emergency Communications ---

DEM is the Public Safety Answering Point for all calls for Police, Fire, and Emergency Medical Services in San Francisco. We provide round-the-clock dispatch services to the Police and Fire Departments, and limited dispatch services to the Sheriff and the Department of Parking and Traffic.

1,165,390 calls to 9-1-1 per year
3,193 average calls per day

Average time to dispatch Code 3 (life threatening) medical calls: 2 minutes

Records Requests Filled

<table>
<thead>
<tr>
<th>Records Requests Filled</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>9-1-1 Calls</td>
<td>6,331</td>
</tr>
<tr>
<td>Public Safety Radio</td>
<td>4,349</td>
</tr>
<tr>
<td>CAD Records</td>
<td>11,679</td>
</tr>
<tr>
<td>Public Safety Cameras</td>
<td>238</td>
</tr>
<tr>
<td><strong>Total Records</strong></td>
<td><strong>22,597</strong></td>
</tr>
</tbody>
</table>

27% increase in 9-1-1 call volume over the last 4 fiscal years.

9-1-1 Annual Call Volume

<table>
<thead>
<tr>
<th>FY 10-11</th>
<th>FY 11-12</th>
<th>FY 12-13</th>
<th>FY 13-14</th>
</tr>
</thead>
<tbody>
<tr>
<td>919,009</td>
<td>1,005,010</td>
<td>1,087,094</td>
<td>1,165,440</td>
</tr>
</tbody>
</table>
Watch Coordinators Manage 9-1-1

Eight Watch Coordinators manage all operations for the daytime, swing, and midnight shifts on the dispatch floor.

2014 Tony Hardley Award

L-R: Susan Quock, Dora Gonzalez, Carol Buffington, Mimi Neilson – recognized for excellence in supervision.

New Head of 9-1-1

Rob Smuts

In April 2014 DEM welcomed a new Deputy Director for Emergency Communications, Rob Smuts. Smuts previously served as Chief Administrative Officer for the City of New Haven, CT, where he established the Department of Public Safety Communications, creating a combined public safety answering point for all police, fire, and emergency medical services. Smuts also served as New Haven’s Director of Emergency Management.

New Recruits

On May 16, 2004, DEM graduated its first POST Academy Class in two years, with 10 new dispatchers who will answer 9-1-1 calls and dispatch Police, Fire, and Medical units. Upon completion of a demanding, eight-week training course, most new dispatchers work under the direct supervision of a trainer for six to eight months before being released for solo work.
Disaster Management

During a major emergency or a pre-planned event, DEM manages the City’s Emergency Operations Center (EOC) at 1011 Turk Street. We gather first responder agencies together to share information and coordinate resources to support response and recovery.

Duty Officer

While the EOC is not always activated, DEM staffs a Duty Officer position 24/7/365 to monitor citywide events such as major fires, police activity, utility disruptions, or other emergency situations. The Duty Officer coordinates information between agencies, and manages the City’s alert and notification systems, like CCSF Alert, Alert SF, and Twitter account.

Incident Command System

In the Emergency Operations Center

- Policy Group
- Management
- Joint Information
- Operations Support
- Plans
- Logistics
- Finance/Administration
Training and Exercises

DEM annually conducts multiple exercises involving local, State, federal, private sector, and non-profit partners. We practice response to emergencies, share best practices, and strengthen the interagency relationships we’ll need when the real disaster strikes.

United Response Functional Exercise
August 21, 2013

DEM served on the exercise design team led by the California National Guard. San Francisco was the only Operational Area (county) to play in this exercise simulating response to a catastrophic earthquake in the Bay Area.

Urban Shield Functional Exercise
October 25, 2013

Terrorism Response
DEM activated the Emergency Operations Center as part of the annual Bay Area-wide Urban Shield exercise. DEM assessed the ability of local agencies to coordinate response activities in support of multiple, rapid attacks within a densely populated area.

Crisis Communications
More than 20 Public Information Officers from across City Departments participated in crisis communications and emergency public information training provided by the firm Nusra. The program included training on the joint information system, crisis leadership and messaging, and mock media interviews. During the Urban Shield Functional Exercise, staff in the Joint Information Center used the digital SimulationDeck platform to simulate traditional and social media inputs.

Lifelines Interdependencies Tabletop Exercise
December 4, 2013

DEM developed this exercise in partnership with the Office of the City Administrator, PG&E, and the San Francisco Public Utilities Commission. The exercise focused on emergency response plans, policies, and procedures for a large-scale power outage, with specific emphasis on interdependencies between power, water and communication systems.
Tsunami Exercise Program

For the 50th anniversary of the Great Alaska Earthquake and Tsunami of 1964, DEM organized a series of five exercises to test San Francisco’s response to a major tsunami. The series included a seminar, tabletop exercise, and three EOC functional exercises. Over 50 local, State, federal, private, and nonprofit agencies participated.

**Tsunami Seminar**
**February 11, 2014**

This discussion-based exercise at the Port of San Francisco included presentations on areas of integration, planning assumptions, and unanswered questions in local, regional, State and federal tsunami plans.

**Tsunami Tabletop**
**March 5, 2014**

This discussion-based exercise at Treasure Island focused on the coordination among local, regional, State and Federal entities during the alert and warning, response, and recovery phases of a tsunami.

**Tsunami Functional Exercises**
**March 26-28, 2014**

**Day 1: Alert & Warning and Policy Group Conference Call.** Participants tested emergency plans and examined the alert and warning phase of tsunami response in real time.

**Day 2: Response.** Response organizations practiced moving quickly, in a coordinated and flexible manner, to conduct relief activities.

**Day 3: Restoration/ Short-Term Recovery.** Simulating the fifth day following the tsunami, local, regional, State, and federal participants coordinated debris removal, utility restoration and cost recovery. The Policy Group, made up of senior public safety department heads, activated to advise the Mayor on high-level decisions, such as evacuation or curfew.
Emergency Management Speaker Series

DEM Training and Exercise staff organized periodic speakers on a variety of emergency management topics, open to all of our City partners.

Interconnectedness of Bay Area Critical Infrastructure - August 28, 2013
Emery Roe, Research Associate at the Center for Catastrophic Risk Management (CCRM), UC Berkeley

Evacuation of Lower Manhattan on 9/11 (above) - October 23, 2013
U.S. Coast Guard Captain Michael Day

SF Earthquake Safety Implementation Program (ESIP) - December 18, 2013
Patrick Otellini, Director of Earthquake Safety

Training – By the Numbers

In FY 2013-2014, DEM trained staff from City, State, federal, private sector, and non-profit agencies.

Total Trainings Led by DEM:

15

Total Participants:

280

Other Exercises

Pacific Northwest Defense Support of Civil Authorities (DSCA) Seminar
August 2, 2013
DEM Training and Exercise staff represented San Francisco at this Seattle, WA exercise, focused on multi-agency response to a catastrophic earthquake.

U.S. Northern Command Defense Support of Civilian Authorities (DSCA) Executive Seminar
September 4-5, 2013
DEM hosted and provided logistical support for this two-day executive level seminar on DSCA operations.

PG&E Annual Exercise
May 14, 2014
DEM Training and Exercise staff served on the evaluation team for this annual PG&E company-wide exercise.

EOC Staff Training Guide

In January 2014, DEM released the first EOC Staff Training Guide for staff with roles in the EOC or Department Operations Centers (DOCs). The guide describes required training to make employees the most effective in their assigned roles during an EOC/DOC activation. Courses include training in the Incident Command System and courses specific to their Section and Branch in the EOC or DOC.
On April 17, 2014, DEM announced a partnership with the private, online neighborhood social network Nextdoor, which enables neighbors to share information and resources on-line during an emergency. DEM’s new SF72 website uses Nextdoor to share emergency preparedness tips, connect neighbors before a disaster, and to share emergency alerts in affected neighborhoods after the disaster.

Social Media

DEM is maintains a strong presence in social media, regularly sharing information with our followers on:

- **Twitter**
  - @SF_Emergency
  - @SF72org
- **DEM Blog**
- **Facebook**
- **Nextdoor**
- **Instagram**
Shakeout California

On October 17, 2013, DEM led the fifth annual Shakeout drill at Sunset Elementary School. We joined District 4 Supervisor Katy Tang, Fire Chief Joanne Hayes-White, Police Department Command Staff, school officials, and students in a *Drop, Cover, and Hold-On* drill. This annual state-wide event on the anniversary of the Loma Prieta Earthquake is an opportunity to practice what to do during an earthquake.

Nerd Nite SF


Community Meetings

DEM regularly gives presentations on using 9-1-1 and on disaster preparedness at community meetings, street fairs, and public events like Off the Grid. Below, DEM Deputy Director Rob Dudgeon participates in a November 14, 2013 District 4 Town Hall Meeting on Public Safety at Taraval Police Station.
1906 Earthquake Anniversary

DEM helps to organize the annual commemoration of the April 18, 1906 earthquake and fire in San Francisco, including a gathering of City leaders and residents at Lotta’s Fountain on Market Street at 5:12 a.m., followed by painting the Golden Hydrant at 20th and Church Streets.
Heroes of Mission Bay Celebration
April 18, 2014

On the anniversary of the 1906 earthquake and fire, DEM organized a ceremony to thank all of the City’s public safety agencies who responded to the March 11, 2014 Mission Bay Fire. The City’s first 5-alarm fire in years also demonstrated the importance of San Francisco’s emergency firefighting water system. Mayor Edwin M. Lee honored the outstanding work and coordination of multiple City departments, including: Fire, Police, DEM, Parking and Traffic, Public Utilities Commission, Public Works, the Municipal Transportation Agency, and Animal Care and Control.
DEM Tours

In FY 2013-14, DEM provided more than 20 tours of the Emergency Operations Center and the 9-1-1 dispatch operations floor to visiting groups from around the world, including: emergency managers and dispatchers from China, South Korea (pictured), Russia, the Netherlands, and Alameda County; the Vancouver Board of Trade; two student robotics clubs; San Francisco high school and City College students; the Nuclear Energy Institute; Americorps volunteers; and the San Francisco Diplomatic Corps.

DEM staff provide a tour of the EOC for the South Korean Consul Generals from both New York City and San Francisco, and their guests, on April 8, 2014.

South Korean Ambassador for Overseas Koreans and Consular Affairs Jeong-gwan Lee (center) meets with DEM and Fire Department leadership on May 16, 2014.

DEM Executive Director Anne Kronenberg meets with Berlin Police President Klaus Kandt on June 13, 2014.
In February 2014, three senior DEM staff members joined Mayor Edwin M. Lee and the San Francisco-Manila Sister Cities Committee on a business, cultural, and rebuilding mission to the Philippines.

They met with emergency managers, first responders, dispatchers, and local authorities from the National Disaster Risk Reduction and Management Council, Manila Emergency Management, and the local emergency number 117.

The mission was “Ibahagi Ang Kaalaman”, meaning “Share the Knowledge” in Tagalog. For seven days, they shared experiences, best practices, and hard lessons learned from Mother Nature’s wrath.

As a result of this trip, three first responders from the Philippines plan to come to San Francisco to participate in Fleet Week trainings and exercises in October 2014.

DEM Deputy Director Rob Dudgeon (left) exchanges challenge coins with Philippine Ambassador Paynor.

Rob Dudgeon and DEM Operations Manager Cecile Soto examine earthquake damage from the Bohol Earthquake.

DEM staff visit the National Risk Reduction and Management Council Emergency Operations Center.

Cecile Soto shares best practices in 911 dispatch with TaRSIER 117 emergency dispatchers.

DEM Public Information Officer Francis Zamora (center) tours Bohol earthquake damage with TaRSIER 117 emergency services staff.
Disaster Planning

Hazard Mitigation Plan

DEM led the working group with 20 City departments to update the City’s Hazard Mitigation Plan (HMP). The HMP describes San Francisco’s natural and human-made hazards and identifies mitigation and implementation measures. Federal law requires the City to update the HMP every five years to be eligible for federal hazard and flood mitigation grant funding, both pre-disaster and for Presidentially-declared disasters. This year DEM added critical City-owned assets located outside the City, such as the Hetch Hetchy water and power system, San Francisco International Airport, and the San Bruno Jail. The 2014 HMP also added hazard profiles for pandemics and climate change.

Mass Care and Shelter

DEM worked with partners in mass care to update the Emergency Response Plan annex on Mass Care, Housing, and Human Services. This included new sections on:
(1) Disaster Feeding;
(2) Distribution of Emergency Commodities;
(3) Establishing Local Assistance Centers;
(4) Children In Disasters, and
Logistics Plan

In February 2014, DEM worked with the City’s General Services Agency to revise ESF #7, the Logistics Annex to the ERP. The improved plan clarifies the role of the Department Operations Centers and restructures the positions in the EOC Logistics Section to improve management of resources during an emergency.

Volunteer Plan

DEM has drafted a new “All-Hazards” volunteer plan for coordinating both affiliated and spontaneous volunteers during an emergency. The new plan discusses risk management for volunteers, describes City-affiliated volunteer programs such as the Neighborhood Emergency Response Team and Auxiliary Communications Services, and defines the role of the Volunteer Coordinator at the EOC.

Bay Area Catastrophic Earthquake Plan

This operational plan describes how FEMA and the State will work together to support the Bay Area during a catastrophic earthquake. In 2014 DEM proposed updates on transportation, infrastructure, water and power, and mass care.
Public Warning Systems

Outdoor Public Warning System

DEM operates San Francisco’s Outdoor Public Warning System, which alerts residents and visitors about possible danger. Specific emergency announcements can be broadcast over any one (or all) of the 109 sirens located on poles and on top of buildings throughout the City. The sirens are tested every Tuesday at noon.

AlertSF and CCSF Alert

DEM sends AlertSF notices regarding major traffic disruptions, tsunami alerts, flooding, major law enforcement activity, and Citywide post-disaster information to registered wireless devices and email accounts. Anyone can register at: www.alertsf.org

CCSF Alert is a similar notification system for senior City officials and emergency agency partners.

Twitter

DEM’s official Twitter handle for emergency public information is: @SF_Emergency

Twitter Followers: 67,400+

Tweets in FY 13-14: 286

Wireless Emergency Alerts (WEA)

During a major emergency, DEM can use the federal Wireless Emergency Alert system to send an emergency text message to most wireless phones that ping any cell tower in San Francisco. Pre-registration is not required.
Grants Management

Every year DEM manages millions of dollars in State and federal homeland security grants that are awarded to San Francisco for disaster planning, response, and recovery. The grants fund planning, equipment, training, and exercises in multiple City departments.

<table>
<thead>
<tr>
<th>Grant Name (Source)</th>
<th>Description</th>
<th>Active Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Homeland Security Grant Program (FEMA) FY2013</td>
<td>Funds preparation, response, and recovery from acts of terrorism and other catastrophic events.</td>
<td>$816,116</td>
</tr>
<tr>
<td>Urban Area Security Initiative (FEMA) FY2013</td>
<td>Funds the unique planning, organization, equipment, training, and exercise needs of high-threat, high-density urban areas.</td>
<td>$2,937,432</td>
</tr>
<tr>
<td>Emergency Management Performance Grant (FEMA) FY2013</td>
<td>Funds all-hazards emergency management capabilities including planning, training, and exercises.</td>
<td>$331,993</td>
</tr>
<tr>
<td>Oil Spill Contingency Plan (CA Dept. of Fish and Wildlife) FY2014</td>
<td>Funds planning and training for oil spill response.</td>
<td>$15,000</td>
</tr>
</tbody>
</table>

Total: $4,100,541

$275,000
Improved underground communications for first responders in San Francisco BART stations.

$117,000
Open-source code called City72, which will allow other cities and counties to replicate SF72 for their own area.

$25,000
K9 dogs for the San Francisco Sheriff’s Department.
The Emergency Medical Services Agency (EMSA) regulates that City’s Emergency Medical Service (EMS) system, including paramedics, emergency medical technicians (EMTs), and ambulances operated by both the San Francisco Fire Department and private companies.

### Paramedic and EMT Certifications
In FY 2013-14, EMSA certified 694 EMTs and 236 paramedics, ensuring the proper training and equipment for first responders who provide medical care in the field.

### Medical Plan Review
In FY 2013-14, EMSA reviewed the medical plans for over 300 Citywide events, including Pride and Bay to Breakers, to ensure that adequate resources would be on hand to provide care and treatment to the public.

### Ambulance Inspections
In August 2013, EMSA inspected 120 ambulances over the course of two days at Fire Station 49. EMSA annually inspects all ambulances that serve patients in San Francisco.

### Sharing Best Practices
In August 2013, DEM Deputy Director Rob Dudgeon and EMSA Prehospital Coordinator Aram Bronston met with senior New York City Fire Department EMS officials to discuss standardization of medical planning processes.

### Civilian-Military Emergency Medical Training
On September 16, 2013, EMSA helped to coordinate a multi-agency exercise at the U.S. Coast Guard Air Station between the U.S. Marine Corps and San Francisco ambulance providers, which practiced transition of patients between military and civilian care using Marine Corps MV-22 Osprey aircraft.
DEM Executive Director Anne Kronenberg serves as the chair of the Bay Area Urban Areas Security Initiative (UASI), a regional organization that includes 12 Bay Area counties, and which distributes over $20 million annually in U.S. Department of Homeland Security grant funds to public safety agencies around the Bay. The City and County of San Francisco serves as fiscal agent for the Bay Area UASI, while their General Manager and most staff are grant-funded employees of DEM.
Language Access

Language is no barrier in an emergency.
In an incredibly diverse city with residents and visitors from around the world, DEM responds to 9-1-1 calls in dozens of languages, using our vendor Language Line.

15,632 calls to 9-1-1 translated in FY 13-14
48 different languages
1.3% of total call volume

Languages Translated for 9-1-1
In order by number of calls
Spanish, Cantonese, Mandarin, Russian, Vietnamese, Korean, Tagalog, Japanese, Arabic, Portuguese, French, Italian, Toishanese, Serbian, Hindi, Turkish, Amharic, Burmese, German, Thai, Farsi, Polish, Punjabi, Mongolian, Cambodian, Hungarian, Pashto, Bosnian, Indonesian, Laotian, Hebrew, Tigrinya, Czech, Armenian, Romanian, Tibetan, Greek, Bengali, Taiwanese, Gujarati, Ukrainian, Croatian, Nepali, Tongan, Slovak, Urdu, Albanian, Dutch

Top 5 Languages Translated

- Spanish 61.3%
- Cantonese 22.5%
- Mandarin 6.6%
- Russian 3.5%
- Vietnamese 1.3%
- All Other 4.8%
DEM Advisory Groups

Disaster Preparedness Coordinators (DPCs)

DPCs coordinate Citywide emergency planning across multiple agencies. DEM convenes over a dozen public safety departments at the DPC meeting every other month to share information on major events, training opportunities, emergency plans, and procedures in the EOC.

Disaster Council

Chaired by the Mayor, this body provides a public forum for City departments and stakeholders to review high-level information on the state of disaster planning in San Francisco.

Homeland Security Executive Committee

Chaired by DEM, this body includes department heads from major public safety agencies and provides executive-level support and input into the City’s homeland security and emergency management program.
2013 Dispatcher of the Year
Matthew Roybal

On April 8, 2014, the San Francisco Board of Supervisors honored Matthew Roybal as the 2013 Dispatcher of the Year.

Roybal was assigned to the fire control channel when Asiana Airlines Flight 214 crashed on final approach to SFO. While a separate dispatch center at SFO coordinated activities at the airport, Roybal’s responsibility was to send Fire Department assets from the City to the crash scene. He relayed incoming information to the responding units, dispatched back up resources and apparatus, and ensured overall safety for responding units. Roybal relayed essential information to the Incident Commander to keep the airwaves free from non-essential traffic.

A veteran 8-year dispatcher, Roybal managed deployment of 45 fire and medical assets during a very complex, high profile incident.
**Dispatchers of the Month**

**Stephen Samuelson**  
**July 2013**  
For management of a fire control channel on June 12, 2013, after two Muni vehicles collided, resulting in injured passengers. Samuelson maintained channel control, dispatched additional resources, appraised the Rescue Captain of all responding units, polled hospitals, and provided information on the 15 patients transported.

**Matthew Roybal**  
**August 2013**  
For management of the Fire Control Channel on July 6, 2013, during the Asiana Airlines crash at San Francisco International Airport (see previous page).

**Angela Andrews-Bonaparte**  
**September 2013**  
For management of a 9-1-1 call on July 1, 2013, made from a mobile phone by a man in diabetic shock. Although the caller had slurred speech and could not articulate his address or condition before hanging up, Andrews-Bonaparte obtained the caller’s address from the mobile phone carrier and initiated a Code 3 (red lights and siren) medical response that saved the caller’s life.

**Julie Lane**  
**October 2013**  
For management of a 9-1-1 call received August 17, 2013, from a caller stating that his 15-year-old sister had fallen off a tire-swing, hit her head, had blurred vision, and was unable to move her body. Lane dispatched a medical response, including a field rescue captain, then upgraded the call for faster service, which proved critical in treating the patient’s serious injury involving nerve damage.

**Kenneth Hart**  
**November 2013**  
For management of a police radio channel on October 27, 2013, when a police officer observed a possible shooting, followed by multiple 9-1-1 calls from the public. Hart calmly relayed information to field units, set up perimeters, and typed CAD updates. After the suspect was down, Hart initiated a medical response and maintained control of the busy radio channel.

**Sean Dryden**  
**December 2013**  
For initiating his own investigation on federal Fair Labor Standards Act (FLSA) protocols for administering payroll during the switch to daylight savings time, which impacts dispatchers working the midnight shift. As a result of Dryden’s findings, DEM amended payroll for staff who were on duty during the fall and spring time change.
<table>
<thead>
<tr>
<th>Name</th>
<th>Year</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patricia Abalos</td>
<td>January 2014</td>
<td>For management of a 9-1-1 call on November 4, 2013 from a panic-stricken caller reporting that her mother-in-law had collapsed, wasn’t breathing, and was turning blue. Abalos immediately sent the call for emergency medical dispatch, and gave instructions to position the patient correctly, maintain the airway, and initiate CPR. The patient later began breathing on her own.</td>
</tr>
<tr>
<td>Makulata Acavez</td>
<td>February 2014</td>
<td>For management of two difficult 9-1-1 calls in a 30-day period. On December 16, 2013, Acavez helped to locate an injured and disoriented caller by advising him to press the re-transmit button, utilize his cell phone GPS, and knock on walls and yell for help. Rescue crews heard the caller, and located him in a 50-foot drop down an easement between two buildings. Separately on January 8, 2014, Acavez gave CPR instructions to distraught relatives of a man who was unconscious, not breathing, and stuck on a staircase.</td>
</tr>
<tr>
<td>Dawn Shaw</td>
<td>March 2014</td>
<td>For management of a police radio channel on January 30, 2014, during a complicated police response involving a vehicle that had fled the scene and rolled over. As the incident escalated, Shaw broadcast the 10-25 status (Request Backup Needed), swiftly assigned additional units to respond, assigned units to block intersections, broadcast safe avenue of approach, and directed a unit to recover a discarded bag of drugs.</td>
</tr>
<tr>
<td>David Solis</td>
<td>April 2014</td>
<td>For assisting a pedestrian who had been struck by a vehicle and received head injuries, while Solis was off duty on February 8, 2014. Solis immediately rendered aide and remained with the patient until paramedics arrived.</td>
</tr>
<tr>
<td>Monica Juarez</td>
<td>May 2014</td>
<td>For management of a fire control channel during multiple fires on April 25, 2014. During a 16-minute span, Juarez dispatched calls for three separate working fires: at 0613 hours for reported smoke coming from a roof top; at 0621 hours for a different report of smoke coming from a residential structure; and a third call at 0629 hours for a report of flames coming from a home with persons evacuating.</td>
</tr>
<tr>
<td>Command CAD Dispatch Team</td>
<td>June 2014</td>
<td>For the tremendous effort this team employed to train dispatch Operations staff on the new Command Computer Aided Dispatch (CCAD) system, in preparation for cut-over on May 7, 2014. This nine-person team worked closely with DEM’s Information Technology staff and the CCAD vendor on this three-year project. The team is comprised of: Cori Cruz, Josu Garmendia, Justin Wong, Eileen David, Dorian Lok, Ron Davis, Carlos Soto, Jamie DiSangro, and Joan Vallarino.</td>
</tr>
</tbody>
</table>
On April 10, 2013, Catrina Cortijo, age 9, called 9-1-1 to report that her mother was having difficulty breathing and was turning purple. Catrina’s mother, Nadina Cortijo, was transported to the hospital for treatment, and has since made a full recovery. The dispatcher who took the call was Lisa Farfan, a 30-year dispatch veteran with DEM.

Each year DEM honors San Francisco children who dial 9-1-1 to save the lives of family members, as well as the dispatchers who took their calls.

On January 6, 2014, Dante Parker, age 10, called 9-1-1 to report that his mother was having extreme abdominal pain. Dante’s mother, Anna Liza Underdown, was transported to the hospital for treatment and has since made a full recovery. The dispatcher who processed this call was Kim Tuyay, a 23-year veteran dispatcher with DEM who was also a 9-1-1 Hero in 2013.
EMS Awards

On May 22, 2014, DEM honored San Francisco’s emergency medical services first responders for their outstanding work.

RAYMOND LIM EXCELLENCE IN EMS AWARD
Assistant Deputy Chief Jeff Myers (right)
Exceptional performance for a 33-year career as a paramedic, instructor, supervisor, and EMS Chief.

EMS DISPATCHER AWARD
Maculata Acevez (right)
Outstanding performance as a public safety dispatcher and effective management of a family crisis involving care for a dying patient.

EMS COMMUNITY SERVICES AWARD
Andrew Herring, MD (right)
Exemplary service in the initial resuscitation and continued medical care of a 33-year-old male, whom he found while surfing on Ocean Beach.

EMS HOSPITAL PROVIDER AWARD
Mary Mercer, MD (right)
Outstanding leadership in medical oversight and direction of the San Francisco General Hospital Base Hospital and Community CPR Consortium.

EMS FIELD PROVIDER AWARD
L-R: Paul Basset, Niels Tangherlini, Stuart Beach, Tony Molloy, Michael Marsh
Outstanding performance as leaders of the core medical group responding to the Asiana Flight 214 crash on July 6, 2013.
Budget Highlights

- The FY 2013-14 budget was 46 percent higher than the prior year, due mainly to the inclusion of $22.9 million in federal homeland security grants, most of which are passed through to agencies around the Bay Area. These federal grants were not previously included in DEM’s budget.

- $1.2 million of the budgetary increase funded a class of 10 new dispatchers to address overtime and attrition at the City’s 9-1-1 call center.

- The Committee on Information Technology (COIT) approved $1.8 million for DEM to begin planning replacement of the City’s 14-year-old 800MHz Radio System, which is estimated to cost a total $69 million.

![5-Year Budget Trend](image)

### Budget and Staffing

Department of Emergency Management • Annual Report FY 2013-2014
FY 13-14 Sources = $69.49 million

- General Fund 64.0%
- Federal Grants 33.0%
- Debt 0.7%
- Workorders 2.4%

FY 13-14 Uses = $69.49 million

- Salaries 48.6%
- Grants 33.0%
- Capital 4.2%
- Materials 0.1%
- Workorders 8.4%
- Non-Personnel 2.6%
- Debt Service 3.1%

Budgeted and Funded FTE Employees

- FY 09-10: 244.4
- FY 10-11: 262.64
- FY 11-12: 255.07
- FY 12-13: 243.7
- FY 13-14: 243.6
Retirements

L-R: Retired dispatchers Joanne Davis, Evangeline Bengie Castillo, Connie Campbell, Donna Cimino, Mina Raisully, Gladys Quevedo-Jaco, and current dispatcher Sharon Dowdell.

DEM celebrates our staff who retired in FY 2013-14

<table>
<thead>
<tr>
<th>Name</th>
<th>Date</th>
<th>Years of Service</th>
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<tbody>
<tr>
<td>Donna Cimino</td>
<td>8/15/13</td>
<td>31</td>
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<td>Joanne Davis</td>
<td>2/28/14</td>
<td>30</td>
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<td>Stephen Golden</td>
<td>5/11/14</td>
<td>12</td>
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<td>Cynthia Haynes-Epperson</td>
<td>12/1/13</td>
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<td>Lisa Hoffmann</td>
<td>3/29/14</td>
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<td>Gladys Quevedo-Jaco</td>
<td>10/31/13</td>
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<tr>
<td>Robert Shedd</td>
<td>3/15/14</td>
<td>18</td>
</tr>
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Special Thanks To:

Amiee Alden
Patrick Monette-Shaw
Francis Zamora
Kristin Hogan