



## FY 2015 Performance Accountability Report Fire and Emergency Medical Services Department

### INTRODUCTION

The Performance Accountability Report (PAR) measures each agency's performance for the fiscal year against the agency's performance plan and includes major accomplishments, updates on initiatives' progress and key performance indicators (KPIs).

### MISSION

The mission of the Fire and Emergency Medical Services Department (F&EMS) is to promote safety and health through excellent pre-hospital medical care, fire suppression, hazardous materials response, technical rescue, homeland security preparedness and fire prevention and education in the District of Columbia.

### SUMMARY OF SERVICES

F&EMS provides emergency medical services (EMS), fire suppression, homeland security and special operations response for the District of Columbia, including planned events and activities unique to the nation's capital. The Department is responsible for fire and life safety code enforcement, along with community based education and prevention programs. F&EMS is the lead first-response agency for managing consequences resulting from natural disasters or other catastrophic events impacting the national capital region.

### OVERVIEW – AGENCY PERFORMANCE

The following section provides a summary of F&EMS performance in FY 2015 by listing F&EMS's top three accomplishments, and a summary of its progress achieving its initiatives and progress on key performance indicators.

### TOP THREE ACCOMPLISHMENTS

The top three accomplishments of F&EMS in FY 2015 are as follows:

- ✓ During FY 2015, the Department selected a new Fire and EMS Chief with a strong background and proven accomplishments in the dual-role, cross-training of fire and Emergency Medical Services providers in a high performing system. Additionally, the Department hired a new Medical Director to help reform the agency into a performance based, medically driven system.
- ✓ During FY 2015, the Department successfully held a Firefighter EMT entrance exam to join the department. Applicants will have access to their individual "ranking" scores and a "registry" of

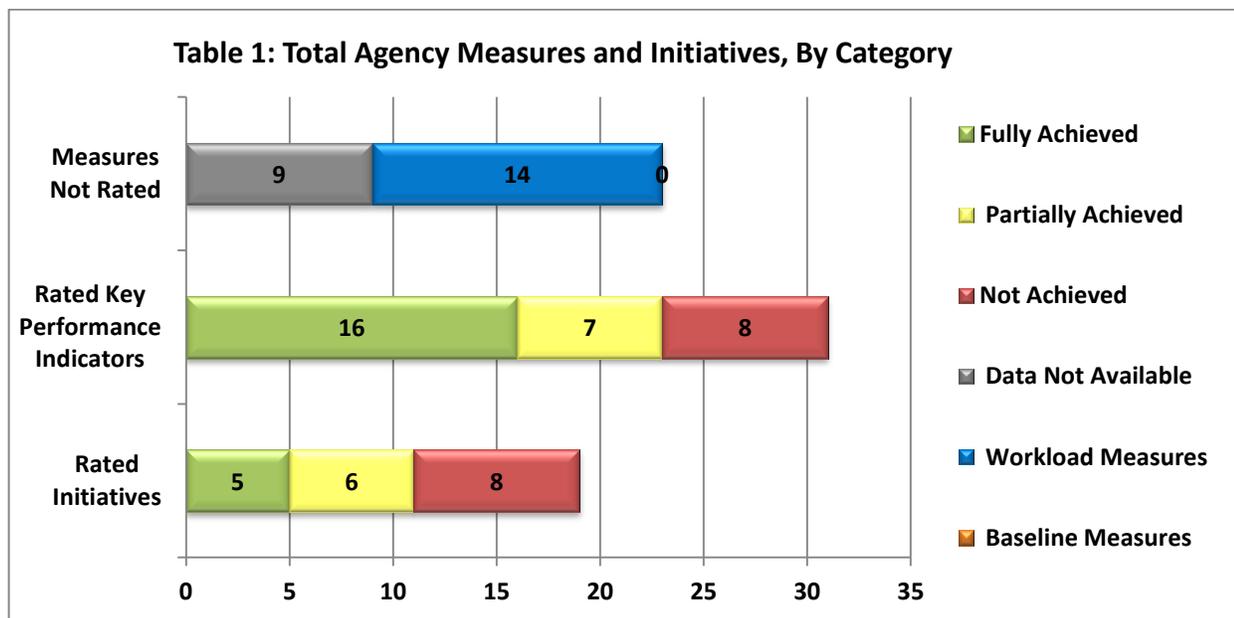


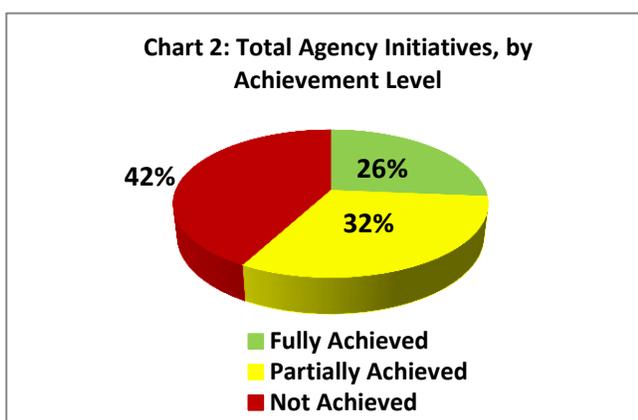
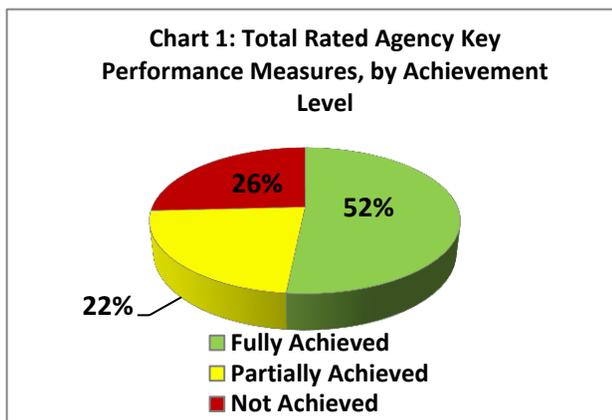
applicants will be used by the department for recruiting purposes moving forward. Hiring process status updates will be posted on the Department's webpage.

- ✓ During FY 2015, the Department placed ten (10) engine pumpers, one (1) ladder truck and two refurbished ambulances into service. Additionally, seven (7) ladder trucks were successfully reconditioned and put into service.

### SUMMARY OF PROGRESS TOWARD COMPLETING FY 2015 INITIATIVES AND PROGRESS ON KEY PERFORMANCE INDICATORS

Table 1 (see below) shows the overall progress the F&EMS made on completing its initiatives, and how overall progress is being made on achieving the agency's objectives, as measured by their key performance indicators.





Default KPI Rating:	
$\geq 100\%$	Fully Achieved
75 - 99.99%	Partially Achieved
$< 75\%$	Not Achieved

In FY 2015, FEMS fully achieved one quarter of its initiatives and over 50 percent of its rated key performance measures. **Table 1** provides a breakdown of the total number of performance metrics FEMS uses, including key performance indicators and workload measures, initiatives, and whether or not some of those items were achieved, partially achieved or not achieved. **Chart 1** displays the overall progress being made on achieving FEMS objectives, as measured by their rated key performance indicators. Please note that **Chart 2** contains only rated performance measures. Rated performance measures do not include measures where data is not available, workload measures or baseline measures. **Chart 2** displays the overall progress FEMS made on completing its initiatives, by level of achievement.

The next sections provide greater detail on the specific metrics and initiatives for FEMS in FY 2015.

## PERFORMANCE INITIATIVES – ASSESSMENT DETAILS

### Operations Bureau

**OBJECTIVE 1: Help sick and injured patients by providing pre-hospital emergency medical care and ambulance transport.**



**INITIATIVE 1.1: Implement an EMS performance improvement initiative for reducing emergency incident “on-scene time” for “major trauma patients” to 10 minutes or less (Age-Friendly DC Goal: Domain # 9).**

During FY 2015, the Department will implement an EMS performance improvement initiative to reduce the time spent at emergency incident scenes (on-scene time) by ambulances. This initiative will focus on reducing the time taken by ambulance crews to assess, load and begin transporting patients suffering from major traumatic injuries to Level I Trauma Center hospitals. EMS performance improvement initiatives of this type improve patient outcomes by reducing morbidity and mortality associated with pre-hospital patient care. **Completion Date: September, 2015.**

● **Performance Assessment Key: Not Achieved.**

During FY 2015, the Department planned to implement an EMS performance improvement initiative to reduce the time spent at emergency incident scenes (on-scene time) by ambulances. Due to a series of changes in agency leadership and organizational structure, this initiative was pushed forward to FY 2016 and incorporated into an initiative and KPI (Key Performance Indicator) for the EMS Bureau. EMS performance improvement initiatives of this type improve patient outcomes by reducing morbidity and mortality associated with pre-hospital patient care.

**OBJECTIVE 2: Safeguard lives and property by controlling and extinguishing fires.**

**INITIATIVE 2.1: Implement a fire risk identification program for residential multifamily buildings.**

During FY 2015, the Department will implement a company level fire risk identification program to recognize conditions contributing to excessive fire loads in residential multifamily buildings. Named “TMSID,” this program will focus on recognition of compulsive hoarding conditions (Too-Much-Stuff IDentification) which may significantly increase fire loads, delaying victim rescue and fire extinguishment. Company level fire risk identification programs reduce the risk of death, injury or property damage caused by fires. **Completion Date: September, 2015.**

● **Performance Assessment Key: Not Achieved.**

During FY 2015, the Department planned to implement a company level fire risk identification program to recognize conditions contributing to excessive fire loads in residential multifamily buildings. This effort was unsuccessful in FY 2015 due to a significant increase in emergency calls and a series of changes in agency leadership and organizational structure. Accordingly, this initiative was revised and pushed forward to FY 2016 to be incorporated into an initiative on higher risk buildings for the Fire Prevention Division. Company level fire risk identification programs reduce the risk of death, injury or property damage caused by fires.



**OBJECTIVE 3: Safeguard lives and property by preparing for and responding to natural disasters or other catastrophic events.**

**INITIATIVE 3.1: Improve “mass casualty” incident response preparedness.**

During FY 2015, the Department will improve “mass casualty” incident response preparedness by updating standard operating guidelines and equipment inventories, along with patient tracking procedures. This will include “mass casualty” response and management training provided to select operational employees and supervisors. Improving “mass casualty” incident preparedness increases first responder safety, strengthens emergency management effectiveness and assists in bringing potentially catastrophic events to rapid conclusion.

**Completion Date: September, 2015.**

 **Performance Assessment Key: Not Achieved.**

During FY 2015, the Department planned to improve “mass casualty” incident response preparedness by updating standard operating guidelines and equipment inventories, along with patient tracking procedures. Due to a series of changes in agency leadership and organizational structure, this initiative was not achieved.

**INITIATIVE 3.2: Improve aircraft firefighting, rescue and flammable liquid fire extinguishment capabilities.**

During FY 2015, the Department will improve aircraft firefighting, rescue and flammable liquid fire extinguishment capabilities by updating standard operating guidelines and equipment standards, along with improving foam storage and deployment capabilities. This will include specialized training provided to select operational employees and supervisors which will require annual recertification. Improving aircraft firefighting, rescue and flammable liquid fire extinguishment capabilities increases first responder safety, strengthens dignitary protection activities and assists in bringing potentially catastrophic events to rapid conclusion.

**Completion Date: September, 2015.**

 **Performance Assessment Key: Not Achieved.**

During FY 2015, the Department planned to improve aircraft firefighting, rescue and flammable liquid fire extinguishment capabilities by updating standard operating guidelines and equipment standards. Due to a series of changes in agency leadership and organizational structure, this initiative was not achieved.

**KEY PERFORMANCE INDICATORS– Operations Bureau**

   	KPI	Measure	FY 2014 YE Actual	FY 2015 YE Target	FY 2015 YE Revised Target	FY 2015 YE Actual	FY 2015 YE Rating	Budget Program



●	1.1	Percent of critical medical calls with first EMT arriving within 6 minutes 30 seconds dispatch to scene	93.70%	90%	Not Applicable	85.02%	94.46%	Operations
●	1.2	Average response time of first arriving EMT to critical medical calls	3.95	< 5m	Not Applicable	4.64	107.68%	Operations
●	1.3	Percent of critical medical calls with first paramedic arriving within 8 minutes, dispatch to scene	88.43%	90%	Not Applicable	81%	90%	Operations
●	1.4	Average response time of first arriving paramedic to critical medical calls	5.18	< 6m	Not Applicable	5.98	100.29%	Operations
●	1.5	Percent of critical medical calls with first transport unit arriving within 12 minutes, dispatch to scene	92.86%	90%	Not Applicable	85.63%	95.15%	Operations
●	1.6	Average response time of first arriving transport unit to critical medical calls	6.43	< 9m	Not Applicable	7.74	116.25%	Operations
●	1.7	Percent of hospital drop times 30 minutes or less	16.78%	50%	Not Applicable	12.38%	24.77%	Operations
●	1.8	Average hospital drop time	46.13%	< 30m	Not Applicable	50.80	59.05%	Operations
●	2.1	Percent of structure fire calls	98.58%	90%	Not Applicable	96.48%	107.2%	Operations



		with first fire truck arriving within 6 minutes, 30 seconds dispatch to scene						
●	2.2	Average response time of first arriving fire truck to structure fire calls	2.46	< 4m	Not Applicable	2.84	140.87%	Operations

**Emergency Medical Services Bureau**

**OBJECTIVE 1: Help sick and injured patients by providing pre-hospital and out-of-hospital healthcare services.**

**INITIATIVE 1.1: Implement a community health improvement program to identify District residents “at risk” of hypertension and diabetes (Age-Friendly DC Goal: Domain # 8).**

During FY 2015, the Department will implement a community health improvement program to identify District residents “at risk” for cardiovascular disease and diabetes. This program will focus on providing blood pressure and blood glucose checks at barber shops, ANC meetings and other public events attended by Department personnel through a partnership involving District hospitals, local businesses and community volunteers. Community health improvement programs of this type assist District residents in identifying undiagnosed health problems, reduce risk of “sudden death” and promote community wellness.

**Completion Date: September, 2015.**

● **Performance Assessment Key: Partially Achieved.**

During FY 2015, the Department began implementing a community health improvement program to identify District residents “at risk” for cardiovascular disease and diabetes. Surveys were developed for local Barbershop owners and potential outreach locations were identified. Further completion of this initiative was not achieved due to changes in agency leadership and organizational structure.

**OBJECTIVE 2: Continuously improve the quality of out-of-hospital medical care provided by Department personnel.**

**INITIATIVE 2.1: Improve compliance with medical treatment protocol for patients presenting with chest pain.**

During FY 2015, the Department will focus EMS Continuous Quality Improvement (CQI) efforts on improving compliance with medical treatment protocol for patients presenting with chest pain. This will include reviewing the medical treatment provided to a patient by Department



personnel, determining if a patient was transported to an appropriate receiving hospital, followed by informative and supportive feedback to Department personnel making patient care decisions. Effective EMS CQI efforts improve patient care, increase employee competence and reduce liability risk exposure. **Completion Date: September, 2015.**



**Performance Assessment Key: Fully Achieved.**

During FY 2015, the Department focused EMS Continuous Quality Improvement (CQI) efforts to improve compliance with medical treatment protocol for patients presenting with chest pain. Treatment for cardiac emergencies was reviewed to determine appropriate receiving hospitals and informative, supportive feedback was provided to Department personnel making patient care decisions or performing direct patient care duties. Effective EMS CQI efforts improve patient care, increase employee competence and reduce liability risk exposure.

**KEY PERFORMANCE INDICATORS– Emergency Medical Services Bureau**

	KPI	Measure	FY 2014 YE Actual	FY 2015 YE Target	FY 2015 YE Revised Target	FY 2015 YE Actual	FY 2015 YE Rating	Budget Program
	1.1	Percent decrease in 911 usage by Street Calls patients in a cohort <sup>1</sup>	13.87%	50%	Not Applicable	Not Available	Not Available	Emergency Medical Services
	2.1	Percent of patients in cardiac arrest that arrive at a hospital with a pulse after resuscitative care was initiated	19.93%	25%	Not Applicable	22.92%	Not Available	Emergency Medical Services
	2.2	Percent of patients with signs or symptoms of stroke that are transported to designated stroke center hospitals <sup>2</sup>	Not Applicable	90%	Not Applicable	Not Available	Not Available	Emergency Medical Services



●	2.3	Percent of patients surveyed indicating they were “satisfied” or “very satisfied” with Fire and EMS services during an EMS call	92.74%	90%	Not Applicable	89.22%	99.13%	Emergency Medical Services
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<sup>1</sup> Not reported in FY2015 due to source data unavailability.

<sup>2</sup> Not reported due to changes in source data and/or availability. Accordingly, this measure was incorporated into the FY 2016 Performance Plan using revised methodology to identify and collect measurement data.

### Services Bureau

#### OBJECTIVE 1: Train and develop the Department’s workforce.

##### INITIATIVE 1.1: Complete incident “size-up” awareness training for operational employees.

During FY 2015, the Department will complete incident “size-up” awareness training for operational employees to assist with the early identification of technical rescue emergencies, special hazards and the need for requesting additional resources. Operational employees successfully completing training will be issued a “Site Operations” certification. Operational employees who can identify and manage technical rescue emergencies improve first responder safety, strengthen emergency management effectiveness and assist in bringing potentially catastrophic events to rapid conclusion. **Completion Date: September, 2015.**

##### ● **Performance Assessment Key: Fully Achieved.**

During FY 2015, the Department completed incident “size-up” awareness training for operational employees that focused on the effective management of rescue incident hazards along with proper identification of support resources. Successful trainees received “Site Operations” certification. Emphasizing operational awareness and effective incident management improves first responder safety and strengthens emergency management effectiveness.

#### OBJECTIVE 2: Administer human resources for the Department’s workforce.

##### INITIATIVE 2.1: Establish a database application to more quickly resolve employee pay discrepancy issues.

During FY 2015, the Department, working with the Office of the Chief Technology Officer (OCTO), will establish a database application to more quickly resolve employee pay discrepancy issues. This will include database entry fields establishing the date a pay discrepancy was identified, processed, endorsed and approved or denied. Establishing a database application to more quickly resolve employee pay discrepancy issues increases the



speed and efficiency of resolving apparent pay problems, while improving employee satisfaction. **Completion Date: September, 2015.**

● **Performance Assessment Key: Fully Achieved.**

During FY 2015, the Department collaborated with the Office of the Chief Technology Officer (OCTO) to establish a database application to more quickly resolve employee pay discrepancy issues. Implementation of the database was successful and allows for the identification and full status traceability of pay discrepancy incidents. Establishing a database application to more quickly resolve employee pay discrepancy issues increases the speed and efficiency of resolving apparent pay problems, while improving employee satisfaction.

**OBJECTIVE 3: Monitor and improve employee safety and wellness.**

**INITIATIVE 3.1: Implement a DWI safety awareness program for operational employees.**

During FY 2015, the Department will complete DWI awareness training of operational employees for assisting with understanding the risks, penalties and consequences of driving while impaired when off duty. Awareness and risk reduction programs promote good health, improve employee safety and reinforce positive workplace behaviors. **Completion Date: September, 2015.**

● **Performance Assessment Key: Partially Achieved.**

During FY 2015, the Department completed DWI awareness training for new recruits and operational employees to strengthen their understanding of the risks, penalties and consequences of driving while impaired when off duty. Recommendations on resources for recovery and rehabilitation were given to members who were arrested. Awareness and risk reduction programs promote good health, improve employee safety and reinforce positive workplace behaviors.

**OBJECTIVE 4: Manage buildings and other properties owned by the Department.**

**INITIATIVE 4.1: Complete installation of replacement windows at Engine Companies 5 and 21.**

During FY 2015, the Department will complete installation of historically relevant and energy efficient replacement windows at Engine Companies 5 and 21. This initiative supports Mayor Gray's Sustainable DC Plan by using innovative design and technology in buildings and neighborhoods to create vibrant, resilient urban environments, and attractive places to live, work, and play. **Completion Date: September, 2015.**

● **Performance Assessment Key: Partially Achieved.**

During FY 2015, the Department completed the installation of historically relevant, energy efficient replacement windows at Engine Company 5. Replacements for Engine Company 21 were not completed due to contractual issues. Enhancing the efficiency of operational



facilities while preserving the historical nature of buildings decreases utility costs and beautifies District neighborhood communities.

**OBJECTIVE 5: Manage emergency apparatus and other vehicles owned by the Department.**

**INITIATIVE 5.1: Increase accountability for vehicle parts by improving parts room management functions.**

During FY 2015, the Department will increase accountability of vehicle parts by improving parts room management functions including staffing, logistics, information technology and physical security controls designed to increase employee productivity and minimize older vehicle parts obsolescence. Increased accountability for vehicle parts by improving parts room management functions helps maximize shop throughput, improves cost tracking and minimizes vehicle downtime. **Completion Date: September, 2015.**

 **Performance Assessment Key: Partially Achieved.**

During FY 2015, the Department retained a new Inventory Management Specialist and assigned additional personnel to increase the efficiency and accountability of parts room management functions. Process improvements resulted in significant increases in inventory levels and improved logistics and controls. Older vehicle parts obsolescence was not minimized due to the Inventory Management Specialist being separated from employment prior to completion. Increased accountability for vehicle parts by improving parts room management functions helps maximize shop throughput, improves cost tracking and minimizes vehicle downtime.

**OBJECTIVE 6: Support decision making, communication and resource management by using information technology.**

**INITIATIVE 6.1: Replace existing FRMS software application.**

During FY 2015, the Department will replace the existing Fire Records Management System (FRMS) software application with a more robust, user friendly application providing better integration with the Department's current electronic patient care report (ePCR) software application. The new FRMS will include expanded reporting modules and offer better connectivity for mobile users, including Fire Inspectors. Replacing the existing FRMS software application will allow the Department to meet National Fire Incident Reporting System (NFIRS) standards required by the United States Fire Administration (USFA). **Completion Date: September, 2015.**

 **Performance Assessment Key: Not Achieved.**

During FY 2015, the Department initiated a request for proposal documentation and statement of work for Fire Records Management System (FRMS) software replacement. Due to budgetary limitations the initiative was pushed forward for completion in FY 2016.



Upgrading the existing FRMS software application will optimize usability and ensure conformity with National Fire Incident Reporting System (NFIRS) standards.

**KEY PERFORMANCE INDICATORS– Services Bureau**

   	KPI	Measure	FY 2014 YE Actual	FY 2015 YE Target	FY 2015 YE Revised Target	FY 2015 YE Actual	FY 2015 YE Rating	Budget Program
	3.1	Number of department vehicles involved in accidents during emergency incident responses <sup>3</sup>	332	< 100	Not Available	313	31.95%	Services
	3.2	Number of department personnel injured during emergency incident operations	297	< 175	Not Available	178	98.31%	Services
	4.1	Number of fire stations completing planned major repairs or complete renovation	2	1	Not Available	0	Not Available	Services
	5.1	Percent of ambulance fleet unavailable for daily operation <sup>4</sup>	Not Available	20%	Not Available	Not Available	Not Available	Services
	5.2	Percent of fire engine fleet unavailable for daily operation <sup>4</sup>	Not Available	30%	Not Available	Not Available	Not Available	Services
	5.3	Percent of fire ladder truck fleet unavailable for daily operation <sup>4</sup>	Not Available	33%	Not Available	Not Available	Not Available	Services

<sup>3</sup>Data revised for FY 2014 YE Actual.

<sup>4</sup>Not reported due to source data availability. Accordingly, this measure was incorporated into the FY 2016 Performance Plan using revised methodology to identify and collect measurement data.

**Fire Prevention and Investigations Division**



**OBJECTIVE 1: Reduce threats to lives and property by preventing fires before they happen.**

**INITIATIVE 1.1: Implement a comprehensive fire inspection program of high rise buildings to improve fire safety.**

During FY 2015, the Department will implement a comprehensive high rise building fire safety inspection program for buildings five (5) stories or greater to inspect and evaluate fire and life safety systems required by District of Columbia Fire Code. Named “Rise Up,” the program will focus on fire protection and notification systems, including smoke control and building egress components. Comprehensive fire safety inspection programs of high rise buildings with large occupancy loads reduce the risk of death, injury or property damage caused by fires.

**Completion Date: September, 2015.**

● **Performance Assessment Key: Fully Achieved.**

During FY 2015, the Department implemented a high rise building fire safety inspection program for buildings five (5) stories or greater to inspect and evaluate fire and life safety systems required by District of Columbia Fire Code. More than one hundred and twenty (120) high-rise buildings were inspected including hotels, office buildings, multi-family residential properties and college dorms. Comprehensive fire safety inspection programs of high rise buildings with large occupancy loads reduce the risk of death, injury or property damage caused by fires.

**OBJECTIVE 2: Investigate to determine the cause and origin of fires.**

**INITIATIVE 2.1: Implement a Fire Investigations performance improvement initiative to increase the closure rate of arson cases.**

During FY 2015, the Department will implement a Fire Investigations performance improvement initiative to increase the closure rate of arson cases by expanding the number of Armed Fire Investigators working in the Fire Investigations Unit (FIU). This will include the selection, training and credentialing of at least three (3) additional Armed Fire Investigators. Fire Investigation performance improvement initiatives of this type reduce the risk of death, injury or property damage caused by fires associated with criminal offenses. **Completion**

**Date: September, 2015.**

● **Performance Assessment Key: Partially Achieved.**

During FY 2015, the Department focused on improving the performance of the Fire Investigations Unit to increase the closure rate of arson cases. This included the selection, training and credentialing of one (1) new Armed Fire Investigator. Two additional Investigators will be added in FY 2016; one (1) began training in June of 2015 and one (1) member to begin training in FY 2016. Fire Investigation performance improvement initiatives of this type reduce the risk of death, injury or property damage caused by fires associated with criminal offenses.

**KEY PERFORMANCE INDICATORS– Fire Prevention and Investigations Division**



	KPI	Measure	FY 2014 YE Actual	FY 2015 YE Target	FY 2015 YE Revised Target	FY 2015 YE Actual	FY 2015 YE Rating	Budget Program
●	1.1	Number of residential structure fires per 1,000 residential structures	4.85	< 4	Not Applicable	3.84	104.17%	Fire Prevention and Investigation
●	1.2	Number of residential structure fires per 1,000 population	1.21	< 1	Not Applicable	0.94	106.38%	Fire Prevention and Investigation
●	1.3	Percent of residential structure fires contained to the room of origin.	82.41%	> 80%	Not Applicable	84.28%	105.35%	Fire Prevention and Investigation
●	1.4	Percent of residential structure fires contained to the structure of origin.	14.63%	> 20%	Not Applicable	13.13%	65.64%	Fire Prevention and Investigation
●	1.5	Total combined commercial and industrial structure fire incidents per 1,000 commercial and industrial structures	5.03	< 15	Not Applicable	3.98	376.88%	Fire Prevention and Investigation
●	1.6	End-of-fiscal year percent change in number of structural fires	5.40%	-5%	Not Applicable	-20.82%	416.32%	Fire Prevention and Investigation
●	1.7	End-of-fiscal year number of civilian fire fatalities	9	≤ 5	Not Applicable	7	71.43%	Fire Prevention and Investigation
●	1.8	End-of-fiscal year number of civilian	82	≤ 50	Not Applicable	165	30.3%	Fire Prevention



		fire injuries						and Investigation
●	2.1	End-of-fiscal year percent of arson fires cleared by arrest or exceptional means	12.21%	> 25%	Not Applicable	7.46%	29.82%	Fire Prevention and Investigation
●	2.2	Total arson fires per 10,000 population	3.29	< 2	Not Applicable	3.44	58.14%	Fire Prevention and Investigation

**Office of Communications**

**OBJECTIVE 1: Communicate information to the public and media.**

**INITIATIVE 1.1: Increase public attention of social media feeds to improve information distribution.**

During FY 2015, the Department will increase public attention of social media feeds by expanding both daily and weekly transmissions of emergency incident updates and original content, including life safety and health improvement information. Wider distribution of public safety information by social media better informs District residents of Department services, improves preparedness and promotes community wellness. **Completion Date: September, 2015.**

● **Performance Assessment Key: Fully Achieved.**

During FY 2015, the Department expanded daily and weekly transmissions of emergency incident updates and original content on social media feeds to increase public attention. Transmissions included life safety and health improvement information. A substantial upsurge of public viewership was realized due to expansion efforts. Wider distribution of public safety information better informs District residents of Department services, improves preparedness and promotes community wellness.

**OBJECTIVE 2: Reduce threats to lives and property through public education and intervention programs.**

**INITIATIVE 2.1: Increase public awareness of learning CPR to reduce the risk of “sudden death” caused by cardiac arrest.**

During FY 2015, the Department will increase public awareness of learning “hands only” CPR by producing a 90 second video for transmission by social media feeds and other media distribution platforms. This will include “hands only” CPR demonstrations conducted during



community events attended by Department personnel. Improved public awareness of learning CPR is a “link” in the American Heart Association “chain of survival” for surviving cardiac arrest, which includes “immediate recognition of cardiac arrest and activation of 9-1-1,” “early CPR with an emphasis on chest compressions,” and “rapid defibrillation.” **Completion Date: September, 2015.**

 **Performance Assessment Key: Not Achieved.**

During FY 2015, the Department planned to increase public awareness of learning “hands only” CPR by producing a 90 second video for transmission by social media feeds and other media distribution platforms. Due to a series of changes in agency leadership and organizational structure, this initiative was not achieved, but will be revised and pushed forward to FY 2016. Improved public awareness of learning CPR is a “link” in the American Heart Association “chain of survival” for surviving cardiac arrest, which includes “immediate recognition of cardiac arrest and activation of 9-1-1,” “early CPR with an emphasis on chest compressions,” and “rapid defibrillation.”

**KEY PERFORMANCE INDICATORS– Office of Communications**

   	KPI	Measure	FY 2014 YE Actual	FY 2015 YE Target	FY 2015 YE Revised Target	FY 2015 YE Actual	FY 2015 YE Rating	Budget Program
	2.1	Number of neighborhood level fire safety presentations completed	623	500	Not Applicable	676	135.2%	Communica- tions
	2.2	Number of at school fire safety presentations completed	153	50	Not Applicable	140	280%	Communica- tions
	2.3	Number of neighborhood level health screenings completed	176	> 50	Not Applicable	127	254%	Communica- tions
	2.4 <sup>5</sup>	Number of smoke alarm installations <sup>5</sup>	902	> 1,000	Not Applicable	Not Reported	Not Applicable	Communica- tions
	2.5 <sup>6</sup>	Number of car seat installations <sup>6</sup>	1,257	1,500	Not Applicable	Not	Not	Communica- tions



						Reported	Applicable	
●	2.6	Number of CPR program participants	1,037	> 1,000	Not Applicable	1,177	117.7%	Communications
●	2.7	Number of District wide automatic external defibrillator (AED) registrations	580	> 600	Not Applicable	590	98.33%	Communications

<sup>5</sup> Not reported due to changes in source data and/or availability. Accordingly, this measure was incorporated into the FY 2016 Performance Plan using revised methodology to identify and collect measurement data. Responsibility for data collection during FY 2016 was transferred from the Office of Communications to the Fire Prevention Division.

<sup>6</sup> Value not available due to program discontinuation.

### Office of the Fire and EMS Chief

**OBJECTIVE 1: Work closely with the Executive Office of the Mayor, Deputy Mayor of Public Safety and City Administrator to meet the needs of District residents while efficiently administrating Department services.**

**INITIATIVE 1.1: Improve Homeland Security and Special Operations preparedness.**

During FY 2015, the Department, working closely with the Deputy Mayor of Public Safety (DMPS) and the District’s Homeland Security and Emergency Management Agency (HSEMA), will improve Homeland Security and Special Operations preparedness by more closely evaluating and aligning operational response capabilities with emerging and identified risks. Improving Homeland Security and Special Operations preparedness strengthens emergency management effectiveness and assists in bringing potentially catastrophic events to rapid conclusion. **Completion Date: September, 2015.**

● **Performance Assessment Key: Partially Achieved.**

During FY 2015, the Department collaborated with the District’s Homeland Security and Emergency Management Agency (HSEMA) to complete a Threat Hazard Identification and Risk Assessment. Grant funding was secured for the development of a District-wide Mass Casualty plan. Improving Homeland Security and Special Operations preparedness strengthens emergency management effectiveness and assists in bringing potentially catastrophic events to rapid conclusion.

**OBJECTIVE 2: Continue to improve labor/management partnerships.**

**INITIATIVE 2.1: Improve communication and documentation skills related to the supervision and management of employees.**

During FY 2015, the Department will improve supervisor communication and documentation skills as part of “officer investment” courses related to the supervision and management of employees. This will include identification of supervisor responsibilities along with how



effective documentation supports management decisions. Understanding why and when supervisor documentation is required will be extensively covered. Improving communication and documentation skills related to the supervision and management of employees reduces the likelihood of grievances, decreases the number of arbitration cases and limits the risk of litigation. **Completion Date: September, 2015.**

● **Performance Assessment Key: Not Achieved.**

During FY 2015, the Department planned to improve supervisor communication and documentation skills as part of “officer investment” courses related to the supervision and management of employees. Due to a series of changes in agency leadership this initiative will be revised and pushed forward to FY 2016 and revised to formulate and publish a leadership development plan. Improving communication and documentation skills related to the supervision and management of employees reduces the likelihood of grievances, decreases the number of arbitration cases and limits the risk of litigation.

**OBJECTIVE 3: Use strategic level planning tools to improve services and better prepare for the future.**

**INITIATIVE 3.1: Evaluate and update organizational structure to align with budget program and activity codes determined by the OCFO.**

During FY 2015, the Department, working collaboratively with the Office of the Chief Financial Officer (OCFO), will evaluate and update Department organizational structure to align with budget program and activity codes for FY 2016 budget formulation. This will include recognition of an identifiable budget by major organizational division of the Department. Aligning organizational structure with budget program and activity codes allows for transparency during budget formulation, accounts for program and activity funding by organizational division and assists in determining impacts associated with budget funding decisions. **Completion Date: January, 2016.**

● **Performance Assessment Key: Not Achieved.**

During FY 2015, the Department planned to work collaboratively with the Office of the Chief Financial Officer (OCFO) to evaluate and update Department organizational structure to align with budget program and activity codes for FY 2016 budget formulation. Due to a series of changes in agency leadership and organizational structure, this initiative was pushed forward to FY 2016. Aligning organizational structure with budget program and activity codes allows for transparency during budget formulation, accounts for program and activity funding by organizational division and assists in determining impacts associated with budget funding decisions.

**KEY PERFORMANCE INDICATORS– Office of the Fire and EMS Chief**



	KPI	Measure	FY 2014 YE Actual	FY 2015 YE Target	FY 2015 YE Revised Target	FY 2015 YE Actual	FY 2015 YE Rating	Budget Program
●	1.1	Average time in days to close Mayoral customer service work flows	1	7	Not Available	3	233%	Administrative Support
●	1.2	Number of community group meetings scheduled and attended by executive managers	137	> 100	Not Available	80	80%	Administrative Support
●	2.1	Number of labor/management planning activity meetings scheduled and attended by executive managers	24	12	Not Available	16	133.33%	Agency Management

## WORKLOAD MEASURES – APPENDIX

### WORKLOAD MEASURES ●

Measure Name	FY 2013 YE Actual	FY 2014 YE Actual	FY 2015 YE Actual	Budget Program
Number of emergency incident responses	167,335	179,319	197,092	Office of the Director
Number of EMS incident responses	137,512	147,006	162,168	Office of the Director
Number of EMS patient	100,605	109,004	115,262	Office of the Director



transports				
Number of EMS quality case reviews <sup>7</sup>	Not Available	Not Available	Not Available	Office of the Director
Number of Street Calls patient contacts	183	226	273	Office of the Director
EMS patient transport revenue (in millions)	\$25.3 million	\$25.3 million	\$25.7 million	Office of the Director
Number of fire and other incident responses	29,823	32,313	34,924	Office of the Director
Number of structural fires	907	956	757	Office of the Director
Number of other fires	463	507	909	Office of the Director
Number of fires classified as arson	273	213	228	Office of the Director
Number of arson arrests	29	29	20	Office of the Director
Number of fire code violations observed	12,445	16,740	12,336	Office of the Director
Number of fire code complaints investigated	505	636	413	Office of the Director
Fire Marshal fee and permit revenue	\$479,996	\$544,803	\$505,093	Office of the Director

<sup>7</sup> Not available. During FY 2016, source data for this measure to be replaced by EMS CQI data.