



FY 2011 PERFORMANCE PLAN Fire and Emergency Medical Services Department

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

The Fire and EMS Department provides fire suppression, emergency medical services (EMS), homeland security and special operations response – collectively known as all-hazards protection – for residents and visitors to the District of Columbia from thirty three (33) neighborhood fire stations that deploy thirty nine (39) EMS transport units (ambulances), thirty three (33) engine companies, sixteen (16) ladder trucks, three (3) heavy-rescue squads, one (1) hazardous materials unit and one (1) fire boat company. Fourteen (14) of these transport units and twenty (20) of these engine companies are staffed by paramedics providing advanced life support (ALS) care. The Department responds to more than 120,000 911 calls each year and transports more than 80,000 patients to local hospitals. Fire and EMS also provides services for special events unique to the nation’s capital, such as demonstrations, public gatherings and presidential inaugurations. Additionally, our Department provides fire suppression and emergency medical protection for presidential motorcades and helicopter landings.

Supporting all-hazards District-wide protection is a business model emphasizing timely, resourceful, efficient and effective combinations of programs, people, equipment and mobile technology delivered at an individual, neighborhood, and community level. Fire and EMS is responsible for the internal training and development, along with human resources administration, for more than 2,000 employees. Our fire and life safety inspection, education and intervention programs touch more than 10,000 District residents each year through community presentations, smoke alarm installations, health status/disease prevention screenings, car seat installations and CPR instruction. The Department’s cost recovery programs for ambulance transport, along with fire prevention fees and permits create \$16 million in annual revenue.

PERFORMANCE PLAN DIVISIONS

- Operations Division
- Support Services Division
- Policy and Standards Division
- Community Services Division
- Department Management



AGENCY WORKLOAD MEASURES

Measure	FY2009 Actual	FY2010 Target	FY2010 YTD
Number of fire incidents.	N/A	30,000	22,561
Number of EMS incidents.	134,997	130,000	97,113
Number of EMS patient transports.	84,663	84,000	70,440
% of ALS patient transports.	30%	30%	27.9%
% of BLS patient transports.	70%	70%	72.1%
End-of-fiscal year EMS patient transport revenue.	\$17.6m	\$17m	\$14.4m
Beginning-of-fiscal year authorized positions.	2,247	2,247	2,247
Beginning-of-fiscal year occupied positions.	2,059	2,202	2,103
Beginning-of-fiscal year frozen positions.	13	0	159
Number of employees separated.	34	< 45	46
Number of employees hired.	78	159	30
End-of-fiscal year "frozen" positions.	144	0	155
End-of-fiscal year occupied positions.	2,103	2,202	2,053
End-of-fiscal year authorized positions.	2,247	2,247	2,247
Number of employee trial boards.	22	< 20	16
Number of grievances filed and accepted.	20	< 30	13
Number of grievances dismissed.	7	15	11
Number of grievances upheld.	2	15	2
Number of fire code violations observed. ¹	26,720	< 15,000	11,539
Number of fire code complaints investigated.	1,574	< 1,500	759
End-of-fiscal year fee and permit revenue.	\$480,766	\$450,000	\$341,390
Number of structural fires.	479	< 500	313
Number of other fires.	256	< 300	190
Number of civilian fire fatalities.	18	< 5	2
Number of civilian fire injuries.	47	< 50	35
Number of structural fires determined to be arson. ²	31	< 100	77
Number of arson arrests.	35	30	20
Number of CPR program participants.	1,350	1,500	1,641
Number of neighborhood SAVU blitzes.	N/A	> 5	6
Number of smoke/CO alarm inspections.	N/A	> 1,000	1,135
Number of District wide AED registrations.	N/A	> 500	557

¹ Fire code violation reporting in FY 2009 included Engine Company reports. Reporting in FY 2010 and forward only includes violations observed by Fire Inspectors and/or Investigators.

² International City and County Managers Association (ICMA) measure.



Operations Division

SUMMARY OF SERVICES

The Operations Division is responsible for providing fire suppression, emergency medical services (EMS), hazardous materials response, technical rescue and homeland security preparedness – collectively known as all-hazards protection. The business model uses timely, efficient and effective combinations of programs, people, equipment and mobile technology to achieve Division objectives.

OBJECTIVE 1: Help sick and injured patients by providing quality out-of-hospital medical care.

INITIATIVE 1.1: Appropriately respond using emergency apparatus, equipment and personnel to manage incident requirements.

During FY 2011, the Department is committed to maintaining a high level of response capability to assist critically sick and injured patients, along with better management of non-emergent patients through such programs as Street Calls. This year, the Operations Division will continue to target reducing response times to critical incidents, improving available advanced life support (ALS) resources, improving EMS supervision and incident management, improving at-hospital patient turnover and the implementation of new medical treatment protocols. Division leadership will continue to improve EMS by expanding supervision involvement in quality measurement and continuing progress toward achieving EMS Task Force objectives. Deadline: September 30, 2011.

INITIATIVE 1.2: Monitor, analyze and improve the quality of emergency medical care provided to patients.

During FY 2011, the Department will continue implementation of quality management programs. This will include hospital-involved outcome measurements using CARES (Cardiac Arrest Registry to Enhance Survival) and other measures that better assess system performance for priority cases, including acute cardiac and stroke patients. Supervision involvement will include supervisor (officer) level review, quality management team feedback and Medical Director monitoring of critical case management (cardiac arrests, multi-trauma injuries, etc.). Improved documentation of patient treatment using e-PCRs will continue to be emphasized. Deadline: September 30, 2011.

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

INITIATIVE 2.1: Appropriately respond using emergency apparatus, equipment and personnel to manage incident requirements.

During FY 2011, the Department is committed to maintaining a high level of response capability to fire, hazardous materials and technical rescue incidents and to reduce deaths and property loss. This year, the Operations Division will continue to target reducing response times to critical incidents, improving response safety and improving incident management, along with continued standardization of firefighting methods and rescue



techniques. Division leadership will continue to identify, implement and improve “response packages” – the ideal combination of apparatus, equipment and personnel, based on incident requirements – which are needed to manage and conclude emergency incidents quickly and successfully. Deadline: September 30, 2011.

OBJECTIVE 3: Equip, train, prepare for and manage natural or man-made emergent events.

INITIATIVE 3.1: Plan and implement strategies that support counterterrorism and other emergency response activities in cooperation with District, regional and federal agencies.

During FY 2011, the Department will expand relationships with District, regional and federal agencies and improve inter-agency cooperation, especially in the area of response policies and procedures. This year, the Operations Division will focus on improving the bombing and active shooter policies with MPD; completion of a nuclear, biological, chemical and radiological (NBCR) decontamination plan working cooperatively with local hospitals and health departments along with establishing a privacy policy to address the handling and dissemination of classified information. Deadline: September 30, 2011.

OBJECTIVE 4: Support decision making, communication and resource management by using information technology.

INITIATIVE 4.1: Improve fire and EMS incident reporting by using a data quality assurance program.

During FY 2011, the Department will improve collection and analysis of electronic fire incident data by updating the enterprise record management system for fire reporting. As part of this process, the Department will implement a new data quality assurance program using reporting standards, report training and supervisor review. The updated reporting system and data quality assurance program will move the Department forward to compliance with United States National Fire Administration (USFA) federal requirements for fire incident statistical reporting. Deadline: September 30, 2011

INITIATIVE 4.2: Enhance e-PCR reliability and reporting capabilities by replacing database and system infrastructure.

During FY2011, the Department’s contract with the current e-PCR software vendor will expire. The existing electronic patient care reporting system (e-PCR) infrastructure is outdated and in critical need of updating to reduce reporting time, speed record retrieval times and increase reliability. This year, the Department will specify and implement changes to the e-PCR system to meet the new objectives. Implementation of the new objectives will move the department forward to compliance with Department of Transportation (DOT) National Emergency Medical Services Incident Reporting System (NEMSIS) federal requirements. Deadline: September 30, 2011.

INITIATIVE 4.3: Implement database integration processes to automate member assignment and demographic information across multiple platforms.



During FY2011, the Department will integrate database elements within common management applications including Peoplesoft, Telestaff, RescueNet RMS and Target Safety LMS. Cross-platform integration will reduce inaccuracies and processing times while improving the reliability information available to Department managers. Deadline: September 30, 2011.

PROPOSED KEY PERFORMANCE INDICATORS – Operations Division

Measure	FY2009 Actual	FY2010 Target	FY2010 YTD	FY2011 Projection	FY2012 Projection	FY2013 Projection
% of structure fire calls with first fire truck arriving within 6 minutes, 30 seconds dispatch to scene. ³	N/A	90%	98.9%	90%	90%	90%
% of critical medical calls with first EMT arriving within 6 minutes 30 seconds dispatch to scene.	89.8%	90%	86.6%	90%	90%	90%
% of critical medical calls with first paramedic arriving within 8 minutes, dispatch to scene. ⁴	88.1%	90%	85.7%	90%	90%	90%
% of critical medical calls with first transport unit arriving within 12 minutes, dispatch to scene.	93.6%	90%	90.5%	90%	90%	90%
% of hospital drop times of 30 minutes or less.	38.2%	50%	37%	50%	50%	50%
% of cardiac arrest patients successfully resuscitated ⁵ .	25.4%	25%	12.5% ¹	TBD	TBD	TBD
% decrease in 911 usage by Street Calls patients in a cohort ⁶ .	61%	40%	27.1%	50%	50%	50%
% of patients surveyed indicating they were “satisfied” or “very satisfied” with EMS services. ⁷	95%	90%	96%	90%	90%	90%

³ National Fire Protection Association (NFPA) measure.

⁴ International City and County Managers Association (ICMA) measure.

⁵ “Cardiac arrest patients successfully resuscitated” means patients with cardiac etiologies who have return of spontaneous circulation (ROSC) in out-of-hospital settings and maintain heartbeat until transferred to hospital care (Utstein measure). FY 2010 data is not validated by the template measure and still requires review. International City and County Managers Association (ICMA) measure.

⁶ A “cohort” is a sample group of patients tracked over the period of one year by the Street Calls Program.

⁷ International City and County Managers Association (ICMA) measure.



Support Services Division

SUMMARY OF SERVICES

The Support Services Division is responsible for administering employee training, human resources, purchasing, property, logistics and fleet management services to support the Department's operational capacity for all-hazards protection. The business model uses cooperative, resourceful and efficient combinations of programs, people, systems and technology to achieve Division objectives.

OBJECTIVE 1: Train and develop the Department's workforce.

INITIATIVE 1.1: Complete National Registry Emergency Medical Technician (NR-EMT) certification training for all remaining uniformed personnel.

During FY 2011, the Department will complete NR-EMT certification training for all remaining non-certified uniformed personnel, utilizing classroom education, online and self-study programs. Completion of NR-EMT training for uniformed personnel meets Recommendation #1-A of the Mayor's EMS Task Force and will improve the capacity of EMS services to District residents and visitors. Deadline: September 30, 2011.

INITIATIVE 1.2: Complete Pediatric Advanced Life Support (PALS) certification training for all advanced life support (ALS) certified uniformed personnel.

During FY 2011, the Department will complete PALS certification training for all ALS certified uniformed personnel utilizing classroom educational programs. Completion of PALS training for ALS personnel meets Recommendation #3-A of the Mayor's EMS Task Force and will improve the quality of EMS care for District children. Deadline: September 30, 2011.

INITIATIVE 1.3: Plan and implement new fire suppression training evolutions and drills.

During FY 2011, the Department will improve firefighting, hazardous materials and technical rescue training programs for employees. The Training Academy will plan, implement and monitor company-level evolutions and drills to update uniformed employees on new techniques, protocols and Department level operational procedures. Completion of fire training evolutions increases firefighter safety and reduces the potential of injury. Deadline: September 30, 2011.

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

INITIATIVE 2.1: Implement a revised recruiting, application, and hiring plan.

During FY 2011, the Department will implement the revised recruiting, application, and hiring plan developed in FY2010 to attract more diverse, well qualified applicants. The plan will focus on reducing process time, on-location visits and administrative bottlenecks, along with viewing applicants as customers to the process. Implementation of the new hiring plan will reduce administrative costs and improve applicant success. Deadline: September 30, 2011.



OBJECTIVE 3: Manage buildings and other properties owned by the Department.

INITIATIVE 3.1: Begin Modernization and Renovation of Engine 29.

During FY 2011, the Department will begin modernization and renovation of Engine 29. This project will take between eighteen (18) and twenty four (24) months to complete. The renovation will replace the HVAC system, windows, plumbing, electrical and telecommunication systems, along with replacing all appliances and upgrading interior finishes. The renovation will be completed to LEED Silver Certification. The fire station modernization program improves building safety and reduces energy costs to meet the Mayor's Green Building Initiative. Deadline September 30, 2011

INITIATIVE 3.2: Begin Modernization and Renovation of Engine 28.

During FY 2011, the Department will begin modernization and renovation of Engine 28. This project will take twelve (12) months to complete. The renovation will replace the HVAC system, windows, plumbing, electrical and telecommunication systems, along with replacing all appliances and upgrading interior finishes. The renovation will be completed to LEED Silver Certification. The fire station modernization program improves building safety and reduces energy costs to meet the Mayor's Green Building Initiative. Deadline September 30, 2011

INITIATIVE 3.3: Install Geothermal HVAC Systems at Engine 4 and Engine 33.

During FY 2011, the Department will replace existing HVAC systems at Engine 4 and Engine 33 with Geothermal HVAC systems through the use of stimulus grant funding. These systems will provide energy efficient heating and cooling and reduce energy costs to meet the Mayor's Green Building Initiative. Deadline September 30, 2011.

OBJECTIVE 4: Manage emergency apparatus and other vehicles owned by the Department.

INITIATIVE 4.1: Improve the emergency vehicle parts inventory management system.

During FY 2011, the Department will begin using a new software application for issuing and tracking fleet supplies, parts, tools and emergency equipment used on vehicles. The new application will decrease staff hours spent counting, recording and tracking items in fleet inventory and transition a paper based system to the virtual environment. This system will improve accountability, decrease loss and lower Department fleet maintenance costs. Deadline: January 31, 2011.

INITIATIVE 4.2: Improve emergency vehicle preventive maintenance controls.

During FY 2011, the Department will implement new supervisor (General Foreman/Foremen) controls for the emergency apparatus preventive maintenance (PM) program managed by fleet services. New controls will provide updates and statistical data for benchmarking purposes. Improvements to the PM program will include better planning and the refinement of scheduling efforts. The new controls will reduce



scheduled downtime and the usage of consumables and parts, along with optimizing turnaround time for emergency vehicle maintenance. Deadline: March 31, 2011.

INITIATIVE 4.3: Implement training and education programs for emergency vehicle service technicians and supervisors.

During FY 2011, the Department will implement training and education programs for service technicians and supervisors employed by fleet services. Programs will include assessment of existing knowledge, skills and abilities followed by prescribed training classes. As part of this effort, the Department will transition to national standard Emergency Vehicle Technician (EVT) certifications for service technicians and supervisors. Implementation of the new standards will improve the ability of service technician to repair emergency vehicles, ultimately decreasing fleet turnaround and downtime. Deadline: September 30, 2011.

PROPOSED KEY PERFORMANCE INDICATORS – Support Services Division

Measure	FY2009 Actual	FY2010 Target	FY2010 YTD	FY2011 Projection	FY2012 Projection	FY2013 Projection
End-of-fiscal year % of unfilled authorized positions (vacancy rate).	7%	2%	8.7%	2%	2%	2%
Number of EMT certified personnel.	1,459	1,500	1,540	1,600	TBD	TBD
Number of EMT-P certified personnel.	219	250	273	300	TBD	TBD
Number of fire stations completing “buff, scrub and greening” program.	Not Available	5	4	5	5	5
% of emergency apparatus ordered on FY replacement plan.	Not Available	100%	100%	100%	100%	100%
% of heavy duty emergency vehicle fleet (fire trucks and other vehicles) available for daily operation.	Not Available	85%	87.8%	85%	85%	85%
% of medium duty emergency vehicle fleet (ambulances and other vehicles) available for daily operation.	Not Available	85%	85.8%	85%	85%	85%
% of light duty emergency vehicle fleet (command and support vehicles) available for daily operation.	Not Available	85%	94.3%	90%	90%	90%



Policy and Standards Division

SUMMARY OF SERVICES

The Policy and Standards Division is responsible for administering employee safety and wellness, employee accountability, organizational standards, workforce compliance and discipline, workforce employment contracts, workforce diversity and opportunity and public records management, to support the Department's operational capacity for all-hazards protection. The Division is responsible for administration of fire prevention, investigation and protection functions. The business model uses cooperative, resourceful and effective combinations of programs, people, and technology to achieve Division objectives.

OBJECTIVE 1: Monitor and improve employee safety and wellness.

INITIATIVE 1.1: Plan, implement and monitor employee wellness programs.

During FY 2011, the Department will implement new employee wellness programs based on the IAFF/IAFC Peer Fitness model. Responder wellness programs will be available to all uniformed personnel with periodic support distributed department-wide. Improved employee wellness decreases injuries, increases safety and lowers risk management costs. Deadline: September 30, 2011.

INITIATIVE 1.2: Complete baseline Aerobic Capacity Evaluations for all employees.

During FY 2011, the Department will complete baseline Aerobic Capacity Evaluations (ACE) for all uniformed employees. The ACE includes a physician-monitored cardiac stress test performed to national standards. Employees found to be de-conditioned will be placed in a monitored return to work program to expedite rehabilitation and a return to duty. Improved employee wellness decreases injuries, increases safety and lowers risk management costs. Deadline: September 30, 2011.

OBJECTIVE 2: Monitor and investigate employee misconduct.

INITIATIVE 2.1: Implement CLEAR for administrative management of employee cases.

During FY 2010, the Department, with the cooperation of MPD, will begin using CLEAR, a record checking public database tool, to assist with administrative investigations and employee recruit processing. This application will speed the recovery of more timely and accurate information for resolving open cases and ultimately ensure that Department employees continue to maintain public trust. Deadline: September 30, 2011.

INITIATIVE 2.2: Process employee background checks as required by law.

During FY 2011, the Department will complete annual background checks, as required by the Child and Youth, Safety and Health Act, for all uniformed personnel employed by the Department. Deadline: September 30, 2011.



OBJECTIVE 3: Monitor and improve workforce compliance and accountability.

INITIATIVE 3.1: Improve uniformity and consistency of employee disciplinary conferences.

During FY 2011, the Department will continue to improve the disciplinary conference process. A single hearing officer will replace the former system of utilizing a rotating pool of Battalion Fire Chiefs and Deputy Fire Chiefs. An alternate hearing officer for each classification (Battalion Fire Chief and Deputy Fire Chief), will be trained and available as back-up. This change will better support the consistency of proposed actions and the uniformity of penalties across the Department workforce, along with expediting the administrative process. Deadline: December 31, 2010.

OBJECTIVE 4: Monitor and enhance labor/management relationships.

INITIATIVE 4.1: Establish a joint labor/management committee which shall meet monthly.

During FY 2011, the Department will create a joint labor/management committee consisting of an equal number of labor and management representatives. Meetings will be held for the dissemination of information, the discussion of ideas for improving Department efficiency, working conditions and employee services or for resolving other employment related problems communicated by labor groups. Deadline: September 30, 2011.

OBJECTIVE 5: Reduce threats to lives and property by preventing fires before they happen.

INITIATIVE 5.1: Streamline Fire Safety Operational Permitting Process.

During FY 2011, the Department will co-locate the Office of the Fire Marshal to the District's "One-Stop Permit Center," with the cooperation of DCRA. This move will create opportunities for shared data efficiencies, along with a streamlined enforcement and inspection effort for required fire safety permits according to District Fire Code. FY 2011 permitting revenue growth is expected to grow by 25% compared to FY 2010. Deadline: September 30, 2011.

INITIATIVE 5.2: Streamline service payment methods.

During FY 2011, the Department's Office of the Fire Marshal will accept electronic payment methods (along with cash and checks) for permitting fees and other transactions at both counter service locations, along with a new Internet payment website. Transition to electronic and web based transactions will improve customer accessibility and increase revenue. Deadline: September 30, 2011.



OBJECTIVE 6: Investigate to determine the cause and origin of fires.

INITIATIVE 6.1: Improve Fire Investigation training and certification programs.

During FY 2011, the Department will continue to focus on education, training, and process development for the Office of the Fire Marshal. During FY 2011, all Fire Investigators will become certified law enforcement officers and at least fifty percent (50%) of Investigators will become International Association of Arson Investigators (IAAI) certified Fire Investigator Technicians. Deadline: September 30, 2011.

PROPOSED KEY PERFORMANCE INDICATORS – Policy and Standards Division

Measure	FY2009 Actual	FY2010 Target	FY2010 YTD	FY2011 Projection	FY2012 Projection	FY2013 Projection
Number of department vehicles involved in accidents during emergency responses.	105	< 100	72	< 100	TBD	TBD
Number of department personnel injured during emergency operations. ^B	181	< 175	98	< 175	TBD	TBD
% of employees completing OSHA and NFPA required safety training.	Not Available	100%	2.4%	100%	100%	100%
Number of substantiated EEO/diversity complaints.	Not Available	0	0	0	0	0
Number of occupancy inspections.	22,716	> 15,000	11,248	> 15,000	TBD	TBD
End-of-fiscal year % arson cases closed by arrest. ^B	32.5%	25%	19.5%	25%	TBD	TBD
End-of-fiscal year % change in number of structural fires.	-14%	-5%	-14.4%	-5%	-5%	-5%

Community Services Division

SUMMARY OF SERVICES

The Community Services Division is responsible for communication of public information, and for education and intervention programs that decrease the risk of fire and improve life safety at individual, neighborhood and community levels. The Division is also responsible for the identification and assessment of critical infrastructure to support the Department’s operational capacity for all-hazards protection. The business model uses timely, resourceful and effective combinations of programs, people, equipment and mobile technology to achieve Division objectives.

OBJECTIVE 1: Communicate information to the public and media.

INITIATIVE 1.1: Plan and implement effective social media strategies to timely and more accurately distribute information.



During FY 2011, the Department will improve public and media communication by targeting social media websites including YouTube, Facebook and Twitter, to improve effectiveness of message and range of distribution. Public information will dovetail with fire and life safety improvement strategies to increase the effectiveness of education program message. Deadline: September 30, 2011.

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

INITIATIVE 2.1: Expand home fire safety, child fire safety, CPR and health screening programs by targeting District of Columbia Public Schools participation.

During FY 2011, the Department will continue home fire safety, child fire safety, CPR and health screening activities at neighborhood levels. Education programs use case examples from District house and apartment building fires to re-enforce the value of prevention and planning to reduce injuries and deaths. In FY 2011, Community Services will target DCPS participation through increased classroom visits, PTA meeting representation and CPR Anytime training for 8th, 10th and 12th grade students. Deadline: September 30, 2011.

INITIATIVE 2.2: Expand effective language access programs to improve distribution of information and utilization of Department services.

During FY 2011, the Department will expand fire safety education programs to better include non-English speaking District residents. In FY 2011, Community Services will target fire prevention education programs to at-risk groups in the District's five most prevalent non-English speaking communities. Also in FY 2011, CPR Anytime and health screening programs will expand non-English participation at neighborhood levels. Deadline: September 30, 2011.

OBJECTIVE 3: Reduce threats to lives and properties through public intervention programs.

INITIATIVE 3.1: Enhance the smoke alarm utilization and verification (SAVU) program using social media marketing and webpage scheduling.

During FY 2011, the Department will continue the SAVU program by using donated funds from third parties. In FY 2011, Community Services will use a combination of scheduled and "return to the scene" neighborhood level SAVU blitzes to improve smoke alarm distribution and utilization. Individual smoke alarm installations will be continued to be scheduled through webpage and telephone contacts. Deadline: September 30, 2011.

INITIATIVE 3.2: Continue improving the public access automated external defibrillator (AED) program by targeting "at risk" facilities.

During FY 2011, the Department will continue the public access AED program by promoting AED use in at-risk buildings and facilities. In FY 2011, Community Services will identify District occupancies that could benefit from AED placement and work with the Office of the Medical Director to educate building or facility owners to promote program participation. Deadline: September 30, 2011.



PROPOSED KEY PERFORMANCE INDICATORS – Community Services Division

Measure	FY2009 Actual	FY2010 Target	FY2010 YTD	FY2011 Projection	FY2012 Projection	FY2013 Projection
Number of neighborhood level fire safety presentations completed.	Not Available	48	36	TBD	TBD	TBD
Number of at school fire safety presentations completed.	Not Available	500	664	TBD	TBD	TBD
Number of neighborhood level health screenings completed.	Not Available	12	8	12	TBD	TBD
Number of smoke alarm installations.	1,624	500	620	> 1,000	TBD	TBD
Number of car seat installations.	Not Available	1,500	1,803	1,500	1,500	1,500
Number of fire hydrant inspections.	24,943	24,000	13,603	Not Available	Not Available	Not Available

Department Management

SUMMARY OF SERVICES

Department management, through the Office of the Fire and EMS Chief, is responsible for Department leadership and the administration of resources to improve services and promote policies focused on public safety. The business model emphasizes District wide inter-agency cooperation, partnership with labor groups, community involvement and public accountability to achieve objectives.

OBJECTIVE 1: Work closely with the Executive Office of the Mayor and City Administrator to meet the needs of District residents while efficiently administering Department services.

INITIATIVE 1.1: Recommend new legislative initiatives to improve fire and life safety.

During FY 2011, the Department will recommend a number of legislative and rule making priorities, including building fire sprinkler legislation, building placard warning rules, fireworks banning legislation and building firefighter communication system legislation. The Office of the Fire and EMS Chief will work closely with the Mayor and City Administrator to support these and other initiatives. Deadline: September 30, 2011.

INITIATIVE 1.2: Meet with and engage community leaders and neighborhood groups.

During FY 2011, the Department will continue to work closely with and engage community leaders and neighborhood groups to improve interaction and positive public perception of District Government services. The Office of the Fire and EMS Chief will



involve Department executive management in speaking at neighborhood level events to increase feedback and participation. Deadline: September 30, 2011.

OBJECTIVE 2: Continue to improve labor/management partnerships.

INITIATIVE 2.1: Increase involvement of labor groups in monthly meetings and planning activity.

During FY 2011, the Office of the Fire and EMS Chief will continue to engage and involve Department labor groups in participatory planning and improvement of Department operational services. Deadline: September 30, 2011.

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

INITIATIVE 3.1: Update and revise the 2007 Fire and EMS Department strategic plan through FY 2016.

During FY 2011, the Department will conduct a multi-day strategic planning retreat to update and revise the 2007 Fire and EMS Department strategic plan. The plan will better describe long-range goals, objectives and initiatives through FY 2016, differentiated by divisions and service levels. The document will become the “blueprint to the future” for improving agency services and management. Deadline: September 30, 2011.

PROPOSED KEY PERFORMANCE INDICATORS – Department Management

Measure	FY2009 Actual	FY2010 Target	FY2010 YTD	FY2011 Projection	FY2012 Projection	FY2013 Projection
Average time in days to close Mayoral customer service work flows.	Not Available	TBD	TBD	TBD	TBD	TBD
Number of community group meetings scheduled and attended by executive managers.	Not Available	12	16	12	TBD	TBD
Number of labor/management planning activity meetings scheduled and attended by executive managers.	Not Available	12	11	12	TBD	TBD