



## FY 2012 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

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.

### PERFORMANCE PLAN DIVISIONS

- Operations Bureau
- Emergency Medical Services Bureau
- Services Bureau
- Fire Prevention and Investigations Division
- Office of Communications
- Office of the Fire and EMS Chief

### AGENCY WORKLOAD MEASURES

Measure	FY2009 Actual	FY2010 Actual	FY2011 YTD
Number of emergency incident responses.	165,725	162,440	156,350
Number of EMS incident responses.	134,997	130,878	124,056
Number of EMS patient transports.	84,663	95,599	90,410
Number of EMS quality case reviews.	New	7,711	9,873
Number of Street Calls patient contacts.	New	314	262
EMS patient transport revenue.	\$17.6m	\$21.9m	\$22.8m
Number of fire and other incident responses.	30,728	31,562	32,294
Number of structural fires.	479	433	426
Number of other fires.	256	269	420
Number of structural fires determined to be arson.	154	97	99
Number of arson arrests.	50	37	12
Number of fire code violations observed.	26,720	15,027	11,596
Number of fire code complaints investigated.	1,574	818	904
Fire Marshal fee and permit revenue.	\$480,766	\$497,163	\$492,025
Number of neighborhood ASSAP blitzes.	7	7	4
Number of FOIA requests processed.	1,242	806	448



## *Operations Bureau*

### **SUMMARY OF SERVICES**

The Operations Bureau is responsible for providing emergency medical services (EMS), fire suppression, hazardous materials response, technical rescue and homeland security preparedness services to protect lives and property in the District of Columbia.

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

**INITIATIVE 1.1: Plan and implement enhanced incident time data collection during emergency and non-emergency calls.** During FY 2012, the Department will implement changes to computer aided dispatch (CAD) time data collection procedures to include patient contact and patient turnover (in hospital) times to better assess and evaluate delays and/or barriers in accessing patients or returning ambulances to service. Improved CAD time data collection leads to improved unit hour utilization, decreased out-of-service time and lower risk exposure. Deadline: January 1, 2012

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

**INITIATIVE 2.1: Inspect and flush test all District of Columbia fire hydrants once per year.** During FY 2012, the Department will implement an engine company fire hydrant inspection and flush testing program, to inspect and flush test more than 12,000 identified District of Columbia fire hydrants as part of a working agreement with DC Water. Inspection and flush testing of hydrants increases water supply infrastructure reliability, leading to increased extinguishment capacity during working fires. Using operational companies for inspection and testing lowers Department costs. Deadline: September 30, 2012.

**INITIATIVE 4.1: Install 5,000 smoke alarms in identified high fire risk neighborhoods.** During FY 2012, the Department will implement an engine and ladder company smoke alarm installation program, using Vision 20/20 Assistance to Firefighters Grant funding, to install 5,000 smoke alarms in Wards 7 and 8. Working smoke alarms significantly decrease the risk of fire death and property loss in residential structures, thereby decreasing the need for major extinguishment. Using operational companies for installation lowers Department costs. Deadline: September 30, 2012

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

**INITIATIVE 3.1: Improve emergency support functions during catastrophic incident responses.** During FY 2012, the Department will increase the number of interagency liaison officers and incident management team members by providing WebEOC, District Response Plan and Liaison Officer training for Battalion Chiefs and Captains. This program will increase the availability of Liaison Officers during extended events thereby strengthening emergency management capacity. September 30, 2012.



## KEY PERFORMANCE INDICATORS – Operations Bureau

Measure	FY2010 Actual	FY2011 Target	FY2011 YTD	FY2012 Projection	FY2013 Projection	FY2014 Projection
% of structure fire calls with first fire truck arriving within 6 minutes, 30 seconds dispatch to scene. <sup>1</sup>	98.9%	90%	99.7%	90%	90%	90%
Average response time of first arriving fire truck to structure fire calls.	1m 55s	< 4m	1m 52s	< 4m	< 4m	< 4m
% of critical medical calls with first EMT arriving within 6 minutes 30 seconds dispatch to scene.	86.4%	90%	85.1%	90%	90%	90%
Average response time of first arriving EMT to critical medical calls.	4m 33s	< 5m	4m 42s	< 5m	< 5m	< 5m
% of critical medical calls with first paramedic arriving within 8 minutes, dispatch to scene. <sup>2</sup>	85.6%	90%	82.1%	90%	90%	90%
Average response time of first arriving paramedic to critical medical calls.	5m 35s	< 6m	5m 53s	< 6m	< 6m	< 6m
% of critical medical calls with first transport unit arriving within 12 minutes, dispatch to scene.	90.0%	90%	90.3%	90%	90%	90%
Average response time of first arriving ambulance to critical medical calls.	7m 5s	< 9m	7m 9s	< 9m	< 9m	< 9m
% of hospital drop times of 30 minutes or less.	35.8%	50%	34.5%	50%	50%	50%
Average hospital drop time.	37m 13s	< 30m	36m 59s	< 30m	< 30m	< 30m

<sup>1</sup> National Fire Protection Association (NFPA) measure.

<sup>2</sup> International City/County Management Association (ICMA) comparative measure (October, 2008) for municipalities with populations of 100,000 or more.



## *Emergency Medical Services Bureau*

### **SUMMARY OF SERVICES**

The Emergency Medical Services (EMS) Bureau is responsible for management of out-of-hospital emergency medical care and preventive healthcare services to improve the quality of life in the District of Columbia.

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

**INITIATIVE 1.1: Implement the controlled substances medication plan.** During FY 2012, the Department will implement the Federal Drug Enforcement Agency (DEA) approved controlled substances medication plan for treatment of out-of-hospital patients following strict medical protocols and drug security requirements. Expansion of medical treatment protocols to include controlled substances will better facilitate treatment of pain and seizure disorder patients, aligning Department protocols with national standards. Deadline: January 1, 2012

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

**INITIATIVE 2.1: Plan and implement changes to continuous quality improvement (CQI) monitoring and feedback procedures.** During FY 2012, the Department will implement changes to CQI procedures including more effective use of patient data record queries, feedback to continuing education programs and expanded participation in national patient data registries to better assess, measure and report CQI program efficacy. Improved CQI procedures lead to better patient care and lower risk exposure. Deadline: September 30, 2012

**INITIATIVE 2.1: Plan and implement improved documentation requirements for electronic patient care reports (ePCRs).** During FY 2012, the Department will implement ePCR reporting enhancements requirements to include downloading of medical device data, use of patient treatment scales and expanded medical assessment and/or treatment documentation. Improved ePCR reporting requirements lead to easier benchmarking of key patient care indicators, expanded reimbursement and lower risk exposure. Deadline: September 30, 2012



## KEY PERFORMANCE INDICATORS – EMS BUREAU

Measure	FY2010 Actual	FY2011 Target	FY2011 YTD	FY2012 Projection	FY2013 Projection	FY2014 Projection
% of patients in full cardiac arrest who have specified rhythms upon delivery to a medical facility. <sup>2,3</sup>	21.5%	25%	22.6%	25%	25%	25%
% decrease in 911 usage by Street Calls patients in a cohort. <sup>4</sup>	72.6%	50%	66%	50%	50%	50%
% of patients surveyed indicating they were “satisfied” or “very satisfied” with Fire and EMS services during an EMS call. <sup>2</sup>	96.2%	90%	97.3%	90%	90%	90%

<sup>3</sup> “Specified rhythms” means patients with cardiac etiologies who have return of spontaneous circulation (ROSC, i.e., a pulse) in out-of-hospital settings and maintain heartbeat until transferred to hospital care (Utstein template measure). FY 2010 data is not validated by the template measure and still requires review.

<sup>4</sup> A “cohort” is a sample group of patients tracked over the period of one year by the Street Calls Program.



## *Services Bureau*

### **SUMMARY OF SERVICES**

The Services Bureau is responsible for administering employee training, human resources, employee safety and wellness, information technology/emergency communications, purchasing, property, logistics and fleet management services to support the Department's operational capacity for all-hazards protection.

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

**INITIATIVE 1.1: Complete Fire Cadet training program for Cadet Class 14.** During FY 2012, the Department will complete a Fire Cadet training program to include National Registry Emergency Medical Technician (NR-EMT), Cardio-pulmonary Resuscitation (CPR), Firefighter I and II (FFI and FFII) and Hazardous Material Awareness and Operations (HAZMAT) certification training, utilizing Academy based recruit format training programs. Each certification is a professional credential for becoming a Department Firefighter/EMT employee. Deadline: September 30, 2012.

**INITIATIVE 1.2: Complete ACLS training program for ALS certified personnel.** During FY 2012, the Department will complete Advanced Cardiac Life Support (ACLS) certification training for Advanced Life Support (ALS) certified personnel, utilizing classroom educational programs. Certification training is a Medical Director requirement and an American Heart Association (AHA) professional credential. Deadline: September 30, 2012

**INITIATIVE 1.2: Plan and implement Command and Control Simulation Center training program.** During FY 2012, the Department will complete construction of a Command and Control Simulation Center for the training of emergency incident commanders, followed by planning and implementing a command and control training program. Command training is a requirement for newly promoted fire officers and will serve to improve the emergency management skill sets of existing fire officers. Deadline: September 30, 2012.

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

**INITIATIVE 2.1: Establish and recertify employee position descriptions.** During FY 2012, the Department will work with the DC Department of Human Resources (DCHR) to review, establish and properly classify all existing position descriptions for Department employees. Completion of the project will decrease lost time when recruiting new personnel, along with providing the Department a catalog of updated position descriptions. Deadline: September 30, 2012



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

**INITIATIVE 3.1: Plan and implement enhanced employee injury tracking and investigation.** During FY 2012, the Department will implement new injury reporting and investigation procedures to reduce reflex time for initiating corrective action when safety concerns are identified. Implementation of the new procedures will enhance the identification of unsafe practices more quickly and aid in determining employee injury trends. Deadline: September 30, 2012.

**INITIATIVE 3.1: Implement additional employee wellness training courses.** During FY 2012, the Department will implement additional employee wellness training to include cardiac health, nutrition and smoking cessation programs. Courses will be delivered throughout the year. Additional wellness training will decrease injuries, increase safety and lower risk management costs. Deadline: September 30, 2012

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

**INITIATIVE 4.1: FY 2012 facility window replacement project.** During FY 2012, the Department will replace all existing windows in fire stations located at Engine Companies 5, 7, 21 and 30, in addition to windows at the Fleet/Apparatus repair facility located at 1101 Half Street, S.W. Window replacements are made with new energy efficient models resulting in decreased utility costs along with improved living and working conditions for Department personnel. Deadline: July 1, 2012

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

**INITIATIVE 5.1: Implement specialized training programs for emergency vehicle service technicians and supervisors.** During FY 2012, the Department will implement specialized training programs for Heavy Mobile Equipment Mechanics to reduce the number of vehicle repairs being outsourced to vendors. Completion of the training will improve the ability of service technicians to repair emergency vehicles, ultimately decreasing fleet downtime and reducing costs. Deadline: September 30, 2012.

**INITIATIVE 5.2: Implement better apparatus tracking controls using FASTER, the Department's fleet management software.** During FY 2012, the Department will implement better vehicle tracking controls using FASTER, to determine the exact types and numbers of emergency vehicles in and out of service, their location and status of repairs. Implementation of such controls will improve management of downtime and reduce lost labor time. Deadline: September 30, 2012.



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

**INITIATIVE 6.1: Update information technology (IT) infrastructure to current standards.** During FY 2012, the Department will upgrade all desktop PCs under “manufacturer warranty status,” convert all administrative imaging peripherals to multifunction units serviced by one contract and upgrade fire station emergency alerting hardware. Implementation of upgrades will enable the Department to utilize existing and future IT applications by replacing outdated equipment, while reducing equipment downtime and repair costs. Deadline: September 30, 2012.

**KEY PERFORMANCE INDICATORS –Services Bureau**

Measure	FY2010 Actual	FY2011 Target	FY2011 YTD	FY2012 Projection	FY2013 Projection	FY2014 Projection
Number of fire stations completing planned major repairs or complete renovation.	1	1	1	1	2	2
% of heavy duty emergency vehicle fleet (fire trucks and other vehicles) available for daily operation.	87.6%	85%	70.8%	85%	85%	85%
% of medium duty emergency vehicle fleet (ambulances and other vehicles) available for daily operation.	85.3%	85%	51.8%	85%	85%	85%
% of light duty emergency vehicle fleet (command and support vehicles) available for daily operation.	94.1%	85%	84.5%	90%	90%	90%
Number of department vehicles involved in accidents during emergency responses.	93	< 100	66	< 100	< 100	< 100
Number of department personnel injured during emergency operations.	227	< 175	275	< 175	< 175	< 175





## *Fire Prevention and Investigations Division*

### **SUMMARY OF SERVICES**

The Fire Prevention and Investigations Division is responsible for community risk reduction through public education, code enforcement, fire safety engineering and investigating the origin, cause and circumstances of all fires and explosions.

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

#### **INITIATIVE 1.1: Improve NFIRS reporting compliance to 90% or more.**

During FY 2012, the Department will implement improved National Fire Incident Reporting System (NFIRS) requirements to increase compliance by 90% or more. Implementation of the new requirements will provide baseline data needed to make better policy decisions regarding public fire education efforts, resource deployment and enforcement activity. Deadline: September 30, 2012.

#### **INITIATIVE 1.2: Transition to a computer-based building fire inspection program.**

During FY 2012, the Department will transition from paper-based fire inspection reports and files to a fully electronic inspection reporting system using tablet-based computers with electronic filing and retrieval. Transitioning to electronic reporting will increase efficiency, streamline record-keeping and improved customer service. Deadline: September 30, 2012.

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

**INITIATIVE 2.1: Streamline the trace evidence analysis process.** During FY 2012, the Department will implement standardized criteria and processes for trace evidence analysis through outsourcing laboratory services and by revising existing evidence processing policies. Streamlining the trace evidence analysis process will provide improved case analysis capability and continuity for criminal investigations, result in better fire investigative efforts and assist in closing cases associated with the criminal use of fire and explosives. Deadline: September 30, 2012.

#### **INITIATIVE 2.2: Achieve CALEA Accreditation for the Fire Investigations Unit.**

During FY 2012, the Department will seek accreditation by the Commission of Accreditation for Law Enforcement Agencies (CALEA) to improve the credibility and professionalism of the fire investigations unit as a law enforcement agency. CALEA accreditation will improve fire investigations by requiring enforcement of a body of standards, including industry best practices and commonly accepted policies, thereby increasing investigation effectiveness. Deadline: September 30, 2012.



## KEY PERFORMANCE INDICATORS – Fire Prevention and Investigations Division

Measure	FY2010 Actual	FY2011 Target	FY2011 YTD	FY2012 Projection	FY2013 Projection	FY2014 Projection
Number of residential structure fires per 1,000 residential structures. <sup>2</sup>	New	New	2.37	< 4	< 4	< 4
Number of residential structure fires per 1,000 population. <sup>2</sup>	New	New	.63	< 1	< 1	< 1
% of residential structure fires contained to the object or room of origin. <sup>2</sup>	New	New	85.5%	> 80%	> 80%	> 80%
% of residential structure fires contained to the floor or structure of origin. <sup>2</sup>	New	New	6.7%	< 10%	< 10%	< 10%
Total combined commercial and industrial structure fire incidents per 1,000 commercial and industrial structures. <sup>2</sup>	New	New	8.1	< 15	< 15	< 15
Total arson fires per 10,000 population. <sup>2</sup>	New	New	.38	< 2	< 2	< 2
End-of-fiscal year % arson cases closed by arrest. <sup>2</sup>	38.1%	25%	52.2%	> 25%	> 25%	> 25%
End-of-fiscal year % change in number of structural fires.	-9%	-5%	5%	-5%	-5%	-5%
End-of-fiscal year number of civilian fire fatalities. <sup>5</sup>	6	≤ 5	10	≤ 5	≤ 5	≤ 5
End-of-fiscal year number of civilian fire injuries.	50	≤ 50	81	≤ 50	≤ 50	≤ 50

<sup>5</sup> United States Fire Administration (USFA) measure.



## *Office of Communications*

### **SUMMARY OF SERVICES**

The Office of Communications is responsible for transmission of public information along with coordination of public education and intervention programs to improve life safety for District of Columbia residents.

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

**INITIATIVE 1.1: Refine, utilize and enhance effective media relations and social media strategies to convey important and accurate life safety information to the general public.** During FY 2012, the Department will improve its public and media communications efforts by refining and increasing the utilization of social media websites, including YouTube, Facebook and Twitter. In addition, relationships with local media outlets will be strengthened and enhanced. These efforts will improve the effectiveness and distribution range of life safety awareness messages. Deadline: September 30, 2012.

**INITIATIVE 1.2: Design, develop and publish an informative Fire and EMS Department newsletter for public distribution.** During FY 2012, the Department will develop and distribute a quarterly Department newsletter to the general public. The newsletter will provide relevant information and agency news, along with life safety information. Distribution will be completed electronically, along with printed copies for community meetings and events. This strategy will improve the effectiveness of public communication. Deadline: September 30, 2012.

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

**INITIATIVE 2.1: Increase and improve the number of educational outreach programs offered by the Department.** During FY 2012, the Department will continue to provide quality fire safety education programs and courses. Existing courses will be improved, along with expanding health-related safety programs for the Department's educational platform. This initiative will improve Department efforts to increase community health awareness. Deadline: September 30, 2012.

**INITIATIVE 2.2: Increase and improve community outreach efforts to key constituencies who depend upon essential city services.** During FY 2012, the Department will increase its presence and participation in community and civic meetings, local Advisory Neighborhood Commission (ANC) meetings, local community safety and health forums and meetings of local faith-based organizations. This initiative will assure the Department's message is effectively conveyed to District residents. Deadline: September 30, 2012.



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

**INITIATIVE 3.1: Increase the amount of information, distribution of devices and programs to protect District residents from fires and health-related problems.** During FY 2012, the Department will increase the promotion and distribution of smoke alarms, CPR training and community health screenings for District residents. This strategy will aid Department efforts for improving life safety through community prevention programs. Deadline: September 30, 2012.

**KEY PERFORMANCE INDICATORS – Office of Communications**

Measure	FY2010 Actual	FY2011 Target	FY2011 YTD	FY2012 Projection	FY2013 Projection	FY2014 Projection
Number of neighborhood level fire safety presentations completed.	743	500	627	500	500	500
Number of at school fire safety presentations completed.	60	48	57	50	50	50
Number of neighborhood level health screenings completed.	12	12	100	> 50	> 50	> 50
Number of smoke alarm installations.	1,250	> 500	1,319	> 1,000	> 1,000	> 1,000
Number of car seat installations.	2,353	> 1,500	1,500	1,500	1,500	1,500
Number of CPR program participants.	2,188	> 2,000	1,606	> 2,000	> 2,000	> 2,000
Number of District wide AED registrations.	815	> 1,000	1,361	> 1,300	> 1,600	> 1,900



*Office of the Fire and EMS Chief*

**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.

**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 1.2: Meet with and engage community leaders and neighborhood groups.** During FY 2012, 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, 2012.

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

**INITIATIVE 2.1: Increase involvement of labor groups in monthly meetings and planning activity.** During FY 2012, 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 Department’s strategic plan.** During FY 2012, the Department will conduct a multi-day strategic planning retreat to update and revise the Fire and EMS Department strategic plan. The plan will better describe long-range goals, objectives and initiatives through FY 2015, differentiated by divisions and service levels. Deadline: September 30, 2011.

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

Measure	FY2010 Actual	FY2011 Target	FY2011 YTD	FY2012 Projection	FY2013 Projection	FY2014 Projection
Average time in days to close Mayoral customer service work flows.	8	7	4	7	7	7
Number of community group meetings scheduled and attended by executive managers.	16	12	240	> 100	> 100	> 100
Number of labor/management planning activity meetings scheduled and attended by executive managers.	12	12	24	12	12	12