



FY 2013 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

Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 YTD
Number of emergency incident responses.	162,440	161,795	138,890
Number of EMS incident responses.	130,878	130,268	113,826
Number of EMS patient transports.	95,599	98,036	76,611
Number of EMS quality case reviews.	7,711	10,961	6,203
Number of Street Calls patient contacts.	314	184	204
EMS patient transport revenue.	\$21.9m	\$25.0m	\$16.2m
Number of fire and other incident responses.	31,562	31,527	25,064
Number of structural fires.	433	463	326
Number of other fires.	269	441	226
Number of structural fires determined to be arson.	97	23	11
Number of arson arrests.	37	13	8
Number of fire code violations observed.	15,027	16,590	10,207
Number of fire code complaints investigated.	818	1,026	565
Fire Marshal fee and permit revenue.	\$497,163	\$533,394	\$380,965
Number of neighborhood ASSAP blitzes. ¹	7	5	5

¹ “ASSAP (A’sia Sutton Smoke Alarm Program) blitzes” occur in District neighborhoods after a significant fire, especially fires involving injuries or fatalities.



*Operations Bureau*²

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: Implement an EMS performance improvement initiative for reducing hospital “drop times” to 30 minutes or less.

During FY 2013, the Department will implement an EMS performance improvement initiative to reduce time spent at hospitals by ambulances after transporting patients (drop time). This initiative will focus on reducing the time taken by ambulances to transfer patient care and return units to service. EMS performance improvement initiatives of this type increase EMS system capacity and improve service delivery at the neighborhood level. Completion Date: September, 2013.

INITIATIVE 1.2: Implement an EMS performance improvement initiative for reducing alarm “turn out times” to 60 seconds or less.

During FY 2013, the Department will implement an EMS performance improvement initiative to reduce delays by ambulance crews in responding to emergency calls (turnout time). This initiative will focus on reducing the time taken by ambulance crews to begin responding to emergency calls. EMS performance improvement initiatives of this type increase EMS system capacity and improve service delivery at the neighborhood level. Completion Date: September, 2013.

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

INITIATIVE 2.1: Improve pre-fire planning capacity for large structures.

During FY 2013, the Department will pilot a pre-fire planning program, at the Company level, to substantially improve pre-fire information for large structures. Pre-fire plans will include water supply alternatives, building access points and identified hazards. Pre-fire planning helps determine the best way to safely control and extinguish fires. Completion Date: September, 2013.

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

INITIATIVE 3.1: Develop a revised comprehensive response plan for natural disasters and catastrophic events.

² The EMS Bureau is responsible for continuous quality improvement (CQI) of patient care delivered by the Operations Bureau.



During FY 2013, the Department will develop a revised comprehensive response plan for natural disasters and catastrophic events. This plan will identify resources and equipment needed by the Operations Bureau to respond to and manage emergency calls during such events. The revised response plan will improve emergency preparedness, prioritize expenditures to support such activity and provide better understanding of the scope of resources needed for successful mitigation. Completion Date: September, 2013.

KEY PERFORMANCE INDICATORS – Operations Bureau

Measures	FY 2011 Actual	FY 2012 Target	FY 2012 YTD	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
Objective #1						
% of critical medical calls with first EMT arriving within 6 minutes 30 seconds dispatch to scene. ³	86.51%	90%	84.44%	90%	90%	90%
Average response time of first arriving EMT to critical medical calls.	4m 42s	< 5m	4m 38s	< 5m	< 5m	< 5m
% of critical medical calls with first paramedic arriving within 8 minutes, dispatch to scene. ^{3,4}	82.18%	90%	80.61%	90%	90%	90%
Average response time of first arriving paramedic to critical medical calls.	5m 53s	< 6m	6m 01s	< 6m	< 6m	< 6m
% of critical medical calls with first transport unit arriving within 12 minutes, dispatch to scene.	90.25%	90%	89.08%	90%	90%	90%
Average response time of first arriving ambulance to critical medical calls.	7m 9s	< 9m	7m 18s	< 9m	< 9m	< 9m
% of hospital drop times of 30 minutes or less.	33.86%	50%	29.54%	50%	50%	50%
Average hospital drop time.	36m 59s	< 30m	38m 46s	< 30m	< 30m	< 30m
Objective #2						
% of structure fire calls with first fire truck arriving within 6 minutes, 30 seconds dispatch to scene. ³	98.19%	90%	98.22%	90%	90%	90%
Average response time of first arriving fire truck to structure fire calls.	1m 52s	< 4m	2m 19s	< 4m	< 4m	< 4m

³ National Fire Protection Association (NFPA) measure.

⁴ 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 the management of preventive healthcare services and continuous quality improvement (CQI) of out-of-hospital emergency medical care 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 an EMS performance improvement initiative to monitor compliance with medical protocol for high acuity patient cases. During FY 2013, the Department will implement an EMS performance improvement initiative to increase EMS medical protocol compliance. This initiative will focus on providing timely feedback to EMTs and Paramedics such as “right after the incident” review of high acuity cases, “just-in-time” focused continuing education and other contemporaneous incident debriefing sessions using Battalion Management Team resources. EMS performance improvement initiatives of this type enhance the delivery of patient care, increase employee competence and reduce liability risk exposure. Completion Date: March, 2013.

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

INITIATIVE 2.1: Evaluate the effectiveness of EMS Continuous Quality Improvement (CQI) employee training and remediation efforts. During FY 2013, the Department will evaluate if EMS CQI training and remediation efforts have successfully improved employee decision making. This evaluation will determine if repeated cases of employee CQI documentation referrals were reduced by 10 to 15% as the result of training and remediation efforts. Evaluation of CQI effectiveness enhances the delivery of patient care, increases employee competence and reduces liability risk exposure. Deadline: September 30, 2013.



KEY PERFORMANCE INDICATORS – EMS Bureau

Measures	FY 2011 Actual	FY 2012 Target	FY 2012 YTD	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
Objective #1						
% decrease in 911 usage by Street Calls patients in a cohort. ⁵	65.93%	50%	74.54%	50%	50%	50%
Objective #2						
% of patients in full cardiac arrest who have specified rhythms upon delivery to a medical facility. ^{4,6}	22.08%	25%	39.15%	25%	25%	25%
% of patients surveyed indicating they were “satisfied” or “very satisfied” with Fire and EMS services during an EMS call.	97.35%	90%	91.48%	90%	90%	90%

⁵ A “cohort” is a sample group of patients tracked over the period of one year by the Street Calls Program.

⁶ “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).



*Services Bureau*⁷

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: Expedite training of recruit level employees to fill vacant positions.

During FY 2013, the Department will expedite the training of Recruit Firefighter/EMTs and Firefighter/Paramedics to fill vacant positions. This will include certification training as Firefighter I and II, National Registry Emergency Medical Technician (NREMT), Hazardous Materials Awareness and Operations (HAZMAT) and Basic Cardiac Life Support (BCLS). Reduction in vacant position counts lessens overtime pressures and improves service delivery capacity. Completion Date: September, 2013.

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

INITIATIVE 2.1: Expedite hiring of recruit level employees to fill vacant positions.

During FY 2013, the Department will expedite hiring of Recruit Firefighter/EMTs and Firefighter/Paramedics to fill vacant positions. This will include expansion of media advertising and the use of social media as a recruiting tool for improving applicant notification. Reduction in vacant position counts lessens overtime pressures and improves service delivery capacity. Completion Date: September, 2013.

OBJECTIVE 3: Monitor and improve employee safety and wellness.

INITIATIVE 3.1: Improve employee immunization record keeping at the Police Fire Clinic.

During FY 2013, the Department will improve employee immunization record keeping at the Police and Fire Clinic by expanding documentation requirements. Improvements to record keeping will include the offer to receive employment required vaccinations, influenza vaccination, tuberculosis screening or the declination by the employee of such immunizations. Improved immunization record keeping helps minimize the risk of occupational injury or illness and improves employee safety. Completion Date: September, 2013.

INITIATIVE 3.2: Implement enhanced cleaning and disinfection procedures.

During FY 2013, the Department will reduce the possibility of employee exposure to

⁷ The Services Bureau is responsible for the management of essential functions that support Department operations and cross multiple budget programs and activities on Table FB0-4.



infectious hazards by implementing enhanced cleaning and disinfection procedures. Such procedures will increase isolation from infectious hazards and help ensure that vehicles, facilities and equipment do not spread contaminants that could increase health risks. Enhanced cleaning and disinfection procedures help minimize the risk of occupational injury or illness and improves employee safety. Completion Date: September, 2013.

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

INITIATIVE 4.1: Engine Company 15 renovations. During FY 2013, the Department will complete renovation work at Engine Company 15, including retaining wall replacement, rear training pad expansion and total roof replacement. Fire station renovations reduce maintenance costs and improve living and working conditions for Department employees. Completion Date: September, 2013.

INITIATIVE 4.2: FY 2013 asbestos abatement projects. During FY 2013, the Department will complete asbestos abatement at Engine Companies 5, 8 and 18. Asbestos abatement increases compliance with EPA requirements, reduces risk and improves living and working conditions for Department employees. Completion Date: March, 2013.

INITIATIVE 4.3: FY 2013 green initiative projects. During FY 2013, the Department will complete interior lighting replacement at Engine Companies 2, 19 and the Department's Training Academy. Lighting replacements increase the efficient use of electricity, reduce costs and improve living and working conditions for Department employees. Completion Date: June, 2013.

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

INITIATIVE 5.1: Install improved fleet management software. During FY 2013, the Department will install improved fleet management software to better manage vehicle use, maintenance and repairs. Installation of this application will provide for GPS tracking of vehicle use, automatic and remote communication of engine hours, remote diagnostics for mechanical problems, better tracking of vehicle downtime and scheduling of employee mechanic work. Improved fleet management software minimizes emergency vehicle out-of-service time, increases reliability and reduces costs. Completion Date: September, 2013.

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

INITIATIVE 6.1: Install improved, enterprise-wide, records management software. During FY 2013, the Department will install improved, enterprise-wide, records management software for fire, EMS, inspections and permitting reporting. Installation of this application will include upgrading equipment and consolidation of fire records



management, electronic patient care reporting, fire inspection reports, fire permit forms and associated record systems into a single, enterprise-wide, database. This solution will provide single point access to all Department records, improve record sharing compatibility and better meet record management requirements. Completion Date: September, 2013.

INITIATIVE 6.2: Replace equipment and software to implement asset tracking. During FY 2013, the Department will replace equipment and software used for asset identification and tracking. Replacement will include the upgrading of equipment and software used to account for physical assets, including Department warehouse equipment and supplies, information technology equipment and medical devices. This solution will provide greater accountability and control for cost intensive and widely distributed property. Completion Date: September, 2013.

INITIATIVE 6.3: Install wireless routers in emergency apparatus. During FY 2013, the Department will install Wi-Fi routers in emergency apparatus to support mobile data communication. This installation will improve data communication capability, speed and reliability, while reducing the number of mobile computers and other equipment using independent cellular communication devices. This solution will expand data communication bandwidth while reducing costs. Completion Date: September, 2013.

KEY PERFORMANCE INDICATORS –Services Bureau

Measures	FY 2011 Actual	FY 2012 Target	FY 2012 YTD	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
Objective #3						
Number of department vehicles involved in accidents during emergency responses.	72	< 100	48	< 100	< 100	< 100
Number of department personnel injured during emergency operations.	317	< 175	396	< 175	< 175	< 175
Objective #4						
Number of fire stations completing planned major repairs or complete renovation.	1	1	1	1	1	1
Objective #5						
% of heavy duty emergency vehicle fleet (fire trucks and other vehicles) available for daily operation.	70.83%	85%	67.72%	85%	85%	85%
% of medium duty emergency vehicle fleet (ambulances and other vehicles) available for daily operation.	51.76%	85%	66.94%	85%	85%	85%
% of light duty emergency vehicle fleet (command and support vehicles) available for daily operation.	84.49%	90%	93.07%	90%	90%	90%



*Fire Prevention and Investigations Division*⁸

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: Educate community stakeholders concerning Fire Code Compliant Emergency Plans.

During FY 2013, the Department will conduct community stakeholder educational seminars on Fire Code Compliant Emergency Plan preparation. These hour-long seminars will be conducted monthly and target both residential and business community audiences to reinforce the importance of an emergency evacuation plan, illustrate fire code required components and provide professional guidance and instruction concerning plan formulation. Emergency evacuation plans reduce life safety risks during fires and other catastrophic events. Completion Date: September, 2013.

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

INITIATIVE 2.1: Train employees in the use of the National Fire Incident Reporting System (NFIRS), version 5.0.

During FY 2013, the Department will implement a self-study, self-paced NFIRS training program for use by company officers and firefighters. This training program will improve compliance with NFIRS reporting requirements, increase reporting accuracy for fire cause and origin determinations and provide better analysis of fire risks by matching incident information with occupant and casualty demographics. Improved NFIRS reporting reduces life safety and fire risk at the neighborhood level. Completion Date: September, 2013.

KEY PERFORMANCE INDICATORS – Fire Prevention and Investigations Division

Measures	FY 2011 Actual	FY 2012 Target	FY 2012 YTD	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
Objective #1						
Number of residential structure fires per 1,000 residential structures. ^{4,9}	6.70	< 4	2.70	< 4	< 4	< 4

⁸ The Fire Prevention and Investigations Division is responsible for activities associated with Table FB0-4, “Fire Prevention and Education” (2000).

⁹ The Department is in the process of implementing the National Fire Incident Reporting System (NFIRS) standard required by the United States Fire Administration (USFA). Previously, fire incident statistics were reported using Fire Investigator written reports. Not all fire incidents were investigated, meaning fire incident statistics were under reported (using the NFIRS standard) in previous fiscal years. For example, a Fire Investigator may not have



Measures	FY 2011 Actual	FY 2012 Target	FY 2012 YTD	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
Objective #1						
Number of residential structure fires per 1,000 population. ^{4, 9, 12}	1.74	< 1	0.70	< 1	< 1	< 1
% of residential structure fires contained to the object or room of origin. ^{4, 9, 10, 12}	83.10%	> 80%	78.01%	> 80%	> 80%	> 80%
% of residential structure fires contained to the floor or structure of origin. ^{4, 9, 10, 12}	12.16%	< 20%	17.59%	< 20%	< 20%	< 20%
Total combined commercial and industrial structure fire incidents per 1,000 commercial and industrial structures. ^{4, 9}	18.95	< 15	8.19	< 15	< 15	< 15
End-of-fiscal year % change in number of structural fires. ¹¹	6.2%	-5%	-8.17%	-5%	-5%	-5%
End-of-fiscal year number of civilian fire fatalities. ¹²	13	≤ 5	2	≤ 5	≤ 5	≤ 5
End-of-fiscal year number of civilian fire injuries. ¹²	81	≤ 50	40	≤ 50	≤ 50	≤ 50
Objective #2						
End-of-fiscal year % arson cases closed by arrest. ⁴	56.52%	> 25%	72.73%	> 25%	> 25%	> 25%
Total arson fires per 10,000 population. ⁴	0.38	< 2	0.10	< 2	< 2	< 2

Office of Communications

completed a written report for a cooking fire involving a pan of food that was quickly extinguished. However, NFIRS classifies such fires as a “structural fires,” meaning they would be reported as part of FY 2012 fire incident statistics. To avoid confusion and allow for comparisons, the Department has revised FY 2011 fire incident statistics to match the NFIRS standard. This revision was not included in the published FY 2012 Performance Plan.

¹⁰ “Object or room of origin” reflects the first level of fire containment. “Floor or structure of origin,” reflects the second level of containment. Combining both measures equates to the effectiveness of controlling fire extension to other structures. For example, during FY 2012 (year to date), 95.6% of fires have been contained to the structure of origin.

¹¹ Because this measure requires FY 2010 data to calculate the FY 2011 measure, and then to calculate the FY 2012 YTD measure, it cannot be converted to the NFIRS standard. As such, the FY 2012 and FY 2013 measures will still be reported using Fire Investigator written reports.

¹² United States Fire Administration (USFA) measure.



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 fire and life safety for District of Columbia residents.

OBJECTIVE 1: Communicate information to the public and media.

INITIATIVE 1.1: Refine media distribution methods to better convey public safety information to the public.

During FY 2013, the Department will increase social media distribution by using Facebook and Twitter to broadcast more stories and alerts, along with increasing the production and distribution of news releases to media outlets. Two public service announcement (PSA) campaigns (utilizing radio, TV, print ads and associated news coverage) will encourage District residents to “Move Aside” for emergency vehicles and participate in CPR training. Refined media distribution methods improve community awareness of fire and life safety for District residents. Completion Date: September, 2013.

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

INITIATIVE 2.1: Improve community education and outreach programs for District residents.

During FY 2013, the Department will improve community education and outreach programs by means of a top-down revision of educational materials. This revision will include refinement and improvement of printed materials emphasizing fire and life safety, revision of educational literature emphasizing health, nutrition and fitness, and examining methods to increase educational partnerships with community organizations such as the American Heart Association. Improving education and outreach efforts enhances community awareness of fire and life safety programs for District residents. Completion Date: September, 2013.

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

INITIATIVE 3.1: Improve the distribution of fire and life safety prevention devices to District residents.

During FY 2013, the Department will improve the distribution of fire and life safety prevention devices, especially in “at-risk” neighborhoods. Using the District’s 311 system, the Department will increase the distribution of smoke alarms, increase the promotion of CPR training courses and health screenings and expand efforts to install child safety seats, targeting neighborhoods where fire and life safety risks are high, as indicated by emergency incident reporting. Improving intervention efforts, especially in “at risk” neighborhoods, enhances community awareness of fire and life safety programs and reduces risk for District residents. Completion Date: September, 2013.

KEY PERFORMANCE INDICATORS – Office of Communications



Measures	FY 2011 Actual	FY 2012 Target	FY 2012 YTD	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
Objective #2						
Number of neighborhood level fire safety presentations completed.	943	500	626	500	500	500
Number of at school fire safety presentations completed.	63	50	38	50	50	50
Objective #3						
Number of neighborhood level health screenings completed.	152	> 50	46	> 50	> 50	> 50
Number of smoke alarm installations.	1,408	> 1,000	3,301	> 1,000	> 1,000	> 1,000
Number of car seat installations.	2,227	1,500	818	1,500	1,500	1,500
Number of CPR program participants.	1,797	> 1,000	770	> 1,000	> 1,000	> 1,000
Number of District wide automatic external defibrillator (AED) registrations.	1,404	> 1,300	1,451	> 1,600	> 1,900	> 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 (One City Action Plan 3.1.1).

INITIATIVE 1.1: Work closely with District schools to expand interest in the Fire Cadet Program (One City Action Plan Action 3.1.1).

During FY 2013, the Department will work more closely with District of Columbia schools to improve Fire Cadet Program participation. To expand participation in the Fire Cadet Program by District of Columbia Senior High School, Public Charter High School and Parochial High School students, senior Chief Officers will work directly with school administrators to foster interest in public safety career choices at lower grade levels, including recommendations for course work, responsible behavior and career success orientation. Partnering with District schools in developing the Fire Cadet Program improves employment opportunity for District residents. Completion Date: September, 2013.

INITIATIVE 1.2: Decrease overtime pressures associated with operational service delivery.

During FY 2013, the Department will redeploy emergency apparatus and implement employee work schedule changes to decrease operational overtime pressures associated with fire and EMS service delivery. By redeploying Medic Units to more closely match emergency call volume by time of day and location, along with implementing work schedule changes to increase the number of firefighters available per work shift, the reliance on overtime to fill temporary vacancies on emergency apparatus will decrease. Reduction in overtime pressures decreases Department financial liability and budgetary obligations. Completion Date: September, 2013.

OBJECTIVE 2: Continue to improve labor/management partnerships.

INITIATIVE 2.1: Implement policy and regulation review meetings with organized labor.

During FY 2013, the Department will begin holding policy and regulation review meetings with labor organizations, shortly after implementation of new policies and regulations. By meeting with labor organizations regarding policy and regulation changes, Department management will reduce misunderstanding or misinterpretation of new requirements. Providing labor organizations the opportunity to review policy and regulation changes will reduce grievances, decrease the need for arbitration and limit the risk of litigation. Completion Date: September, 2013.



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

INITIATIVE 3.1: Install statistical evaluative and process modeling software.

During FY 2013, the Department will install statistical evaluative and process modeling software to monitor, evaluate, plan and improve Department services. Installation of this application will result in the creation of a single data record set incorporating neighborhood demographics (people and property), risk factors (fire, EMS and general risk), emergency incident reporting (CAD, NFIRS and ePCR), key service indicators (fire, EMS and prevention activity) and key performance indicators (fire and EMS) that will be used to identify underperforming activity, plan service improvement initiatives and monitor the effectiveness of results. This solution will become a significant part of management decision making, provide improved analytics and optimize service delivery at the neighborhood level. Completion Date: September, 2013.

KEY PERFORMANCE INDICATORS – Office of the Fire and EMS Chief

Measures	FY 2011 Actual	FY 2012 Target	FY 2012 YTD	FY 2013 Projection	FY 2014 Projection	FY 2014 Projection
Objective #1						
Average time in days to close Mayoral customer service work flows.	6	7	7	7	7	7
Number of community group meetings scheduled and attended by executive managers.	141	> 100	110	> 100	> 100	> 100
Objective #2						
Number of labor/management planning activity meetings scheduled and attended by executive managers.	14	12	33	12	12	12