FY 2014 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 2011 Actual	FY 2012 Actual	FY 2013 YTD[1]
Number of emergency incident responses	161,795	167,939	123,966
Number of EMS incident responses	130,268	137,643	101,758
Number of EMS patient transports	98,036	103,381	76,655
Number of EMS quality case reviews	10,961	9,169	12,274
Number of Street Calls patient contacts	184	349	122
EMS patient transport revenue (in millions)	$25.0 million	$17.9 million	$21.4 million
Number of fire and other incident responses	31,527	30,296	22,208
Number of structural fires[(see footnote 22)]	463	801	627
Number of other fires[(see footnote 22)]	441	376	195
Number of fires classified as arson[2]	23	249	208

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[1] Data is current as of June 30, 2013.

[2] This measure is tabulated from Fire Investigator Uniform Crime Reporting (UCR) data. According to the 2004 FBI UCR Handbook, "arson" is a property crime defined as "any willful or malicious burning or attempting to burn, with or without intent to defraud, a dwelling house, public building, motor vehicle or aircraft, personal property of

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Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 YTD[1]
Number of arson arrests[3]	13	18	21
Number of fire code violations observed	16,590	12,933	9,287
Number of fire code complaints investigated	1,026	694	373
Fire Marshal fee and permit revenue	$533,394	$496,275	$390,406

another, etc." "Arson" includes "structural," "mobile" and "other" property classifications. This measure differs from previous fiscal years and now encompasses all fires classified as "arson" by the UCR. Reported FY 2012 and FY 2013 workload data uses the UCR definition. FY 2011 workload data uses the previous definition.

[3] Arson arrests may not be associated with arson offenses that occur during the same fiscal year. For example, a subject may be arrested in FY 2013 for an arson offense that occurred in FY 2012. As such, this workload measure may not match the arson fire clearance rate reported for a fiscal year. Instead, it represents the number of arson arrests reported during the current fiscal year.

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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.[4]

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

INITIATIVE 1.1: Implement enhanced task management protocol for patients in cardiac arrest.
During FY 2014, the Department will implement a new treatment protocol for patients in Cardiac Arrest that will include a new medical device, the ResQPod (Impedance Threshold Device). The protocol will use a "pit crew" concept of task management, where crew members are pre-assigned treatment tasks to allow for better organized and faster patient care. Improved task management by crew members enhances medical care for cardiac arrest patients and contributes to patient survivability. **Completion Date: September, 2014.**

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

INITIATIVE 2.1: Establish a building inspection program for the Operations Bureau.
During FY 2014, the Department will implement a neighborhood fire company building inspection program to better identify, prepare for and report fire safety hazards. Building inspections by neighborhood fire companies improve fire safety awareness for building occupants while assisting firefighters with extinguishment pre-planning. Better fire code compliance enforcement and preparedness reduces fire risk, improves life safety and protects property. **Completion Date: September, 2014.**

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

INITIATIVE 3.1: Develop a comprehensive tunnel rescue plan.
During FY 2014, the Department will partner with DC Water and on site contractors to develop a comprehensive tunnel rescue plan. Approximately one hundred Fire and EMS Department members will be trained on the Mine Safety and Health Administration's (MSHA) tunnel rescue standards. Detailed rescue plans and industry-standard training will strengthen emergency management effectiveness and increase the availability of properly trained personnel during catastrophic events.
Completion Date: September, 2014.

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

KEY PERFORMANCE INDICATORS – Operations Bureau

Measures	FY 2012 Actual	FY 2013 Target	FY 2013 YTD[5]	FY 2014 Projection	FY 2015 Projection	FY 2016 Projection
Percent of critical medical calls with first EMT arriving within 6 minutes 30 seconds dispatch to scene[6]	84.18%	90%	86.25%	90%	90%	90%
Average response time of first arriving EMT to critical medical calls	4.68	< 5m	4.56	< 5m	< 5m	< 5m
Percent of critical medical calls with first paramedic arriving within 8 minutes, dispatch to scene[6]	79.89%	90%	80.03%	90%	90%	90%
Average response time of first arriving paramedic to critical medical calls[7]	6.11	< 6m	6.07	< 6m	< 6m	< 6m
Percent of critical medical calls with first transport unit arriving within 12 minutes, dispatch to scene	88.13%	90%	88.97%	90%	90%	90%
Average response time of first arriving transport unit to critical medical calls	7.46	< 9m	7.26	< 9m	< 9m	< 9m
Percent of hospital drop times 30 minutes or less	28.17%	50%	24.5%	50%	50%	50%
Average hospital drop time	39.49	< 30m	42.06	< 30m	< 30m	< 30m
Percent of structure fire calls with first fire truck arriving within 6 minutes, 30 seconds dispatch to scene[6]	98.15%	90%	97.28%	90%	90%	90%
Average response time of first arriving fire truck to structure fire calls	2.39	< 4m	2.63	< 4m	< 4m	< 4m

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[5] Data is current as of June 30, 2013.

[6] National Fire Protection Association (NFPA) measure. "Response time" sums the measures of call "turnout time" (NFPA 1710, section 3.3.53.8) and "travel time" (NFPA 1710, section 3.3.53.7) as defined by NFPA 1710, section 4.1.2.1.

[7] International City/County Management Association (ICMA) comparative measure (October, 2008).

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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: Improve documentation and protocol compliance for stroke victims.**
> During FY 2014, the Department will initiate additional training, documentation management control and focused Continuous Quality Improvement (CQI) surveillance on records of patients suffering from stroke, altered mental status and seizure. Additional emphasis on data recording at the incident scene, including patient information and transportation status, improves compliance with medical treatment protocols, enhances medical care for stroke patients and contributes to patient survivability.
> **Completion Date: September, 2014.**

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

> **INITIATIVE 2.1: Incorporate evidence-based monitoring practices into CQI programs.**
> During FY 2014, the Department will implement "Whole System Measures," defined by the Institute for Healthcare Improvement, to improve evaluation of patient care quality in the EMS system. "Whole System Measures" are aligned with the Institute of Medicine's six dimensions of quality, are not disease or condition specific, and provide a balanced set of system level measures to enhance CQI feedback to healthcare providers. Innovative CQI techniques improve the quality of patient care and contribute to patient survivability.
> **Completion Date: September, 2014.**

KEY PERFORMANCE INDICATORS – EMS Bureau

Measures	FY 2012 Actual	FY 2013 Target	FY 2013 YTD[8]	FY 2014 Projection	FY 2015 Projection	FY 2016 Projection
Percent decrease in 911 usage by Street Calls patients in a cohort[9]	74.22%	50%	24.74%[10]	50%	50%	50%
Percent of patients in full cardiac arrest who have specified rhythms upon delivery to a medical facility.[7,11]	24.30%[12]	25%	22.0%	25%	25%	25%
Percent of patients surveyed indicating they were "satisfied" or "very satisfied" with Fire and EMS services during an EMS call.[7]	91.33%	90%	92.49%	90%	90%	90%

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[8] Data is current as of June 30, 2013.

[9] A "cohort" is a group of patients tracked over the period of one year by the Street Calls Program.

[10] The number of patients in the original cohort declined after individuals were removed from the program. Beginning in FY 2014, this measure will begin to track a new patient cohort with the most number of ambulance transports and ambulance crew contacts identified by the Street Calls Program at the end of FY 2013.

[11] Cardiac arrest patients (with cardiac etiologies) who sustained return of spontaneous circulation (ROSC) in out-of-hospital settings and maintained heartbeat until transferred to hospital care. This measure is tabulated from electronic patient care report (ePCR) data.

[12] The FY 2012 measure was revised to correct a data query error identified by the EMS Bureau CQI Division after the FY 2012 reporting period closed.

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.[13]

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

    INITIATIVE 1.1: Obtain paramedic certification and instruction accreditation at the training academy.
    During FY 2014, the Department will partner with the Committee on Accreditation of Educational Programs for the Emergency Medical Services Professions (CoAEMSP) to obtain credentialing for conducting EMT-Paramedic certification training in the District of Columbia. CoAEMSP accreditation is the first step to internalize paramedic training of Department employees and increase the number of paramedics available for EMS service delivery. **Completion Date: September, 2014.**

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

    INITIATIVE 2.1: Establish a human resource internal workflow database (HRWD).
    During FY 2014, the Department will work closely with IT/OCTO to establish an electronic database that will ensure timely processing of promotions, retirements, resignations, longevity pay and other related functions. The database will be instrumental in ensuring timely entry-on-dates (EOD) and retirement processing, thereby resolving outstanding pay issues. Effective database utilization will increase the accuracy, speed and efficiency of the human resource processing functions.
    Completion Date: September, 2014.

OBJECTIVE 3: Monitor and improve employee safety and wellness.

    INITIATIVE 3.1: Evaluate and improve first responder personal protective equipment.
    During FY 2014, the Department will evaluate all types of personal protective equipment and improve and upgrade respiratory protection equipment, communications equipment and patient movement equipment. Augmenting first responder personal protective equipment will minimize the risk of occupational injury and enhance the mitigation of emergency incidents. **Completion Date: September, 2014.**

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[13] 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.

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

INITIATIVE 4.1: Install sustainable hydration systems at Engine Companies 7, 12, 17 and 30. (Sustainable DC Plan Water Action 2.1)
During FY 2014, the Department roof greening enhancements will be made at several Engine Company's. Engine Companies 7, 17 and 30 will receive tray water collection systems and Engine Company 30 will receive vegetation matting for green roof installations to grow healthy plants using less water and fertilizer. 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, 2014.**

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

INITIATIVE 5.1: Implement a fleet management quality assurance program.
During FY 2014, the Department will assign a Quality Assurance Inspector to confirm policy compliance with regard to the manner of work and the documentation of fleet repair and preventative maintenance. Compliance review shall include inspection, maintenance, testing and retirement of in-service automotive fire apparatus. Quality assurance efforts allow for vigorous error prevention which increases operational efficiency. **Completion Date: September, 2014.**

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

INITIATIVE 6.1: Improve mobile user access in operational apparatus.
During FY 2014, the Department will upgrade the software and hardware used in operational apparatus by replacing 450 mobile laptops and upgrading reporting software. Mobile wireless routers will be added to vehicles for improving fleet tracking and data transmission bandwidth. Continually improving information technology applications enhances communications and increases the information available to first responders. **Completion Date: September, 2014.**

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KEY PERFORMANCE INDICATORS – Services Bureau

Measures	FY 2012 Actual	FY 2013 Target	FY 2013 YTD[14]	FY 2014 Projection	FY 2015 Projection	FY 2016 Projection
Number of department vehicles involved in accidents during emergency incident responses[15]	86[16]	< 100	61	< 100	< 100	< 100
Number of department personnel injured during emergency incident operations[17]	329[18]	< 175	298	< 175	< 175	< 175
Number of fire stations completing planned major repairs or complete renovation	1	1	0	1	1	1
Percent of heavy duty emergency vehicle fleet (fire trucks and other vehicles) available for daily operation[19]	72.92%	85%	72.41%	85%	85%	85%
Percent of medium duty emergency vehicle fleet (ambulances and other vehicles) available for daily operation[19]	71.55%	85%	65.72%	85%	85%	85%
Percent of light duty emergency vehicle fleet (command and support vehicles) available for daily operation[19]	94.53%	90%	93.56%	90%	90%	90%

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[14] Data is current as of June 30, 2013

[15] Accidents include vehicle "collisions" (an emergency vehicle striking another vehicle) or "incidents" (an emergency vehicle striking a stationary object) that occurred while an emergency vehicle was responding to a call or transporting a patient. This measure is tabulated from vehicle accident investigation form data completed by safety officers.

[16] The FY 2012 measure was revised to correct a data tabulation error identified by the Risk Management Division after the FY 2012 reporting period closed.

[17] Employee injuries that occurred during a fire or EMS call. This measure is tabulated from employee injury investigation form data completed by safety officers.

[18] The FY 2012 measure was revised to correct a data tabulation error identified by the Risk Management Division after the FY 2012 reporting period closed.

[19] Usable vehicle hours, divided by total vehicle hours, for all vehicles within a classification. This measure is tabulated from FASTER Fleet Management System data. Usable vehicle hours are the number of hours a vehicle was reported to be available for use. Total vehicle hours are all hours within the reporting time period, multiplied by the number of vehicles within a classification. The number of vehicles and total vehicle hours for a classification may change on a quarterly basis as vehicles are removed or added to the vehicle fleet inventory.

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.[20]

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

INITIATIVE 1.1: Implement smoke alarm installation canvassing events on weekends targeting single family and residential homes.
During FY 2014, the Department will utilize "Smoke Alarm Friday Events" (SAFE) with fire inspectors performing home visits each Friday to install smoke alarms in targeted neighborhoods. Door Hangars will be left for residents who are not at home, followed by neighborhood fire companies conducting follow-up visits on Saturdays. Disseminating smoke alarms to residents significantly decreases the risk of fire death and property loss in occupied buildings. **Completion Date: September, 2014.**

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

INITIATIVE 2.1: Pursue legislation to update District of Columbia arson laws.
During FY 2014, the Department will collaborate with the Deputy Mayor of Public Safety, the United States Attorney's Office and the DC Office of the Attorney General to review and revise existing arson crime laws in the District of Columbia. A modern, relevant and justifiable arson law will support the prosecution of subjects responsible for the criminal use of fire. **Completion Date: September, 2014.**

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[20] The Fire Prevention and Investigations Division is responsible for activities associated with Table FB0-4, "Fire Prevention and Education" (2000).

KEY PERFORMANCE INDICATORS – Fire Prevention and Investigations Division

Measures	FY 2012 Actual	FY 2013 Target	FY 2013 YTD[21]	FY 2014 Projection	FY 2015 Projection	FY 2016 Projection
Number of residential structure fires per 1,000 residential structures[7,22]	4.23	< 4	3.36	< 4	< 4	< 4
Number of residential structure fires per 1,000 population[7,22]	1.10	< 1	0.85	< 1	< 1	< 1
Percent of residential structure fires contained to the room of origin.[7,22,23]	80.7%	> 80%	82.6%	> 80%	> 80%	> 80%
Percent of residential structure fires contained to the structure of origin.[7,22,23]	16.2%	< 20%	15.4%	< 20%	< 20%	< 20%
Total combined commercial and industrial structure fire incidents per 1,000 commercial and industrial structures[7,22]	3.47	< 15	2.47	< 15	< 15	< 15
End-of-fiscal year percent change in number of structural fires[22]	-10.58%	-5%	N/R	-5%	-5%	-5%
End-of-fiscal year number of civilian fire fatalities[24]	5	≤ 5	8	≤ 5	≤ 5	≤ 5
End-of-fiscal year number of civilian fire injuries[24]	60	≤ 50	50	≤ 50	≤ 50	≤ 50
End-of-fiscal year percent of arson fires cleared by arrest or exceptional means[25]	7.23%	> 25%	10.10%	> 25%	> 25%	> 25%
Total arson fires per 10,000 population[25]	4.03	< 2	3.29	< 2	< 2	< 2

[21] Data is current as of June 30, 2013.

[22] This measure is tabulated from National Fire Incident Reporting System (NFIRS) data, required by the United States Fire Administration (USFA). Previously, fire incident statistics presented in this table were reported using Fire Investigator written reports. Not all fire incidents were investigated, meaning fire incident statistics were under reported (by the NFIRS standard) in previous fiscal years. For example, a Fire Investigator may not have completed a written report for a cooking fire involving a pan of food that was quickly extinguished. NFIRS may classify such fires as "structural fires," meaning they should be reported as part of NFIRS based fire incident statistics. FY 2012 represents the first full fiscal year of NFIRS based fire incident data. Because of this, the FY 2012 "end-of-fiscal-year percent change in number of structural fires" reported by the Department's FY 2012 Performance Accountability Report (PAR) and this table still needed to be calculated by Fire Investigator written reports for comparing FY 2012 to FY 2011 data. However, the FY 2013 end-of-fiscal year measure will be reported by comparing FY 2013 to FY 2012 NFIRS data. Additionally, the FY 2012 and FY 2013 workload measures for "number of structural fires" and "number of other fires" were updated using the FY 2012 and FY 2013 NFIRS data, while the FY 2011 workload measures were still calculated by Fire Investigator written reports. Finally, all measures in this table with ICMA references combine NFIRS "property use" codes according to ICMA "service descriptors." Each measure (including the FY 2012 and FY 2013 workload measures) is tabulated from an ICMA report available in the Department's fire records management system (FRMS) indicating that "extinguishment" took place during a "structure fire," combined with other FRMS reports indicating that "extinguishment" occurred during a reported fire incident. Measures comparing counts of structures use 2011 "property type" information obtained from the District's data warehouse. Measures comparing population counts use 2011 and 2012 information obtained from the United States Census Bureau.

[23] "Room of origin" reflects the first level of fire containment. "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 2013 (year to date), 98% of residential structure fires have been contained to the room or structure of origin.

[24] USFA measure.

[25] This measure is tabulated from Fire Investigator UCR data. According to the 2004 FBI UCR Handbook, an "arson" offense is cleared by arrest "when at least one person is (1) arrested, (2) charged with the commission of the offense, and (3) turned over to the court for prosecution (whether following arrest, court summons, or police notice)." An "arson" offense cleared by exceptional means (1) the "identity of the offender" can be "definitely established" during the investigation, (2) enough information exists to "support an arrest, charge, and turning over to the court for prosecution," (3) "the exact location of the offender (is) known so the subject (can) be taken into custody now," and (4) "some reason, outside law enforcement control," exists "that precludes arresting, charging, and prosecuting the offender." Arson fire cases may not be cleared in the same fiscal year they occur. For example, an arson fire that occurred in FY 2012 might not be cleared by an arrest until FY 2013. As such, arson fire clearance rates for previous fiscal years may be updated by new Performance Management Plans published during subsequent fiscal years. Population counts use 2011 and 2012 information obtained from the United States Census Bureau.

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: Improve the acquisition and distribution of information.
During FY 2014, the Department will rely on a variety of methods to acquire, produce and distribute information that promotes key safety initiatives, fosters community engagement and provides an accurate account for emergency response inquiries. Internally, the use of intranet/internet services (i.e. iNetViewer and 311 CSR) will become a key resource for information gathering. Externally, the use of the National Cinema Network will be considered as an additional distribution outlet for department information. **Completion Date: September, 2014.**

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

    INITIATIVE 2.1: Implement a community education, intervention and outreach program to focus on the health and safety of residents that live near fire stations. (Sustainable DC Plan Food Action 1.4)
During FY 2014, the Department will establish a community garden program on available green space at pre-selected fire stations. Members of the Department will engage residents who live near the station to promote and demonstrate a commitment to healthy living by growing vegetables at the garden. This initiative supports Mayor Gray's Sustainable DC Plan by assisting District residents with access to affordable, local, and self-sustaining food production. **Completion Date: September, 2014.**

KEY PERFORMANCE INDICATORS – Office of Communications

Measures	FY 2012 Actual	FY 2013 Target	FY 2013 YTD[26]	FY 2014 Projection	FY 2015 Projection	FY 2016 Projection
Number of neighborhood level fire safety presentations completed	890	500	631	500	500	500
Number of at school fire safety presentations completed	61	50	175	50	50	50
Number of neighborhood level health screenings completed	71	> 50	88	> 50	> 50	> 50
Number of smoke alarm installations	3,475	> 1,000	942	> 1,000	> 1,000	> 1,000
Number of car seat installations	1,438	1,500	909	1,500	1,500	1,500
Number of CPR program participants	1,003	> 1,000	1,206	> 1,000	> 1,000	> 1,000
Number of District wide automatic external defibrillator (AED) registrations[27]	91	> 100	62	> 100	> 100	> 100

[26] Data is current as of June 30, 2013

[27] Beginning in FY 2014, this measure will begin to track AED devices registered during the reporting period, instead of all previously registered devices. One AED registration may include more than one device. The count reflects new and re-registered devices after a four (4) year registration period expired. The FY 2012 Actual, FY 2013 Target and FY 2013 YTD values were revised to reflect the change in measurement definition.

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 1.1: Partner with the Department of Public Works to explore the installation of 85% ethanol fueling stations. (Sustainable DC Transportation Action 4.2)**
> During FY 2014, the Department will partner with the Department of Public Works to assess and evaluate the feasibility of installing 85% ethanol fueling stations to service existing flex fuel light duty vehicles operated by the Department. This initiative supports Mayor Gray's Sustainable DC Plan by exploring energy efficiency options and reducing hydrocarbon emissions. **Completion Date: September, 2014.**

OBJECTIVE 2: Continue to improve labor/management partnerships.

> **INITIATIVE 2.1: Establish a joint labor/management quality assurance committee.**
> During FY 2014, the Department will create a joint labor/management committee to evaluate policy alternatives covering medical CQI programs with the goals of reducing misunderstanding, improving communications, assuring compliance, all while recognizing that high quality patient care must remain a central focus of Department management efforts. **Completion Date: September, 2014.**

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

> **INITIATIVE 3.1: Based on the recommendations of the 2013 EMS Task Force, assess and evaluate EMS service delivery options.**
> During FY 2014, the Department, working collaboratively with the Deputy Mayor of Public Safety, Local 36, Local 3721 and stakeholder groups, will assess and evaluate deployment and system management options to improve EMS service delivery. Options for consideration include repositioning emergency vehicles by time of day and location, changing patient transfer procedures at District hospitals and improving performance monitoring information available to Chief Officers and supervisors.
> **Completion Date: September, 2014.**

KEY PERFORMANCE INDICATORS – Office of the Fire and EMS Chief

Measures	FY 2012 Actual	FY 2013 Target	FY 2013 YTD[28]	FY 2014 Projection	FY 2015 Projection	FY 2016 Projection
Average time in days to close Mayoral customer service work flows	7	7	6	7	7	7
Number of community group meetings scheduled and attended by executive managers	146	> 100	85	> 100	> 100	> 100
Number of labor/management planning activity meetings scheduled and attended by executive managers	41	12	17	12	12	12

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[28] Data is current as of June 30, 2013.

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