



Fire and Emergency Medical Services (F&EMS)

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.

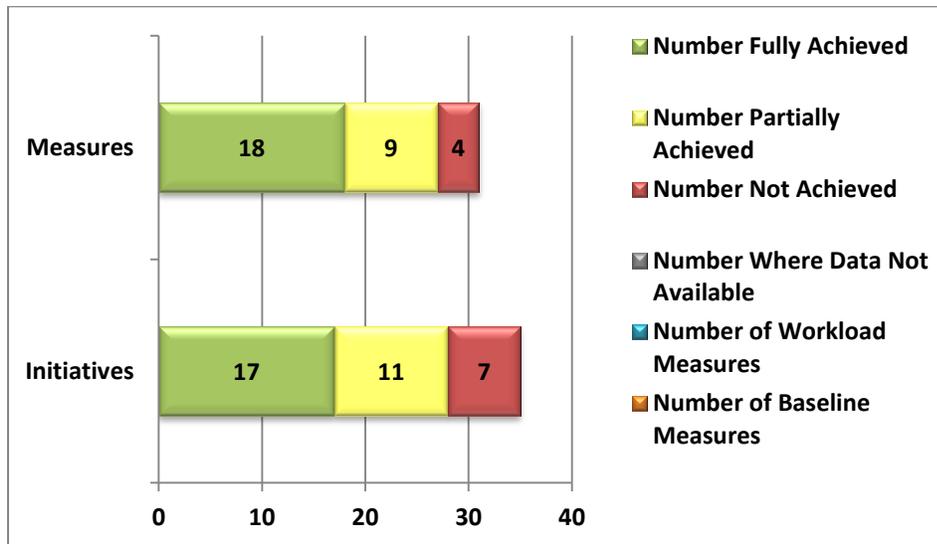
Supporting all-hazards District-wide protection is a business model emphasizing timely, resourceful, efficient and effective combinations of programs, people, equipment and mobile technology delivered at an individual, neighborhood, and community level. Fire and EMS is responsible for the internal training 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.

ACCOMPLISHMENTS

- ✓ During FY 2011, the Department reduced employee overtime by 58% compared to FY 2010. This resulted in savings exceeding \$6.9 million, reducing overtime from an average of \$459,876 per pay period in FY 2010 to \$193,957 per pay period during FY 2011.
Fiscal Stability
- ✓ During FY 2011, the Department temporarily posted fire trucks at identified intersections as part of a District-wide effort to help make neighborhoods safer. This program increased the visibility of public safety resources, deterred crime and improved community stability.
Public Safety
- ✓ During FY 2011, the Department reintroduced the Fire Cadet Program for District Youth to prepare candidates for public safety careers. The new program, in cooperation with DC Public Schools, identified 34 participants who began Fire Cadet training in November, 2011.
Job Creation



OVERVIEW OF AGENCY PERFORMANCE





Performance Initiatives – Assessment Details

Performance Assessment Key:

 Fully achieved  Partially achieved  Not achieved  Data not reported

Operations Division

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 was dispatched to 161,849 emergency incidents. Of these, 130,257 (or 80.5%) were classified as emergency medical service (EMS) incidents. These incidents resulted in 157,448 responses by EMS vehicles, a 4% decrease in EMS vehicle response compared to FY 2010. During FY 2011, the Department transported 97,689 patients to local hospitals and medical facilities, a 2% increase compared to FY 2010. First response time to critical medical calls during FY 2011 averaged 4 minutes and 42 seconds, with first Paramedic response time averaging 5 minutes and 53 seconds. During FY 2011, the role of the Department's EMS Liaison Officers (ELOs), working at the Office of Communications (OUC) 9-1-1 Operations Center, was expanded to include operational compliance with a refusal of care checklist for non-transport cases. In FY 2011, the Street Calls longitudinal patient cohort study indicated transport of cohort patients was reduced by 66%, a slight improvement from FY 2010. New EMS medical treatment protocols were implemented in April, 2010, with revisions continuing through FY 2011. A new Medical Director began work at the Department in August, 2011. By the close of FY 2011, 8 EMS Task Force objectives remained opened but 3 were impractical after being overtaken by events or changes in operational management strategy.

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

 During FY 2011, the Department continued to implement improved tools to monitor performance metrics for EMS patient care. A sample of patient charts was reviewed monthly to evaluate the quality of report documentation and compliance with medical protocols. Focused reviews of specific patient cases were completed based on inquiries from hospitals, supervisors or other Department personnel. Information obtained from such reviews was used to plan training and remediation activities to improve patient care. The Department expanded participation in disease specific patient care registries with Hospitals, to improve review of patient outcomes involving cardiac arrests (CARES), major heart attacks (STEMI), stroke and major trauma. During FY 2011, the Department implemented a program to improve the quality of electronic patient care report (ePCR) writing using employee training and compliance monitoring. This included generalized training in ePCR reporting along with supervisor training for reviewing reports. The Department's EMS quality improvement (EMSQI) staff monitored submitted ePCRs, identified unsatisfactory documentation, provided remedial ePCR instruction for non-compliant employees and reported results to the Medical Director.



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 was dispatched to 161,849 emergency incidents. Of these, 31,592 (or 29.5%) were classified as fire, special rescue or other incidents. These incidents resulted in 167,158 responses by fire vehicles, a 19% decrease in fire vehicle response compared to FY 2010.

- During FY 2011, the Department responded to 463 working structural fires, a 6% increase compared to FY 2010. Major operational events in FY 2011 included a significant snow storm and an earthquake. During FY 2011, 10 civilians died as the result of fires and 81 were injured. First response time to structure fire calls during FY 2011 averaged 1 minute and 52 seconds.

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 worked closely with the Metropolitan Washington Council of Governments and other regional public safety departments to better prepare for the threat of large scale terrorist events. This included developing and publishing a Preventative Radiation Nuclear Detection Strategy and a National Capital Region – Key Response Planning Factors for the Aftermath of Nuclear Terrorism document. As part of this effort during FY 2011, and in cooperation with regional partners, the Department purchased radiation detection and identification equipment. In FY 2011, Department personnel participated in regional Hazardous Materials and Weapons of Mass Destruction training and improved intelligence cooperation between regional partners by identifying points of contact for shared information concerning emergency preparedness, terrorism and fire/arson threats.

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 implemented a new Fire Records Management System (FireRMS) requiring electronic incident reporting by fire apparatus company officers. Information concerning requirements, standard of data entry, responsibility for completion and supporting documentation was published to Department General Orders. Completing training associated with this initiative during FY 2011, prior to implementing a data quality assurance program, may have increased Department overtime pressures. Accordingly, this initiative was pushed forward to FY 2012 for completion.



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

During FY 2011, the Department upgraded both ePCR host servers and electronic data storage devices to improve access reliability and system operating speed for mobile and desktop users of the ePCR system. Additionally, ePCR software was updated to the latest version for improved mobile user ease of use and desktop user functionality. Improved ePCR reporting system performance significantly decreased EMSQI wait time in reviewing ePCR reports and increased EMSQI data collection confidence.





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

- During FY 2011, the Department planned to integrate common database elements across Department-wide management software applications and engaged an in-house information technology (IT) contractor for a six (6) month period to review, analyze, plan and implement this data integration strategy. In the short term, this effort was unsuccessful because of unanticipated organizational nuances involving DC.GOV network architecture and operating requirements. Accordingly, this initiative was pushed forward to FY 2012 with expanded resources and revised planning.

Support Services Division

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 2010, the Department electively halted NREMT certification training of non-certified uniformed personnel. Fewer than 70 employees remained in this category, all of whom were hired prior to 1987. The majority of these employees had completed twenty five (25) years of career service and were approaching retirement age. Return on Department investment for cross-training would have been limited, with nominal impact on service delivery capacity. Completing this initiative during FY 2011 would have dramatically increased Department overtime pressures and potentially violated certain provisions of the FY 2011 Budget Support Act.

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

- During FY 2012, the Department completed Pediatric Advanced Life Support (PALS) certification training for 176 personnel, including 75 new certifications and 101 re-certifications, representing a majority of uniformed advanced life support (ALS) personnel employed by the Department. Completing this initiative during FY 2011 would have dramatically increased Department overtime pressures and potentially violated certain provisions of the FY 2011 Budget Support Act. Accordingly, this initiative was pushed forward to FY 2012 for completion.

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

- During FY 2012, the Department implemented limited company-level evolutions and drills involving fire suppression training, hazardous materials and technical rescue. Additional training in each area was selectively provided at the Training Academy, as well. Completing this initiative during FY 2011 would have dramatically increased Department overtime pressures and potentially violated certain provisions of the FY 2011 Budget Support Act. Accordingly, this initiative was pushed forward to FY 2012 for completion.

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, in cooperation with the Metropolitan Police Department (MPD) and the Human Resources Department (DCHR) completed planning efforts to implement an automated recruiting and position application management system to move the recruiting and application process from paper to electronic format. When complete, the system will allow the Department to create applicant profiles, eliminating delays in processing. Operationalizing the system still requires significant resources and was pushed forward to FY 2012 for completion.



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, working in cooperation with the Department of General Services (DGS) and the Office of Contracting and Procurement (OCP) completed and published a contractor bid package for renovation of Engine Company 29. Bid award was not issued to begin construction because the proposed renovation plan included the widening of apparatus bay doors to accommodate the increased size of fire trucks. Unfortunately, this provision of the plan was not approved by the Historic Preservation Office and was referred to the Mayor's Agent for an appeal hearing. The hearing is initially scheduled for March 23, 2012. Accordingly, this initiative was pushed forward to FY 2012 for completion.

INITIATIVE 3.2: Begin Modernization and Renovation of Engine 28.

● During FY 2011, the Department, working in cooperation with the Department of General Services (DGS) and the Office of Contracting and Procurement (OCP) completed and published a contractor bid package for renovation of Engine Company 28. Bid award was not issued to begin construction because the proposed renovation plan included the widening of apparatus bay doors to accommodate the increased size of fire trucks. Unfortunately, this provision of the plan was not approved by the Historic Preservation Office and was referred to the Mayor's Agent for an appeal hearing on February 24, 2012. At time of writing, an appeal determination has not been issued. Accordingly, this initiative was pushed forward to FY 2012 for completion.

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

● During FY 2011, the Department, working in cooperation with the Department of General Services (DGS), completed site evaluation of Geothermal HVAC system installations at Engine Companies 4 and 33. Because of time constraints and the scope of work required for installation at Engine Company 4, the construction plan was modified to include only Engine Company 33. At time of writing, the construction plan has been engineered and cost proposals were provided by architects. A statement of work and contractor bid package is anticipated in the near future. Accordingly, this initiative was pushed forward to FY 2012 for completion.

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 implemented strict controls concerning the entering of parts and equipment information into the apparatus parts inventory information system. This action was the result of training attended by the parts inventory manager covering system operation. Following this, the system was reconfigured to indicate parts usage trends and reorder dates. Additionally, the Department implemented revised security measures to verify and document that issued parts were installed on apparatus.

INITIATIVE 4.2: Improve emergency vehicle preventive maintenance controls.

● During FY 2011, the Department planned to improve emergency vehicle preventive maintenance (PM) by implementing a rotating PM schedule using reserve apparatus and improved scheduling controls to minimize vehicle out-of-service delays. Unfortunately, because procurement and purchase of new apparatus was significantly reduced during FY 2009 and 2010, limited reserve apparatus were available to support this initiative, forcing emergency vehicle down time to complete PM whenever possible. With the delivery of new apparatus during FY 2012 and the anticipation of available and reliable reserve apparatus, this initiative was pushed forward to FY 2012 for completion.



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

During FY 2011, the Department planned to implement training and education programs for service technicians and supervisors employed by fleet services. Unfortunately, because procurement and purchase of new apparatus was significantly reduced during FY 2009 and 2010, maintenance and repair of existing apparatus became increasingly problematic, forcing extensive overtime and decreased availability of training time. With the delivery of new apparatus during FY 2012 and the completion of additional hiring, this initiative was pushed forward to FY 2012 for completion.

Policy and Standards Division

OBJECTIVE 1: Monitor and improve employee safety and wellness.

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

During FY 2011, the Department implemented IAFF/IAFC Peer Fitness wellness model programs for uniformed personnel including influenza vaccination, tuberculosis screening, nutritional education and outreach, cardiac stress testing, individual fitness assessments, fitness outreach, personal training, community exercise and return-to-work conditioning. Additional training programs included blood borne pathogen and infection control, along with needle stick prevention education. The Department's risk management team monitors employee participation and compliance.

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

During FY 2011, the Department completed baseline Aerobic Capacity Evaluations (ACEs) on 1,991 uniformed employees. In FY 2011, 31 employees determined to be "de-conditioned" by testing participated in the Department's "Return to Work Program (RTWP)." Of these employees, 29 returned to "full-duty" in an average of 52 days. Following baseline evaluations and moving forward to FY 2012 and beyond, the Department transitioned to a criterion based schedule for additional ACEs.

OBJECTIVE 2: Monitor and investigate employee misconduct.

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

During FY 2011, the Department planned to implement CLEAR, a record checking public database tool, to assist with administrative investigations and employee recruit processing. Independent procurement of CLEAR proved cost prohibitive within FY 2011 budget constraints. The Department continues to consider procurement options, including a Memorandum of Understanding agreement with MPD for shared use, but the initiative was pushed forward to FY 2012 for further evaluation.

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

During FY 2011, the Department planned to complete annual background checks, as required by the Child and Youth, Safety and Health Act (CYSHA), for all safety sensitive uniformed personnel employed by the Department. When this initiative was written, the authority for the Department to conduct background checks had not been finalized. During FY 2011, the Department of Human Resources (DCHR) was the responsible authority to conduct employee background checks as required by CYSHA. The Department, prior to offers of employment and with the cooperation of MPD and DCHR, conducts a full background check as part of suitability assessment. Additionally, the Department requires employees to self-report all arrests, including CYSHA prohibited conduct, for continued employment suitability assessment and determination by DCHR.

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 continued to improve the disciplinary conference process. Because of FY 2011 budget constraints and increased overtime pressures, the Department designated a single Battalion Fire Chief on each operational platoon (work shift) to conduct Battalion level disciplinary conferences during assigned work days. This responsibility is rotated each 6 months. Similarly, Deputy Fire Chiefs of each platoon became responsible for conducting Deputy level disciplinary conferences during assigned work days. These changes improved the consistency of proposed actions and uniformity of disciplinary penalties, along with expediting the administrative process and reducing overtime pressures associated with disciplinary hearings.

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 instituted a Chief's "open door" policy with scheduled meeting dates allowing employees to directly voice labor concerns to the Department's Fire and EMS Chief. Additionally, the Department reassigned a Deputy Fire Chief as "Executive Officer (EXO)" to serve as a Department liaison to labor groups. During FY 2011, the EXO met monthly, or on an "as needed" basis, with labor representatives to discuss employee ideas, working conditions, services and to resolve other employment related issues, including collective bargaining agreement discussion. The EXO liaison position replaced the joint labor/management committee initiative moving forward into FY 2012.

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 co-located the Office of the Fire Marshal to the District's "One-Stop Permit Center," with the cooperation of the Department of Consumer and Regulatory Affairs (DCRA). This move resulted in simplification and streamlining of permits issued by the Department and DCRA, including improving permitting process workflows and the use of standardized forms. Moving forward to FY 2012, the Department is exploring permitting automation to reduce delays and increase revenue.

INITIATIVE 5.2: Streamline service payment methods.

During FY 2011, the Department planned to accept electronic payment methods (along with cash and checks) for permitting fees and other transactions utilizing the DCRA payment window at the District's "One-Stop Permit Center." Transitioning to these methods proved cost prohibitive within FY 2011 budget constraints. The Department continues to explore electronic payment options and the initiative was pushed forward to FY 2012 for further evaluation.

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 planned to increase training and certification hours of Fire Investigators and continue to provide professional development opportunities. Some of this training proved cost prohibitive within FY 2011 budget constraints and travel restrictions reduced course opportunities. During FY 2011, one employee obtained Fire Investigator certification with continuing education and other training redirected to regional resources. The Department continues to explore professional development opportunities for Fire Investigators that are less costly and the initiative was pushed forward to FY 2012 for further evaluation.



Community Services Division

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 improved public and media communication by significantly expanding social media presence. This included a Facebook page that listed all community oriented Department activities and generated more than 80,000 “hits” from users. The Department’s Twitter account, publicizing fire and EMS incidents in real time, attracted more than 10,000 followers, the highest rating for any District Government agency.

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 expanded home fire safety, child fire safety, CPR and health screening activities at neighborhood levels. The Department’s Communication Office completed presentation and educational programs for District of Columbia Public Schools (DCPS) students, teachers and employees. Health screening and safety education programs were provided for District residents at health and fitness expos, along with 15 ANC/Civic Association meetings and 10 Mayoral Town Hall meetings.

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

- During FY 2011, the Department expanded language access programs to improve distribution of information and utilization of Department services by increasing the visibility of bilingual employees at community outreach events and activities. The Department’s Communication Office targeted participation in Hispanic community events for CPR Anytime and health screening programs, along with expanding activity to include the Mayor’s Office on Latino Affairs. At each event, the District Government’s Language Access Line was promoted as a service feature. During FY 2011, the Department improved a partnership the Mayor’s Office of Community Affairs and more appropriately identified opportunities for engagement with multicultural audiences.

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 renamed the SAVU program to the A’sia Sutton Smoke Alarm Program (ASSAP), in honor of a child tragically killed during a fire that originally focused community attention on the topic. The ASAAP program was aggressively promoted by the Communications Office using social media, at each community event the Department attended and during Mayoral events or other functions. Additionally, the Department applied for (and eventually received) grant funding from the Institution of Fire Engineers (IFE) targeting Community Risk Reduction (CRR) to help fund smoke alarm distribution and installation. The Communications Office updated webpage scheduling for ASAAP installations and incorporated the District’s 3-1-1 system into the process.



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

- During FY 2011, the Department assisted in expanding AED placement and registration to include 443 facilities and 1,409 units. Additionally, each unit was identified to the Office of Unified Communications (OUC) for incorporation into the Computer Aided Dispatch (CAD) system so that 9-1-1 call takers can promote AED use during cardiac arrest emergencies.

Department Management

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

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

- During FY 2011, and because of Mayoral Administration transition, the Department delayed proposing a new 3 year legislative agenda until the FY 2012 strategic planning process is completed. The Mayor, working in cooperation with District Council and the Department, signed into law the “Health and Safety 911 Abuse Prevention Amendment Act of 2010” (L18-0373), with an effective date of May 26, 2011. This law significantly changed the payment requirements of residential healthcare facilities when using Department ambulances for non-emergent patients and will serve to assist the Department in reducing non-emergent 9-1-1 calls moving forward in FY 2012.

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

- During FY 2011, the Department significantly engaged community leaders and groups by pledging to focus Department efforts in a more community oriented direction. This included the temporary assignment of fire trucks and emergency vehicles to engage District residents and become more visible in high activity areas in an effort to reduce anti-social behavior. The Fire and EMS Chief, along with many senior employees of the executive staff, met with more than 80 community leaders and attended more than 100 neighborhood events beginning in January, 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 Department reassigned a Deputy Fire Chief as “Executive Officer (EXO)” to serve as a Department liaison to labor groups. The EXO met monthly, or on an “as needed” basis, with labor representatives to discuss policy, procedures and expectations as they applied to compliance with Department mission, to assure labor representatives were aware of changes in regulations affecting conditions of employment, to discuss disciplinary matters affecting employment and to provide labor group input for problem solving concerning operational issues.

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, and because of Mayoral and Department Administration transition, the Department delayed proposing a new 3 year strategic plan and the initiative was pushed forward to FY 2012 for completion.



Performance Initiatives – Assessment Details

Performance Assessment Key:

● Fully achieved
 ● Partially achieved
 ● Not achieved
 ● Data not reported

		Measure Name	FY2010 YE Actual	FY2011 YE Target	FY2011 YE Revised Target	FY2011 YE Actual	FY2011 YE Rating	Budget Program
Agency Management								
●	1.1	Average time in days to close Mayoral customer service work flows	8	7		6	116.67%	
●	1.2	Number of community group meetings scheduled and attended by executive managers.	16	24		141	587.50%	
●	2.1	Number of labor/management planning activity meetings scheduled and attended by executive managers.	12	12		14	116.67%	
Operations Division								
●	1.1	Percentage of critical medical calls with first paramedic arriving within 8 minutes, dispatch to scene.	85.6%	90%		82.18%	91.31%	
●	1.2	Percentage of critical medical calls with first transport unit arriving within 12 minutes, dispatch to scene.	90%	90%		90.25%	100.27%	
●	1.3	Percentage of hospital drop times of 30 minutes or less.	35.8%	50%		33.86%	67.71%	
●	1.4	Percentage of cardiac arrest patients successfully resuscitated.	21.5%	20%		22.08%	110.39%	
●	1.5	Percentage decrease in 911 usage by Street Calls patients in a cohort.	72.6%	50%		65.93%	131.86%	
●	1.6	Percentage of patients surveyed indicating they were satisfied or very satisfied with EMS services.	96%	90%		97.35%	108.17%	



		Measure Name	FY2010 YE Actual	FY2011 YE Target	FY2011 YE Revised Target	FY2011 YE Actual	FY2011 YE Rating	Budget Program
●	1.7	Percentage of critical medical calls with first EMT arriving within 6 minutes 30 seconds dispatch to scene.	86.4%	90%		86.51%	96.13%	
●	2.1	Percentage of structure fire calls with first fire truck arriving within 6 minutes, 30 seconds dispatch to scene.	98.9%	90%		98.19%	109.10%	
Support Services Division								
●	1.1	Number of EMT-P Certified personnel	234	250		242	96.80%	
●	1.2	Number of EMT Certified personnel	1,521	1,600		1,598	99.88%	
●	2.1	End of Fiscal Year percentage of unfilled authorized positions (vacancy rate).	8.8%	2%		7.34%	27.25%	
●	3.1	Number of fire stations completing "buff, scrub and greening" program.	4	5		0	0%	
●	4.1	Percentage of emergency apparatus ordered on FY 2010 replacement plan.	100%	100%		100%	100%	
●	4.2	Percentage of heavy duty emergency vehicle fleet (fire trucks and other vehicles) available for daily operation.	87.6%	85%		70.83%	83.33%	
●	4.3	Percentage of medium duty emergency vehicle fleet (ambulances and other vehicles) available for daily operation.	85.3%	85%		51.76%	60.90%	
●	4.4	Percentage of light duty emergency vehicle fleet (command and support vehicles) available for daily operation.	94.1%	90%		84.49%	93.88%	



		Measure Name	FY2010 YE Actual	FY2011 YE Target	FY2011 YE Revised Target	FY2011 YE Actual	FY2011 YE Rating	Budget Program
Policy and Standards								
●	1.1	Number of Department vehicles involved in accidents during emergency responses.	93	100		72	138.89%	
●	1.2	Number of Department personnel injured during emergency operations.	227	175		317	55.21%	
●	1.3	Percentage of employees completing OSHA and NFPA required safety training.	100%	100%		100%	100%	
●	4.1	Number of substantiated EEO/diversity complaints.	0	0		0	100%	
●	5.1	End of Fiscal Year percentage change in number of structural fires.	9	5		6.19%	80.74%	
●	5.2	Number of Occupancy Inspections	15,193	15,000		14,231	94.87%	
●	6.1	End-of-fiscal year % arson cases closed by arrest.	38.1	30		56.52%	188.41%	
Community Services Division								
●	2.1	Number of at school fire safety presentations completed.	60	50		63	126%	
●	2.2	Number of neighborhood level fire safety presentations completed.	743	500		943	188.60%	
●	3.1	Number of smoke alarm installations.	1,250	1,000		1,408	140.80%	
●	3.2	Number of car seat installations.	2,353	1,500		2,227	148.47%	
●	3.3	Number of neighborhood level health screenings completed.	12	12		152	1266.67%	