Fire and Emergency Medical Services (FB)

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.
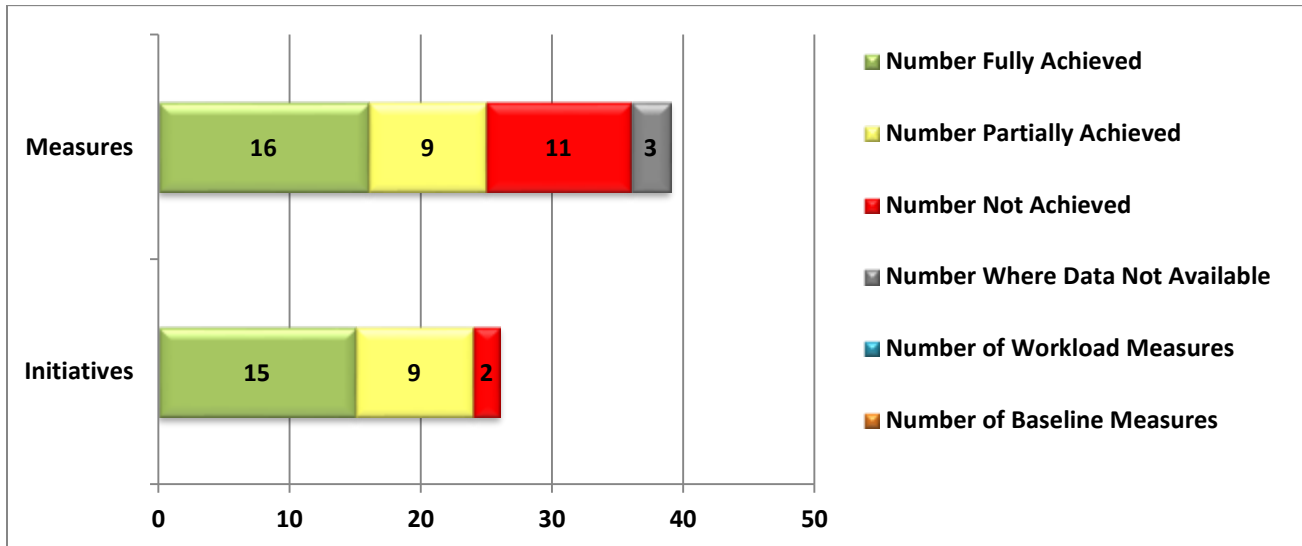
ACCOMPLISHMENTS

✓ During FY 2013, the Department dramatically improved response times to higher priority EMS calls. Improved response performance results in District residents receiving help more quickly.

✓ During FY 2013, the Department placed nine (9) new ambulances in service and ordered twenty one (21) more to be delivered before January 1, 2014. Improved vehicle fleet reliability decreases ambulance out-of-service time for maintenance and repairs.

✓ During FY 2013, the Department hired nine (9) paramedics. More paramedics available for staffing ambulances improve emergency medical care provided to District residents during transport to hospitals.
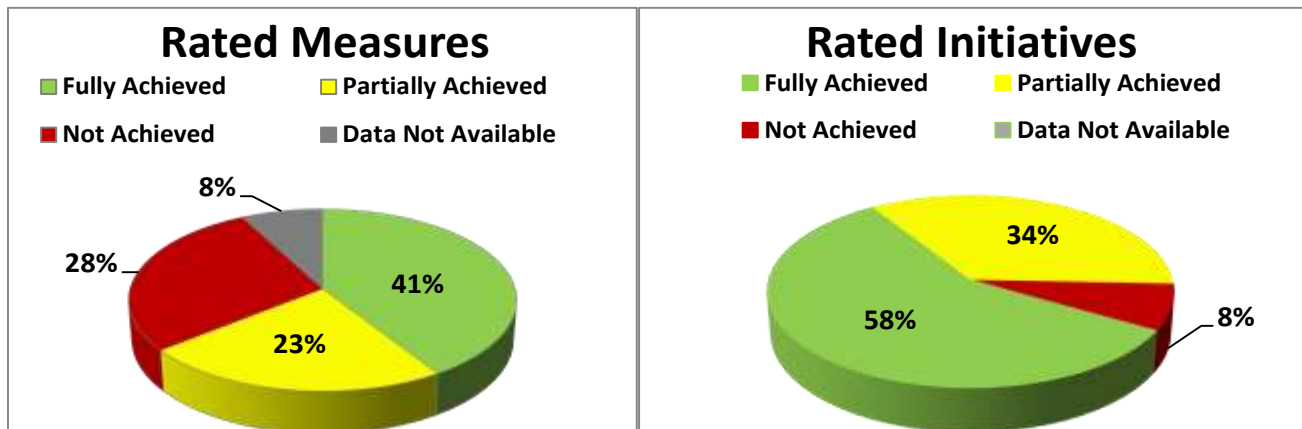
TOTAL MEASURES AND INITIATIVES

RATED MEASURES AND INITIATIVES

Note: Workload and Baseline Measurements are not included

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Agency Management/Office of the Fire and EMS Chief

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

Fully Achieved: During FY 2013, the Department worked with school administrators at Dunbar High School, Perry Street Preparatory Public Charter School, H.D. Woodson High School, Roosevelt High School, Coolidge High School and Ballou High School to increase participation and interest in the Fire Cadet Program. Through a partnership with the Department of Employment Services (DOES), responsible behavior and career success orientation to foster interest in public safety career choices was emphasized.

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

Not Achieved: During FY 2013, the Department met with a variety of stakeholders including neighborhood groups, civic associations, ANCs, the Emergency Medical Services Advisory Council (EMSAC), labor organizations and District Councilmembers to present an EMS redeployment plan for increasing EMS coverage during the busiest times of the day when demands for services are greatest. At the same time, the Department began negotiations with the firefighter's labor organization to change work shifts. Both initiatives would have resulted in better emergency response capacity and performance while simultaneously reducing overtime costs. However, District Council did not approve the EMS redeployment plan and negotiation with the firefighter's labor organization was still ongoing at the end of FY 2013. As a result, operational overtime pressures during FY 2013 increased compared to FY 2012.

OBJECTIVE 2: Continue to improve labor/management partnerships.

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

Fully Achieved: During FY 2013, the Department established a schedule for increased involvement with organized labor. An approach was utilized that involved meeting, reviewing and conferring about new policies and regulations with the intent to reduce the number of grievances filed. Since implementation of the initiative, the numbers of grievances filed have been trending downward. In addition, an Executive Officer with an expertise in labor and employment law was hired and assumed the role of labor liaison. The new Executive Officer along with senior staff members participated in a joint Management/Labor training conference held during the fourth quarter of FY 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.

Fully Achieved; During FY 2013, the Department purchased and installed Statistica, a statistical analysis application by StatSoft,Inc., a leading supplier of analytical software. By May, 2013, the Department had completed initial planning and layout for data table formulation of the application. By August 2013, the Department had completed development of relationship logic for data elements. Currently, the Department is loading CAD data from calendar years 2010 through 2013 to establish a foundation for performance analysis, followed by demographic and emergency incident reporting data to complete evaluative and process modeling for improvement of Department services in District neighborhoods.

Emergency Medical Services Bureau

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.

● **Partially Achieved:** During FY 2013, the Department provided access to patient care records for reviews by EMTs and Paramedics using the CODE-STAT® software interface. Process mapping was completed with infrared communication equipment being purchased to remotely upload data from Lifepack 1000 AED units. However, additional software licenses and other technology resources still need to be procured and installed to provide for "right after the incident" review of high acuity cases by EMS supervisors. As a result, the initiative remains active moving forward during FY 2014.

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.

● **Fully Achieved:** During FY 2013, the Department identified repeated cases of employee CQI referrals despite remediation efforts for improvement. In approximately 20% of such cases, critical thinking and judgment, in terms of patient assessment and treatment, were identified to be the root cause of such deficiencies. In each case, the employee involved was referred to the Training Academy by the Medical Director for remedial training and improvement monitoring. Additionally, the results of such reviews were incorporated into the curriculum planning process for annual EMS refresher courses and in the new hire entry curriculum for the training of incoming employees.

Fire Prevention and Investigation

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.

● **Fully Achieved:** During FY 2013, the Department completed multiple on-site seminars for community organizations concerning fire code compliant emergency plan preparation. Presentations were made to the Federal Bureau of Investigation (FBI), the United States Department of Justice (DOJ), the District of Columbia Youth Rehabilitation Services (DYRS), the United States Government Printing Office (GPO), the General Services Administration (GSA), the Corcoran Gallery of Art and the Downtown DC Business Improvement District.

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.

● **Fully Achieved**: During FY 2013, the Department strengthened compliance with NFIRS reporting requirements by instructing company officers and firefighters on fire risk reporting techniques. A National Fire Academy NFIRS 5.0 training program was placed on the Target Solutions Learning Management System for completion by firefighting personnel. The program consists of twelve (12) modules, is self-paced and requires completion of one training module each month.

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Office of Communications

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.

● **Fully Achieved:** During FY 2013, the Department significantly increased social media distribution through Facebook and Twitter by posting numerous alerts and stories. Some of the more well received updates and stories included pictures of new ambulances going into service and community outreach events attended by the Department. The Twitter "hashtag" of "#movetotherightdc" was added to all Department "tweets" beginning in July, 2013, with postings concerning the campaign linked back to the Department's Facebook Page. A public service story called "Heart Health: CPR Training to Save a Life" aired on WUSA-9 on 11/2/2012, and the Department provided free CPR training at the 20th Annual NBC-4 Health and Fitness Expo on 3/16/2013 and 3/17/2013, which was also promoted through Twitter and Facebook.

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

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

● **Not Achieved:** During FY 2013, the Department decided not to revise public educational materials. A large quantity of printed fire and life safety materials, including educational literature emphasizing health, nutrition and fitness was previously purchased and continues to be successfully used. Educational partnerships with community organizations remained strong, mostly focused on neighborhood events and other activities that provided direct contact opportunities with District residents for education and outreach.

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.

● **Fully Achieved:** During FY 2013, the Department promoted the distribution of devices, services and programs to protect District residents from fires and health-related problems. EMT and Paramedic teams attending community events provided more than 1,400 blood pressure and glucose screenings while firefighters assisted with the installation of smoke alarms in more than 500 District homes. Child care safety seat installation and CPR training opportunities were offered at many community events, with dates and reminders broadcast using the Department's Twitter and Facebook social media feeds.

Operations Bureau

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.

● **Fully Achieved:** During FY 2013, the Department implemented an EMS performance improvement initiative to reduce hospital "drop times." This included changing the "patient transfer of care procedure" after ambulances arrive at hospitals, a real-time situational "dashboard" showing the status of each ambulance while at hospitals, and a two (2) month on-site comparative study of "drop times" by ambulances at one of the busiest local hospitals, all in an effort to identify, track and reduce unnecessary delays that prevent ambulances from returning to service as quickly as possible. Although no significant improvement in average "drop time" was achieved during FY 2013, the initiative remains active moving forward during FY 2014.

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

● **Fully Achieved:** During FY 2013, the Department implemented an EMS performance improvement initiative to reduce alarm "turn out times" (or "chute" times). This included tracking excessive "chute" and "response times," monitoring "out of service" times for ambulances and defining response time benchmark performance expectations for ambulances and fire trucks. As a result of this initiative, all three key performance indicators measuring EMS response time – including first arriving EMT, first arriving Paramedic and first arriving ambulance – dramatically improved during the period from February to September, 2013.

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

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

● **Fully Achieved:** During FY 2013, on-duty companies in the Department's Operation Bureau completed building walk-throughs to identify critical components of identified structures within local alarm areas to gather pre-fire planning information. Critical components identified included general floor plans showing the locations of stairwells, standpipe risers and fire extinguishers. Pre-fire planning better equips Firefighters with the necessary information to ensure the department can successfully complete its mission to preserve life and property, as well as assisting to identify potential hazards during emergency operations.

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

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

● **Partially Achieved:** During FY 2013, the Department participated in two multi-agency exercises to assess readiness and performance during multi-jurisdictional incident responses, including integrating operational companies into a unified command structure with local and federal partner agencies. Following these exercises, the Department's "Incident Management" portion of the Catastrophic Event Matrix was reviewed and updated to ensure seamless integration of resources between responding partner agencies.

Services Bureau

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

INITIATIVE 1.1: Expedite training of recruit level employees to fill vacant positions.

● **Fully Achieved:** During FY 2013, the Department accelerated the training of recruit Firefighter EMT's and Paramedics with the goal of filling vacant positions. The Training Division completed certification training of recruit classes that included the following: Navigation, Electronic Patient Care Reporting, CPR Refresher, Bariatric Orientation, Advance Medical Life Support (AMLS), Pediatric Advanced Life Support (PALS), Clinical Quality Improvement (CQI) , Hazardous Materials Awareness, Standard Operating Guidelines (SOG), National Registry Emergency Medical Technician (NREMT), Hazardous Materials Awareness and Operations (HAZMAT) and Basic Cardiac Life Support (BCLS).

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

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

● **Fully Achieved:** During FY 2013, the Department collaborated with the DC Department of Human Resources (DCHR) to establish new position descriptions and hire additional personnel to support the Department's mission. A large group of qualified applicants were reached by posting employment opportunities on DCHR and Department websites that included social media distribution. Eighty-five

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(85) employees were hired including nine (9) Paramedics, thirty (30) Firefighter EMTs, thirty-three (33) Fire Cadets, one (1) Public Health Analyst, one (1) IT Specialist, three (3) Program Analysts, two (2) Program Support Assistants, one (1) Staff Assistant, one (1) Labor Liaison Officer, one (1) Labor Liaison Specialist, one (1) Fleet Management Officer, one (1) Compliance and Review Officer, and two (2) Heavy Mobile Equipment Mechanic Helpers.

OBJECTIVE 3: Monitor and improve employee safety and wellness.

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

Partially Achieved; During FY 2013, the Department held meetings with representatives from the Police/Fire Clinic and the Wellness Center to discuss expanding employee immunization record keeping that includes required vaccinations, screenings and documentation of declinations by employees for immunizations. Several plans were discussed, with further implementation planned in FY 2014. As a result, the initiative remains active moving forward during FY 2014.

INITIATIVE 3.2: Implement enhanced cleaning and disinfection procedures.

Fully Achieved: During FY 2013, the Department implemented enhanced cleaning and disinfection policies and procedures to decrease the possibility of employee exposure to infectious hazards and to minimize the spread of cross-contamination. The procedures were written and implemented to include Department facilities, vehicles and equipment. New cleaning products were standardized and issued to all stations, and training was provided through the Target Safety system.

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

INITIATIVE 4.1: Engine Company 15 renovations.

Partially Achieved: During FY 2013, the Department completed work at Engine Company 15 (including a total roof replacement) for improving the living and working conditions of employees and to reduce facility maintenance costs. Design work was completed and permits were received for additional renovation work to include a retaining wall replacement and expansion of the rear training pad. Bids were requested for renovation work to be completed in FY 2014. As a result, the initiative remains active moving forward during FY 2014.

INITIATIVE 4.2: FY 2013 asbestos abatement projects.

Fully Achieved: During FY 2013, the Department completed asbestos abatement projects at Engine Companies 5, 8 and 18 for improving the living and working conditions of employees and to comply with EPA requirements. Each project was inspected, with appropriate filings completed through the District Department of the Environment (DDOE).

INITIATIVE 4.3: FY 2013 green initiative projects.

Partially Achieved: During FY 2013, the Department upgraded the interior lighting at Engine Company 2 and the Training Academy by installing more efficient equipment to reduce costs and improve the working conditions of employees. Lighting replacements at Engine Company 19 were delayed until early FY 2014 because of additional funding requirements for bid approval. As a result, the initiative remains active moving forward during FY 2014.

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

INITIATIVE 5.1: Install improved fleet management software.

Partially Achieved: During FY 2013, and working in conjunction with Business Development Associates, LLC (BDA Global) to complete an assessment and audit of fleet management and maintenance functions performed by the Apparatus Division, the Department determined that Faster Asset Solution's

"FASTER" application would be retained as the Department's fleet management information system (FMIS). This decision was based on the consultant's assessment that the application was underutilized, not optimally configured for use by Apparatus Division employees and that problems associated with FASTER were less a result of the capability of the application than an understanding of its use. As a result, the Department chose to continue using FASTER, but to improve configuration of the system, provide additional training for users and to more fully integrate fleet management and maintenance tracking functions into the FASTER application.

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

INITIATIVE 6.1: Install improved, enterprise-wide, records management software.

Partially Achieved: During FY 2013, the Department evaluated enterprise-wide records management software to consolidate fire and EMS reporting applications into a single platform. Several software applications were evaluated and tested, but none of the products reviewed provided "single point" access to reports and records, instead relying on multiple applications with different reporting features to record required data. Additionally, several of the products evaluated had never been deployed in a jurisdiction with a record volume as large as the District's, meaning they were untested for the level of need required by the Department. As a result, the Department chose to continue using existing reporting applications, but to require configuration upgrades of current products for improving record sharing compatibility and better meeting record management requirements.

INITIATIVE 6.2: Replace equipment and software to implement asset tracking.

Partially Achieved: During FY 2013, the Department evaluated asset identification and tracking software to better account for equipment, supplies and devices used for the provision of emergency services. A request for proposal was completed, with approval received from OCTO to proceed. Unfortunately, procurement of software and associated hardware proved cost prohibitive (exceeding $400k). As a result, the Department chose to upgrade the software currently in use, along with switching to a "hosted" application for reducing hardware costs. Software upgrades were completed during FY 2013, with final project implementation delayed until FY 2014. As a result, the initiative remains active moving forward during FY 2014.

INITIATIVE 6.3: Install wireless routers in emergency apparatus.

Partially Achieved: During FY 2013, the Department received grant funding for wireless data consolidation to support mobile data communication in emergency apparatus. After receiving funding, the Department conducted extensive testing of mobile Wi-Fi router equipment, while wireless infrastructure improvements were completed by DCNet and the OUC. The Department received approval from DCNet and OCTO at the end of FY 2013 to proceed with project implementation. A contractor was identified for project management and equipment installation is scheduled to begin in FY 2014 As a result, the initiative remains active moving forward during FY 2014.

Performance Initiatives – Assessment Details

Performance Assessment Key:

⬤ Fully achieved   ⬤ Partially achieved   ⬤ Not achieved   ⬤ Data not reported

	KPI	Measure Name	FY 2012 YE Actual	FY 2013 YE Target	FY 2013 YE Revised Target	FY 2013 YE Actual	FY 2013 YE Rating	Budget Program
Agency Management								
⬤	1.1	Average time in days to close Mayoral customer service work flows.	7	7		6	116.67%	ADMINISTRATIVE SUPPORT
⬤	1.2	Number of community group meetings scheduled and attended by executive managers.	146	100		112	112%	ADMINISTRATIVE SUPPORT
⬤	2.1	Number of labor/management planning activity meetings scheduled and attended by executive managers.	41	12		21	175%	ADMINISTRATIVE SUPPORT
Operations Bureau								
⬤	1.1	% of critical medical calls with first EMT arriving within 6 minutes 30 seconds dispatch to scene.	84.18%	90%		87.91%	97.67%	FIELD OPERATIONS
⬤	1.2	Average response time of first arriving EMT to critical medical calls.	4.68	5		4.43	112.89%	FIELD OPERATIONS
⬤	1.3	% of critical medical calls with first paramedic arriving within 8 minutes, dispatch to scene.	79.89%	90%		81.51%	90.57%	FIELD OPERATIONS
⬤	1.4	Average response time of first arriving paramedic to critical medical calls.	6.11	6		5.9	101.69%	FIELD OPERATIONS
⬤	1.5	% of critical medical calls with first transport unit arriving within 12 minutes, dispatch to scene.	88.13%	90%		89.92%	99.91%	FIELD OPERATIONS

	KPI	Measure Name	FY 2012 YE Actual	FY 2013 YE Target	FY 2013 YE Revised Target	FY 2013 YE Actual	FY 2013 YE Rating	Budget Program
🟢	1.6	Average response time of first arriving ambulance to critical medical calls.	7.46	9		7.05	127.58%	FIELD OPERATIONS
🔴	1.7	% of hospital drop times of 30 minutes or less.	28.17%	50%		23.52%	47.04%	FIELD OPERATIONS
🔴	1.8	Average hospital drop time.	39.49	30		42.48	70.62%	FIELD OPERATIONS
🟢	2.1	% of structure fire calls with first fire truck arriving within 6 minutes, 30 seconds dispatch to scene.	98.15%	90%		97.48%	108.31%	FIELD OPERATIONS
🟢	2.2	Average response time of first arriving fire truck to structure fire calls.	2.39	4		2.6	153.60%	FIELD OPERATIONS
Emergency Medical Services Bureau								
🔴	1.1	% decrease in 911 usage by Street Calls patients in a cohort.[1]	74.22%	50%		24.04%	48.07%	OPERATIONS SUPPORT
🟡	2.1	% of patients in full cardiac arrest who have specified rhythms upon delivery to a medical facility.	24.30%[2]	25%		23.09%	92.36%	OPERATIONS SUPPORT
🟢	2.2	% of patients surveyed indicating they were satisfied or very satisfied with Fire and EMS services during a Fire or EMS call.	91.33%	90%		91.76%	101.95%	OPERATIONS SUPPORT
Service Bureau								
🟢	3.1	Number of department vehicles involved in accidents during emergency responses.	86[3]	100		85	117.65%	EMPLOYEE PREPAREDNESS

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[1] 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.

[2] 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.

[3] 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.

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	KPI	Measure Name	FY 2012 YE Actual	FY 2013 YE Target	FY 2013 YE Revised Target	FY 2013 YE Actual	FY 2013 YE Rating	Budget Program
🔴	3.2	Number of department personnel injured during emergency operations.	329[4]	175		307	57%	EMPLOYEE PREPAREDNESS
🔴	4.1	Number of fire stations completing planned major repairs or complete renovation.	1	1		0	0%	OPERATIONS SUPPORT
⚪	5.1	% of heavy duty emergency vehicle fleet (fire trucks and other vehicles) available for daily operation.	NA[5]	85%		NA[5]	NA[5]	OPERATIONS SUPPORT
⚪	5.2	% of medium duty emergency vehicle fleet (ambulances and other vehicles) available for daily operation.	NA[5]	85%		NA[5]	NA[5]	OPERATIONS SUPPORT
⚪	5.3	% of light duty emergency vehicle fleet (command and support vehicles) available for daily operation.	NA[5]	90%		NA[5]	NA[5]	OPERATIONS SUPPORT

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[4] 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.

[5] According to An Audit and Assessment of the DC Fire and Emergency Medical Services Department's Fleet Inventory and Fleet Maintenance Operations to Further Improve Fleet Management published by Business Development Associates, LLC (BDA Global) on 11/25/2013:

"…the downtime being used for the annual management report and performance plan is understated because the availability assignments and the work order lifecycle processes are not being accurately identified, managed, or recorded. Furthermore, downtime is not always an accurate measure of availability" (page 30). "FEMS generally reports fleet availability instead of downtime. The methodology of assuming that the inverse of downtime is availability is, however, flawed because of the conditions discussed earlier in this section that can affect downtime calculations" (page 30). "The standard downtime calculations *can* provide an accurate availability measurement. FEMS should, however, analyze the benefit of reporting this measurement of downtime/availability versus simply measuring and reporting the true time that a work order is classified as "active" (not available to the customer). The method of availability/downtime reporting provided to customers should be based on providing the detail that meets their interpretation or expectation of downtime reporting as well as give a true indication of mission readiness of the fleet" (page 30).

As such, the Department has removed these measures from KPI reporting and is working to develop revised measures during FY 2014 that are more reflective of the consultant's recommendation.

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	KPI	Measure Name	FY 2012 YE Actual	FY 2013 YE Target	FY 2013 YE Revised Target	FY 2013 YE Actual	FY 2013 YE Rating	Budget Program
Fire Prevention and Investigation								
🟡	1.1	Number of residential structure fires per 1,000 residential structures.[6,7]	4.23	4		4.83	82.82%	FIRE PREVENTION AND EDUCATION
🟡	1.2	Number of residential structure fires per 1,000 population.[6,7]	1.10	1		1.23	81.30%	FIRE PREVENTION AND EDUCATION
🟢	1.3	% of residential structure fires contained to the room of origin.[6,7]	80.7%	80%		80.65%	100.81%	FIRE PREVENTION AND EDUCATION
🟢	1.4	% of residential structure fires contained to the structure of origin.[6,7]	16.2%	20%		15.61%	128.10%	FIRE PREVENTION AND EDUCATION
🟢	1.5	Total combined commercial and industrial structure fire incidents per 1,000 commercial and industrial structures.[6,7]	3.47	15		3.75	400%	FIRE PREVENTION AND EDUCATION
🔴	1.6	End-of-fiscal year % change in number of structural fires.[6,7,8]	-10.58%[8]	-5%		12.11%[8]	-242.27%	FIRE PREVENTION AND EDUCATION

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[6] 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 data reported in this table was revised to the NFIRS standard for comparison to FY 2013 data. As such, it differs from the Department's previously published FY 2012 Performance Accountability Report (PAR) data.

[7] All measures reported in this table combine NFIRS "property use" codes according to International City and County Managers Association (ICMA) "service descriptors." Each measure 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. The Department is working to develop revised target measures reflective of the change in definitions.

[8]"End-of-fiscal-year percent change in number of structural fires" reported in the Department's FY 2012 PAR 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 is reported by comparing FY 2013 to FY 2012 (revised) NFIRS data. Although the measure shows an increase in the percentage change in structural fires, it is more likely the result of better NFIRS reporting (comparing FY 2013 to FY 2012) than of actual structural fires.

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	KPI	Measure Name	FY 2012 YE Actual	FY 2013 YE Target	FY 2013 YE Revised Target	FY 2013 YE Actual	FY 2013 YE Rating	Budget Program
🔴	1.7	End-of-fiscal year number of civilian fire fatalities.	5	5		8	62.50%	FIRE PREVENTION AND EDUCATION
🔴	1.8	End-of-fiscal year number of civilian fire injuries.	60	50		71	70.42%	FIRE PREVENTION AND EDUCATION
🔴	2.1	End-of-fiscal year percent of arson fires cleared by arrest or exceptional means.[9,10]	7.23%[9]	25%		10.62%	42.49%	FIRE PREVENTION AND EDUCATION
🔴	2.2	Total arson fires per 10,000 population.[9,10]	4.03[9]	2[9]		4.33[9]	46.19%[9]	FIRE PREVENTION AND EDUCATION
Office of Communication								
🟢	2.1	Number of neighborhood level fire safety presentations completed.	890	500		763	152.60%	FIRE PREVENTION AND EDUCATION
🟢	2.2	Number of at school fire safety presentations completed.	61	50		198	396%	FIRE PREVENTION AND EDUCATION
🟢	3.1	Number of neighborhood level health screenings completed.	71	50		144	288%	FIRE PREVENTION AND EDUCATION

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[9] This measure is now 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 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. As such, the FY 2012 data reported in this table was revised to the UCR standard for comparison to FY 2013 data. It differs from the Department's previously published FY 2012 PAR data. The "FY 2013 YE Target," as originally published in the FY 2013 PMP, is also no longer valid. The Department is working to develop revised target measures reflective of the change in definitions.

[10] 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 is when (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 in subsequent fiscal year PARs. Population counts use 2011 and 2012 information obtained from the United States Census Bureau.

	KPI	Measure Name	FY 2012 YE Actual	FY 2013 YE Target	FY 2013 YE Revised Target	FY 2013 YE Actual	FY 2013 YE Rating	Budget Program
🟡	3.2	Number of smoke alarm installations.	3,475	1,000		942[11]	94.20%	FIRE PREVENTION AND EDUCATION
🔴	3.3	Number of car seat installations.	1,438	1,500		1,059	70.60%	FIRE PREVENTION AND EDUCATION
🟡	3.4	Number of CPR program participants.	1,003	2,000		1,634	81.70%	FIRE PREVENTION AND EDUCATION
🟡	3.5	Number of District wide AED registrations.[12]	1,455[12]	1,600[12]		1,531[12]	95.69%	FIRE PREVENTION AND EDUCATION

[11] Smoke alarm installations reported through the end of Q3 (6/30/2013).

[12] 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 revised measure will count new and re-registered devices after the four (4) year registration period has expired. As such, "FY 2012 Actual," "FY 2013 Target" and "FY 2013 YTD" values published in the Department's FY 2014 Performance Management Plan (PMP) were revised to reflect the change in measurement definition. The values reported in this table reflect the current (FY 2013 PMP) definition.

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