



Fire and Emergency Medical Services FEMS (FBO)

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.

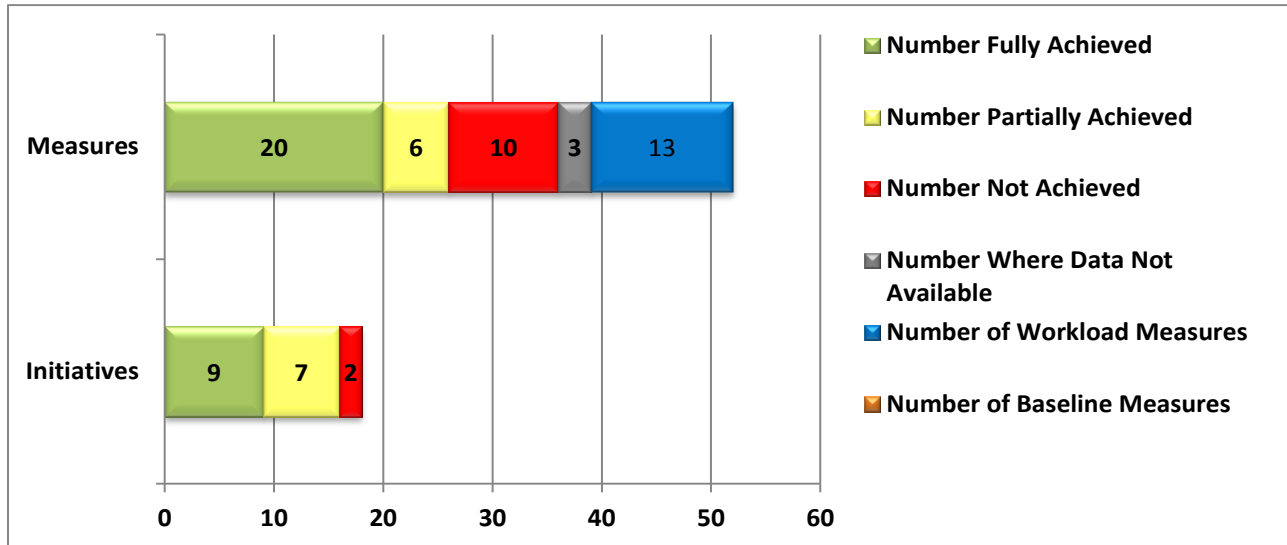
ACCOMPLISHMENTS

- ✓ **During FY 2014, the Department refocused on improving the relationship between labor organizations and management.** This included re-establishing employee recognition and award programs. Strengthening the labor/management relationship improves employee morale, while reducing absenteeism and attrition.
- ✓ **During FY 2014, the Department hired twelve (12) Firefighter/Paramedic recruits to complete an accelerated recruit class (ARC) training program.** Additionally, the Department began cross-training nine (9) single-role Paramedics to become Firefighter/Paramedics. More Firefighter/Paramedics available for staffing ambulances and fire trucks improves EMS response capacity while reducing overtime pressure.
- ✓ **During FY 2014, the Department continued to purchase and take delivery of new emergency apparatus, including ambulances and fire trucks, along with testing, repairing and certifying existing aerial ladder trucks.** Improved emergency vehicle fleet reliability enhances employee safety, while reducing vehicle fleet out-of-service time for maintenance and repairs.

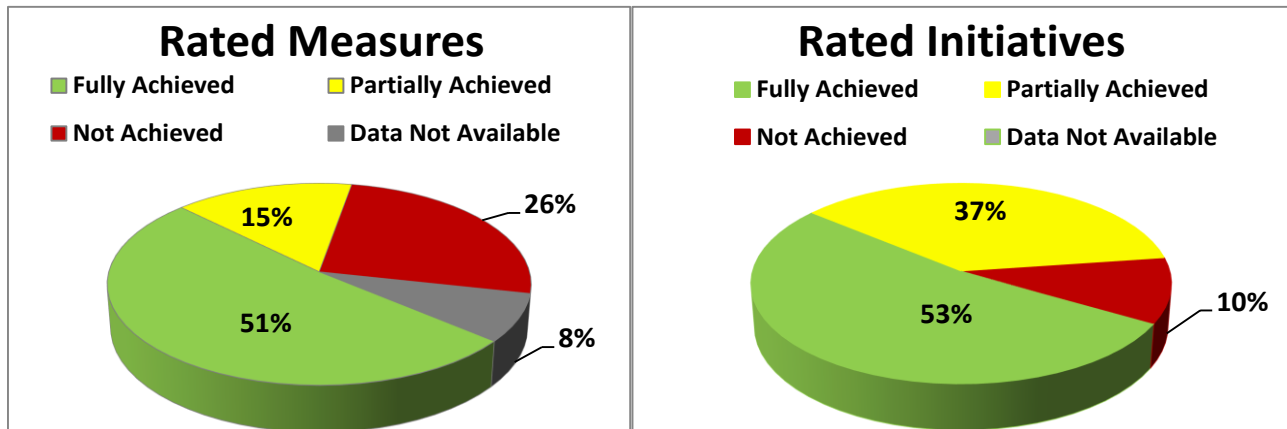


OVERVIEW AGENCY PERFORMANCE

TOTAL MEASURES AND INITIATIVES



RATED MEASURES AND INITIATIVES



Note: Workload and Baseline Measurements are not included

Default KPI Rating:	
$\geq 100\%$	Fully Achieved
75 - 99.99%	Partially Achieved
$< 75\%$	Not Achieved



Performance Initiatives – Assessment Details

Performance Assessment Key:

-  Fully achieved  Partially achieved  Not achieved  Data not reported

Agency Management

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)

- Not Achieved.** During FY 2014, the Department considered partnering 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. However, after researching E-85 availability and costs, including 15% to 30% fewer miles per gallon, switching to E-85 may have resulted in an operating cost per vehicle mile increase compared to gasoline. Accordingly, this initiative was not considered for implementation during FY 2014 and was not pushed forward to FY 2015.

OBJECTIVE 2: Continue to improve labor/management partnerships.

INITIATIVE 2.1: Establish a joint labor/management quality assurance committee.

- Fully Achieved.** During FY 2014, the Department created a joint labor/management Quality Assurance Committee that included employee representatives of IAFF Local 36 and AFGE Local 3721. Beginning in December, 2013, the committee met quarterly to discuss a wide variety of topics related to improving the quality of patient care. Joint labor/management initiatives help reduce misunderstanding, improve communications and increase employee compliance with Department orders, procedures and medical treatment protocol.

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.

- Fully Achieved.** During FY 2014, the Department, working collaboratively with the Deputy Mayor of Public Safety, Local 36, Local 3721 and stakeholder groups, assessed and evaluated the time spent by ambulances at hospitals after transporting a patient (“drop time”). Changes in patient transfer and processing procedures by ambulance crews and hospital emergency department staff were included as recommendations to reduce patient “drop times” and improve EMS system capacity. Identifying, evaluating and understanding factors contributing to lengthy patient “drop times” assists with management decision making for reducing such times, leading to improved EMS system capacity.



Emergency Medical Services Bureau

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.

Partially Achieved. During FY 2014, the Department completed additional training and implemented improved documentation management controls for stroke patients. This included EMS continuing education provided by personnel with the District of Columbia Stroke Coalition, and changes to required data entry for stroke patients in the Department's electronic patient care reporting (ePCR) application. Focused CQI surveillance of ePCRs for stroke patients was not initiated, because the Department's CQI Program Manager separated from employment prior to implementation. Accordingly, this initiative was pushed forward to FY 2015 for completion. 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.

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.

Partially Achieved. During FY 2014, the Department had planned to implement EMS CQI "Whole System Measures" to improve evaluation of patient care quality in the EMS system. Although planning and implementation work was started, the Department's CQI Program Manager separated from employment prior to completion. Accordingly, this initiative was pushed forward to FY 2015 for implementation and completion. Innovative CQI techniques improve the quality of patient care and contribute to patient survivability.

Fire Prevention and Investigations Division

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.

Fully Achieved. During FY 2014, the Department implemented a "Smoke Alarm Friday Event" (SAFE) with fire inspectors performing home visits to install smoke alarms in targeted neighborhoods. Fire Inspectors visited foster care homes, performed fire inspections and assisted occupants by referring them to the 3-1-1 system for installation of smoke alarms on each level of the home and inside sleeping areas. Neighborhood fire companies completed follow-up smoke alarm installations at 276 homes. A notice of "missed fire inspection" was left on the door of each foster home if occupants were not present when visited. Increasing the number of smoke alarms installed in residential structures reduces the risk of death, injury or property damage caused by fires.

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

INITIATIVE 2.1: Pursue legislation to update District of Columbia arson laws.

Fully Achieved. During FY 2014, the Department collaborated 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 bill entitled the "Arson Amendment Act of 2014" (B20-0899) was introduced to District Council on July 14, 2014 and referred to the Committee on Judiciary and Public Safety. A modern, relevant and justifiable arson law supports the prosecution of subjects responsible for the criminal use of fire.



Office of Communications

OBJECTIVE 1: Communicate information to the public and media.

INITIATIVE 1.1: Improve the acquisition and distribution of information.

- **Partially Achieved.** During FY 2014, the Department acquired, produced and distributed information that fostered community engagement during outreach programs at numerous fire stations in the District. This included information obtained from the 3-1-1 CSR database. Wider distribution of public safety information better informs District residents of Department services, improves preparedness and promotes community wellness.

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)

- **Fully Achieved.** During FY 2014, the Department, working with “Everybody Grows” (a non-profit organization) planted community gardens on available green space at Fire Stations 14, 15, 26, 30 and 32. Members of the Department engaged neighborhood residents living near the stations by distributing flyers and explaining the project. Tomatoes, peppers, basil, sage and oregano were grown in the gardens. Growing community gardens assists District residents by improving access to affordable, local and self-sustaining food production.

Operations Bureau

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.

- **Fully Achieved.** During FY 2014, the Department implemented a new treatment protocol for patients in cardiac arrest that included the use of ResQPod Impedance Threshold Devices and a “pit crew” concept of task management for better organized and faster patient care. The use of innovative medical equipment and improved task management by crew members enhances medical care for cardiac arrest patients and contributes to patient survivability.

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

INITIATIVE 2.1: Establish a building inspection program for the Operations Bureau.

- **Not Achieved.** During FY 2014, the Department considered implementing a neighborhood fire company building inspection program to better identify, prepare for and report fire safety hazards. However, after experiencing a sudden and unexpected call load volume increase that was sustained during Q2 through Q4 of FY 2014, implementation of this initiative may have resulted in delayed responses to emergency calls. Accordingly, this initiative was not implemented during FY 2014, but was incorporated into a new comprehensive high rise building fire safety inspection program described by the Department’s FY 2015 Performance Plan.

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

INITIATIVE 3.1: Develop a comprehensive tunnel rescue plan.

- **Partially Achieved.** During FY 2014, the Department developed a draft tunnel rescue plan and began training members on Mine Safety and Health Administration (MSHA) tunnel rescue standards. Training began during September, 2014 and is scheduled to conclude during October. The draft plan will be finalized after completion of training and incorporation of updated incident response guidelines. Accordingly, this initiative was pushed forward to FY 2015 for completion. Detailed rescue plans and industry-standard training help strengthen emergency management effectiveness and increase the availability of properly trained personnel during catastrophic events.



Services Bureau

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

INITIATIVE 1.1: Obtain paramedic certification and instruction accreditation at the training academy.

- **Partially Achieved.** During FY 2014, the Department partnered with the Committee on Accreditation of Educational Programs for the Emergency Medical Services Professions (CoAEMSP) to obtain credentialing for establishing an EMT-Paramedic (EMT-P) training program with the University of the District of Columbia (UDC). A Memorandum of Understanding (MOU) and a Letter of Review are pending final approval. Accordingly, this initiative was pushed forward to FY 2015 for completion. CoAEMSP accreditation is the first step to internalize paramedic training of Department employees and increase the number of paramedics available for EMS service delivery.

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

INITIATIVE 2.1: Establish a human resource internal workflow database (HRWD).

- **Fully Achieved.** During FY 2014, the Department worked closely with the Office of the Chief Technology Officer (IT/OCTO) and established a database application to ensure the timely processing of promotions, retirements, resignations, longevity pay and other personnel status changes. The application assigns cases to appropriate Human Resources personnel for processing, along with tracking progress on each case. Effective utilization of the database application increases the accuracy, speed and efficiency of human resource processing functions.

OBJECTIVE 3: Monitor and improve employee safety and wellness.

INITIATIVE 3.1: Evaluate and improve first responder personal protective equipment.

- **Fully Achieved.** During FY 2014, the Department evaluated first responder personal protective equipment, along with improving and upgrading respiratory protection equipment, communications equipment and patient movement equipment. This included the cleaning, repair and replacement of Personal Protective Equipment (PTE), the purchase of new face pieces for firefighters, the purchase of new portable radio equipment and the purchase of new bariatric cots for ambulances. Augmenting first responder personal protective equipment minimizes the risk of occupational injury and enhances the mitigation of emergency incidents.

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)

- **Partially Achieved.** During FY 2014, the Department completed roof greening enhancements to Engine Company 7. Tray water collection systems were installed for growing healthier plants using less water and fertilizer. Planned greening enhancements to Engine Company 17 and Engine Company 30 were unable to be completed because of load bearing structural issues and litigation. Buildings with features that include innovative design and technology create vibrant, resilient urban environments, helping the District become a more attractive place to live, work, and play.

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

INITIATIVE 5.1: Implement a fleet management quality assurance program.

- **Fully Achieved.** During FY 2014, the Department retained BDA Global to perform quality assurance assessment of emergency apparatus fleet management and maintenance functions. Policy compliance reviews regarding the manner and documentation of work were completed, including inspection, maintenance, testing and retirement of fire apparatus. Quality assurance efforts allow for vigorous error prevention which increases operational efficiency.



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

INITIATIVE 6.1: Improve mobile user access in operational apparatus.

- Partially Achieved.** During FY 2014, the Department ordered 450 mobile tablet computers to upgrade the hardware and software used on operational apparatus for communications and reporting. Additionally, the Department installed mobile wireless routers on most emergency vehicles to improve fleet tracking functions and data transmission bandwidth. Installation of computers is scheduled for completion by December, 2014. Accordingly, this initiative was pushed forward to FY 2015 for completion. Continually improving information technology applications enhances communications and increases the information available to first responders.



Performance Initiatives – Assessment Details

Performance Assessment Key:

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

	KPI	Measure Name	FY 2013 YE Actual	FY 2014 YE Target	FY 2014 YE Revised Target	FY 2014 YE Actual	FY 2014 YE Rating	Budget Program
Emergency Medical Service Bureau								
●	1.1	% decrease in 911 usage by Street Calls patients in a cohort. ¹	24.04%	50%		13.87%	27.74%	Field Operations
●	2.1	% of patients in full cardiac arrest who have specified rhythms upon delivery to a medical facility.	22%	25%		19.93%	79.73%	Field Operations
●	2.2	% of patients surveyed indicating they were “satisfied” or “very satisfied” with Fire and EMS services during a Fire or EMS call.	91.76%	90%		92.74%	103.04%	Field Operations
Operations Bureau								
●	1.1	% of critical medical calls with first EMT arriving within 6 minutes 30 seconds dispatch to scene.	87.91%	90%		93.70%	104.11%	Field Operations
●	1.2	Average response time of first arriving EMT to critical medical calls.	4.43	5		3.95	126.70%	Field Operations
●	1.3	% of critical medical calls with first paramedic arriving within 8 minutes, dispatch to scene.	81.51%	90%		88.43%	98.26%	Field Operations
●	1.4	Average response time of first arriving paramedic to critical medical calls.	5.9	6		5.18	115.82%	Field Operations

¹ The number of patients in the original cohort declined after individuals were removed from the program. Beginning in FY 2014, this measure tracked 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.



	KPI	Measure Name	FY 2013 YE Actual	FY 2014 YE Target	FY 2014 YE Revised Target	FY 2014 YE Actual	FY 2014 YE Rating	Budget Program
●	1.5	% of critical medical calls with first transport unit arriving within 12 minutes, dispatch to scene.	89.92%	90%		92.86%	103.18%	Field Operations
●	1.6	Average response time of first arriving transport unit to critical medical calls.	7.05	9		6.43	139.92%	Field Operations
●	1.7	% of hospital drop times of 30 minutes or less.	23.52%	50%		16.78%	33.56%	Field Operations
●	1.8	Average hospital drop time.	42.48	30		46.13	65.03%	Field Operations
●	2.1	% of structure fire calls with first fire truck arriving within 6 minutes, 30 seconds dispatch to scene.	97.48%	90%		98.58%	109.53%	Field Operations
●	2.2	Average response time of first arriving fire truck to structure fire calls.	2.6	4		2.46	162.60%	Field Operations
Fire Prevention and Investigation Division								
●	1.1	Number of residential structure fires per 1,000 residential structures. ²	4.83	4		4.85	82.47%	Field Operations
●	1.2	Number of residential structure fires per 1,000 population. ²	1.23	1		1.21	82.64%	Field Operations
●	1.3	Percent of residential structure fires contained to the room of origin. ²	80.65%	80%		82.41%	103.02%	Field Operations

² 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 2012 and 2013 information obtained from the United States Census Bureau. The Department is working to develop revised target measures reflective of the change in definitions.



	KPI	Measure Name	FY 2013 YE Actual	FY 2014 YE Target	FY 2014 YE Revised Target	FY 2014 YE Actual	FY 2014 YE Rating	Budget Program
●	1.4	Percent of residential structure fires contained to the structure of origin. ²	15.61%	20%		14.63%	136.67%	Field Operations
●	1.5	Total combined commercial and industrial structure fire incidents per 1,000 commercial and industrial structures. ²	3.75	15		5.03	298.21%	Field Operations
●	1.6	End-of-fiscal year % change in number of structural fires. ²	12.11	-5		5.40%	-108.05%	Field Operations
●	1.7	End-of-fiscal year number of civilian fire fatalities.	8	5		9	55.56%	Field Operations
●	1.8	End-of-fiscal year number of civilian fire injuries.	71	50		82	60.98%	Field Operations
●	2.1	End-of-fiscal year percent of arson fires cleared by arrest or exceptional means. ^{3,4}	10.62	25		12.21%	48.83%	Field Operations
●	2.2	Total arson fires per 10,000 population. ^{3,4}	4.33	2		3.29	60.79%	Field Operations
Office of Communications								
●	2.1	Number of neighborhood level fire safety presentations completed.	763	500		623	124.60%	Fire Prevention and Education

³ 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. The Department is working to develop revised target measures reflective of the change in definitions.

⁴ 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 2013 might not be cleared by an arrest until FY 2014. As such, arson fire clearance rates for previous fiscal years may be updated in subsequent fiscal year PARs. Population counts use 2012 and 2013 information obtained from the United States Census Bureau.



	KPI	Measure Name	FY 2013 YE Actual	FY 2014 YE Target	FY 2014 YE Revised Target	FY 2014 YE Actual	FY 2014 YE Rating	Budget Program
●	2.2	Number of at school fire safety presentations completed.	198	50		153	306%	Fire Prevention and Education
●	2.3	Number of neighborhood level health screenings completed.	144	50		176	352%	Fire Prevention and Education
●	2.4	Number of smoke alarm installations.	942	1,000		902	90.20%	Fire Prevention and Education
●	2.5	Number of car seat installations.	1,059	1,500		1,257	83.80%	Fire Prevention and Education
●	2.6	Number of CPR program participants.	1,634	1,000		1,037	103.70%	Fire Prevention and Education
●	2.7	Number of District wide AED registrations. ⁵	62	100		580	580%	Fire Prevention and Education
Service Bureau								
●	3.1	Number of department vehicles involved in accidents during emergency incident responses.	85	100		136	73.53%	Operations Support
●	3.2	Number of department personnel injured during emergency incident operations.	307	175		297	58.98%	Operations Support
●	4.1	Number of fire stations completing planned major repairs or complete renovation.	NA	1		2	200%	Operations Support

⁵ Beginning in FY 2014, this measure tracked 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 counts new and re-registered devices after the four (4) year registration period has expired.



	KPI	Measure Name	FY 2013 YE Actual	FY 2014 YE Target	FY 2014 YE Revised Target	FY 2014 YE Actual	FY 2014 YE Rating	Budget Program
●	5.1	% of heavy duty emergency vehicle fleet (fire trucks and other vehicles) available for daily operation. ⁶	72.92%	85%		No data reported	Not Rated	Operations Support
●	5.2	% of medium duty emergency vehicle fleet (ambulances and other vehicles) available for daily operation. ⁶	71.55%	85%		No data reported	Not Rated	Operations Support
●	5.3	% of light duty emergency vehicle fleet (command and support vehicles) available for daily operation. ⁶	94.53%	90%		No data reported	Not Rated	Operations Support
Agency Management								
●	1.1	Average time in days to close Mayoral customer service work flows.	6	7		1	700%	Administrative Support
●	1.2	Number of community group meetings scheduled and attended by executive managers.	112	100		137	137%	Administrative Support
●	1.3	Number of emergency incident responses (Workload).	167,335	Target Not Required		179,319	Workload Measure Not Rated	Agency Management

⁶ 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 will report revised measures during FY 2015 that are more reflective of the consultant’s recommendation.



	KPI	Measure Name	FY 2013 YE Actual	FY 2014 YE Target	FY 2014 YE Revised Target	FY 2014 YE Actual	FY 2014 YE Rating	Budget Program
●	1.4	Number of EMS incident responses (Workload).	137,512	Target Not Required		147,006	Workload Measure Not Rated	Agency Management
●	1.5	Number of EMS patient transports (Workload).	100,605	Target Not Required		109,044	Workload Measure Not Rated	Agency Management
●	1.6	Number of EMS quality case reviews (Workload).	NA	Target Not Required		NA	Workload Measure Not Rated	Agency Management
●	1.7	Number of Street Calls patient contacts (Workload).	845	Target Not Required		1,463	Workload Measure Not Rated	Agency Management
●	1.8	EMS patient transport revenue (Workload).	\$25,322,661.35	Target Not Required		\$25,359,164.35	Workload Measure Not Rated	Agency Management
●	1.9	Number of fire and other incident responses (Workload).	29,823	Target Not Required		32,313	Workload Measure Not Rated	Agency Management
●	1.10	Number of structural fires (Workload).	907	Target Not Required		956	Workload Measure Not Rated	Agency Management
●	1.11	Number of other fires (Workload).	463	Target Not Required		507	Workload Measure Not Rated	Agency Management
●	1.12	Number of fires classified as arson (Workload).	273	Target Not Required		213	Workload Measure Not Rated	Agency Management
●	1.13	Number of arson arrests (Workload).	29	Target Not Required		29	Workload Measure Not Rated	Agency Management
●	1.14	Number of fire code violations observed (Workload).	12,445	Target Not Required		16,740	Workload Measure Not Rated	Agency Management
●	1.15	Number of fire code complaints investigated (Workload).	505	Target Not Required		636	Workload Measure Not Rated	Agency Management
●	2.1	Number of labor/management planning activity meetings scheduled and attended by executive managers.	21	12		24	200%	Agency Management