FIRE AND EMERGENCY MEDICAL SERVICES DEPARTMENT
PROPOSED FY 2025 PERFORMANCE PLAN

APRIL 3, 2024

GOVERNMENT OF THE
DISTRICT OF COLUMBIA
MURIEL BOWSER, MAYOR

CONTENTS

1   FIRE AND EMERGENCY MEDICAL SERVICES DEPARTMENT

Mission: The mission of the Fire and Emergency Medical Services Department (FEMS) is to preserve life and promote health and safety through excellent pre-hospital treatment and transportation, fire prevention, fire suppression, rescue activities, and homeland security awareness.

Services: FEMS 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. FEMS is the lead first-response agency for managing consequences resulting from natural disasters or other catastrophic events impacting the national capital region.

2 PROPOSED 2025 OBJECTIVES

Strategic Objective
Embrace a supportive work environment focused on creating a safe, competent and professional workforce team.
Ensure that our facilities, vehicles, equipment and processes remain capable of supporting service delivery requirements.
Build collaborative relationships within our community to improve service delivery.
Deliver timely, high quality and effective services to better serve the needs of our community.
Create and maintain a highly efficient, transparent, and responsive District government.

3 PROPOSED 2025 OPERATIONS

Operation Title	Operation Description	Type of Operation

Embrace a supportive work environment focused on creating a safe, competent and professional workforce team.

Operation Title	Operation Description	Type of Operation
Personnel	Attract, recruit and retain high performing and diverse workforce team members.	Daily Service
Training And Employee Development	Train and develop our workforce team members to become competent professionals.	Daily Service
Training And Employee Development	Train and develop our workforce team members to become professional leaders.	Daily Service
Performance Management	Continually strengthen our organizational culture to value community involvement and public service by our workforce team members.	Daily Service
Risk Management	Continually strengthen our organizational culture to improve the safety and health of our workforce team members.	Daily Service
Performance Management	Continually strengthen our organizational culture to recognize and appreciate the contributions made by our workforce team members.	Daily Service
Performance Management	Continually strengthen our labor/management partnership to collaboratively achieve organizational success.	Daily Service

Ensure that our facilities, vehicles, equipment and processes remain capable of supporting service delivery requirements.

Operation Title	Operation Description	Type of Operation
Property Management	Ensure that our buildings and facilities meet acceptable health, occupational, living and working requirements.	Daily Service
Field Infrastructure	Ensure that our emergency vehicles are reliably maintained, safely repaired and available for use.	Daily Service
Inventory Management	Ensure that our tools, equipment and supplies are reliably maintained, safely repaired and available for use.	Daily Service
Information Technology	Continually leverage technology to support our service delivery requirements.	Daily Service
Performance Management	Continually optimize resources to support our service delivery requirements.	Daily Service
Agency Financial Operations	Ensure that all resources supporting our service delivery requirements are fiscally sustainable.	Daily Service

Build collaborative relationships within our community to improve service delivery.

Operation Title	Operation Description	Type of Operation
Community Trust	Build and improve community trust by sharing information with the public and media.	Daily Service
Public Outreach	Build and improve relationships within our community to better understand service delivery expectations.	Daily Service
Performance Management	Build and improve relationships with other District agencies to better integrate services for our customers.	Daily Service
Performance Management	Build and improve relationships within the region to better share resources with our partners.	Daily Service

Operation Title	Operation Description	Type of Operation

Deliver timely, high quality and effective services to better serve the needs of our community.

Operation Title	Operation Description	Type of Operation
Emergency Medical Services Operations	Compassionately care for our sick and injured patients.	Daily Service
Emergency Medical Services Operations	Improve services for our patients with time sensitive illnesses and injuries.	Daily Service
Public Outreach	Improve health safety awareness in our community through public outreach and education.	Daily Service
Fire/Rescue Operations	Quickly control and extinguish fires.	Daily Service
Special Operations	Rescue victims of fires and other emergencies.	Daily Service
Homeland Security	Prepare for natural disasters or other catastrophic events that may take place in our community.	Daily Service
Inspections	Reduce threats to the lives and property of our community residents by preventing fires.	Daily Service
Investigations	Reduce threats to the lives and property of our community residents by investigating the cause and origin of fires.	Daily Service
Public Outreach	Improve fire safety awareness in our community through public outreach and education.	Daily Service
State Safety Oversight Program	Reduce threats to lives and property in our community by providing safety and security oversight of the District Streetcar System.	Daily Service
Performance Management	Improve the timeliness of our services by monitoring and evaluating response time measures.	Daily Service
Performance Management	Improve the quality of our services by monitoring and evaluating the professional competence of our workforce team members.	Daily Service
Performance Management	Continually use information and analytics to guide decision making for improving our services.	Daily Service
Emergency Medical Services Operations	Identify alternatives for patients who routinely use our services for access to healthcare.	Daily Service
Performance Management	Build and improve public confidence in our services by exceeding customer expectations.	Daily Service

4 PROPOSED 2025 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

Key Performance Indicators

Measure	Directionality	FY 2022	FY 2023	FY 2024 Target	FY 2025 Target
Embrace a supportive work environment focused on creating a safe, competent and professional workforce team.					
Number of labor/management partnership meetings scheduled and attended by executive managers	Up is Better	67	76	36	36
Number of FEMS personnel injured while at work	Down is Better	332	347	300	300
Number of FEMS operated vehicles involved in collisions	Down is Better	260	282	230	230
Ensure that our facilities, vehicles, equipment and processes remain capable of supporting service delivery requirements.					
Percent of time ambulances in the FEMS emergency vehicle fleet were unavailable for daily operation because of maintenance or repair work	Down is Better	30.6%	36.7%	25%	25%
Percent of time fire engines in the FEMS emergency vehicle fleet were unavailable for daily operation because of maintenance or repair work	Down is Better	33.5%	37.8%	25%	25%
Percent of time fire ladder trucks in the FEMS emergency vehicle fleet were unavailable for daily operation because of maintenance or repair work	Down is Better	36.1%	40.3%	25%	25%
Deliver timely, high quality and effective services to better serve the needs of our community.					
Number of civilian fire fatalities	Down is Better	9	7	10	10
Percent of "structural" arson fires cleared by arrest or exceptional means	Up is Better	25.3%	33.1%	25%	25%
Percent of residential structure fires without a working smoke alarm	Down is Better	8.3%	12.4%	8%	8%
Percent of structure fire calls when a first responding fire engine arrived in 5 minutes 20 seconds or less	Up is Better	94.3%	94.3%	90%	90%
Percent of structure fire calls when a first alarm assignment arrived in 9 minutes 20 seconds or less	Up is Better	88.2%	88.6%	90%	90%
Percent of high-rise structure fire calls when a first alarm assignment arrived in 11 minutes 30 seconds or less	Up is Better	63.6%	62.7%	90%	90%
Percent of higher priority EMS calls when a first responding EMT arrived in 5 minutes or less	Up is Better	48.7%	54.3%	90%	90%

Measure	Directionality	FY 2022	FY 2023	FY 2024 Target	FY 2025 Target
Percent of higher priority EMS calls when a first responding EMT arrived in 5 minutes or less and a Paramedic arrived in 9 minutes or less	Up is Better	40%	45.9%	90%	90%
Percent of highest priority EMS calls when a first responding EMT arrived in 5 minutes or less and two Paramedics arrived in 9 minutes or less	Up is Better	50.7%	59.3%	90%	90%
Percent of higher priority EMS calls when a FEMS transport unit arrived in 9 minutes or less	Up is Better	72.2%	76.3%	90%	90%
Percent of EMS patient transport calls when a FEMS transport unit returned to service in 30 minutes or less after arriving at a hospital with a patient	Up is Better	11.9%	13.5%	50%	50%
Percent of EMS responses originating from a 911 request for patients who receive treatment to correct their hypoglycemia	Up is Better	69.5%	59.1%	100%	100%
Percent of patients overall who experienced a sudden cardiac arrest that survived to hospital discharge	Up is Better	5.5%	7.2%	10%	10%
Percent of patients who experienced a sudden cardiac arrest that survived to hospital discharge with an initial rhythm of ventricular fibrillation (Utstein 1, "Survival Rate")	Up is Better	32.8%	42.4%	40%	40%
Percent of patients with suspected cardiac etiology with an initial rhythm of ventricular fibrillation that survived to hospital discharge after experiencing a sudden cardiac arrest witnessed by a bystander other than 911 personnel and with CPR performed by a lay person (Utstein 2)	Up is Better	34%	43.8%	50%	50%
Percent of patients receiving CPR from a lay person, lay person family member or lay person medical provider and excluding first responders and/or EMS personnel	Up is Better	31.6%	31.6%	50%	50%
Percentage of EMS responses originating from a 911 request for patients less than 18 years old with primary or secondary impression of respiratory distress who had a respiratory assessment.	Up is Better	90.8%	93.3%	95%	95%

Measure	Directionality	FY 2022	FY 2023	FY 2024 Target	FY 2025 Target
Percent of EMS responses originating from a 911 request for patients 2-18 years of age with a diagnosis of asthma who had an aerosolized beta agonist administered	Up is Better	60.1%	60.9%	100%	100%
Percent of EMS responses originating from a 911 request for patients less than 18 years of age who received a weight-based medication and had an estimated weight in kilograms or length-based weight estimate documented during the EMS response	Up is Better	100%	100%	100%	100%
Percent of EMS responses originating from a 911 request for patients with status epilepticus who received benzodiazepine aimed at terminating their status seizure during the EMS response	Up is Better	40.5%	42.8%	100%	100%
Percent of EMS responses originating from a 911 request for patients suffering from a suspected stroke who had a stroke assessment performed during the EMS response	Up is Better	99.2%	99.7%	100%	100%
Percent of EMS responses originating from a 911 request for patients with injury who were assessed for pain	Up is Better	26.6%	78.5%	100%	100%
Percent of EMS transports originating from a 911 request for patients whose pain score was lowered during the EMS encounter	Up is Better	22.2%	22%	50%	50%
Percent of EMS responses originating from a 911 request for patients who meet CDC criteria for trauma and are transported to a trauma center	Up is Better	79.5%	78.7%	100%	100%
Number home fire safety/smoke alarm installation visits completed for District residents	Up is Better	3,393	5,797	4000	4000
Percent of residential structure fires where flame spread was confined to the room of origin	Up is Better	82.7%	83.8%	80%	80%
Percent of residential structure fires where flame spread was confined to the room or structure of origin	Up is Better	98.3%	98%	95%	95%
Percent of patients surveyed who indicated they agreed or strongly agreed that FEMS personnel acted courteous and respectful during an EMS call	Up is Better	93.8%	91%	95%	95%
Percent of patients surveyed who indicated they were satisfied or very satisfied with the services they received during an EMS call	Up is Better	92.8%	90.8%	95%	95%

Measure	Directionality	FY 2022	FY 2023	FY 2024 Target	FY 2025 Target
Number of fire safety education presentations completed for pre-school/kindergarten age children	Up is Better	268	409	300	300
Number of participants who attended FEMS hands only CPR/AED familiarization training program events	Up is Better	8,046	11,435	25,000	25,000
Percent of all patients who were individually identified as being transported 10 or more times during a 12 month period by an FEMS transport unit	Down is Better	0.4%	0.4%	1%	1%
Percent of all patient transports for patients individually identified as being transported 10 or more times during a 12 month period by an FEMS transport unit	Down is Better	4.7%	5%	10%	10%
Percentage of NTL eligible patients who were triaged by NTL nurse, who responded to nurse call back within 24 hours of their call to the nurse, and who indicated they were satisfied; or very satisfied with the services they received from the Right Care, Right Now Program.	Up is Better	87.5%	94.9%	95%	95%

Create and maintain a highly efficient, transparent, and responsive District government.

Measure	Directionality	FY 2022	FY 2023	FY 2024 Target	FY 2025 Target
Percent of new hires that are District residents	Up is Better	New in 2023	38%	No Target Set	No Target Set
Percent of employees that are District residents	Up is Better	New in 2023	32.4%	No Target Set	No Target Set
Percent of required contractor evaluations submitted to the Office of Contracting and Procurement on time.	Up is Better	New in 2023	40%	No Target Set	No Target Set
Percent of new hires that are current District residents and received a high school diploma from a DCPS or a District Public Charter School, or received an equivalent credential from the District of Columbia	Up is Better	New in 2023	49.2%	No Target Set	No Target Set
Percent of agency staff who were employed as Management Supervisory Service (MSS) employees prior to 4/1 of the fiscal year that had completed an Advancing Racial Equity (AE204) training facilitated by ORE within the past two years.	Up is Better	New in 2023	Not Available	No Target Set	No Target Set

Measure	FY 2022	FY 2023
Agency Financial Operations		
EMS patient transport revenue	$64,203,255.00	$56,457,661.91
Fire Prevention fee and permit revenue	$648,840.00	$764,917.00
Emergency Medical Services Operations		
Number of EMS incidents	155,576	166,000
Number of FEMS patient transports	47,713	54,534
Number of "lower priority" (not time-sensitive) EMS incidents	98,289	108,275
Number of individually identified patients who were transported 10 or more times during a 12 month period by an FEMS transport unit	524	596
Number of patient transports for individually identified patients who were transported 10 or more times during a 12 month period by an FEMS transport unit	8,267	9,663
Number of "higher priority" (time-sensitive) EMS incidents	51,262	49,186
Number of "highest priority" (very time-sensitive) EMS incidents	6,025	8,539
Number of individuals from diverted 911 calls transported to Regional Addiction Prevention (RAP) facility	Not Available	174
Number of Calls Diverted by the Nurse Triage Line	New in 2023	4,964
Number of individuals from diverted 911 calls transported to the DC Stabilization Center	No Applicable Incidents	No Applicable Incidents
Fire/Rescue Operations		
Number of fire incidents	31,537	33,685
Number of "structure fire" incidents	2,679	2,994
Number of "structure fires" extinguished	432	Not Available
Number of "residential structure fires" extinguished	358	Not Available
Number of "other fires" extinguished	532	Not Available
Inspections		
Number of occupancies inspected	12,170	10,901
Number of fire code violations observed	20,616	27,109
Number of fire code complaints investigated	694	940
Investigations		
Number of fires classified as "arson"	165	243
Number of "arson" arrests	14	16
Performance Management		
Number of emergency incidents	190,561	209,899