

**GOVERNMENT OF THE DISTRICT OF COLUMBIA**  
**Executive Office of Mayor Muriel Bowser**



Office of the City Administrator

January 15, 2021

Fiscal Year (FY) 2020 was an unprecedented year for all DC residents, businesses and the District Government. In March 2020—the second quarter of the fiscal year—Mayor Bowser declared a public health emergency and District government quickly pivoted to respond to the COVID-19 global health pandemic. To align with recommended social distancing and public safety guidelines, in just one day, over 60 percent of District government employees transitioned to a telework posture. In addition, many District agencies limited or temporarily ceased most in-person activities and services.

The global health emergency required the District to significantly reallocate financial and personnel resources to respond to the pandemic. With the change in operations and a substantial decrease in revenues, the District's response required all agencies to determine how to best provide services to District residents, visitors and employees, while maintaining the necessary protocols to help slow the spread of COVID-19.

As such, the global health pandemic greatly impacted some agencies' abilities to meet their FY20 key performance indicators (KPIs) and strategic initiatives established prior to its onset as agencies shifted resources to respond to COVID-19. Therefore, outcomes for KPIs and strategic initiatives reflect a shift in District priorities and efforts during this crisis. While we continue to believe strongly in performance tracking to improve District services, the data for FY20 is not fully indicative of agencies' performance and should be reviewed factoring in the unprecedented challenges encountered in FY 2020.

Sincerely,

A handwritten signature in black ink that reads 'Kevin Donahue'.

Kevin Donahue  
Interim City Administrator



# Fire and Emergency Medical Services Department FY2020

**Agency** Fire and Emergency Medical Services Department

**Agency Code** FBO

**Fiscal Year** 2020

**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.

**Summary of 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. F&EMS is the lead first-response agency for managing consequences resulting from natural disasters or other catastrophic events impacting the national capital region.

## 2020 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
A Department-wide Information Technology (IT) assessment was conducted to determine what would be required to modernize information technology throughout the Department, including at the Training Academy, the Fire Operations Center, the Battalion training offices, and other divisions. Current inventory, equipment age, functionality and current and future needs was reviewed.	Having an information technology infrastructure that is evaluated and modernized on a regular basis is an essential and necessary step to ensure acceptable levels of reliability and performance for Department operations. Supports a work environment focused on an empowered and competent workforce.	Modernizing the Department's information technology infrastructure supports improved services to our customers.
A leadership development program for chief officers was conducted for Assistant Fire Chiefs, Deputy Fire Chiefs, and Battalion Fire Chiefs. The program focused on leadership and included operational and administrative components.	Surveys taken by Department participants were positive and showed knowledge advancement in the areas of budget development, data analysis and strategic thinking. This program will continue in FY 2021.	Training and developing the Department's leaders to become competent and educated professionals supports improved services to our customers.
The Department's fleet replacement schedule and preventive maintenance operations were evaluated and updated.	The Department observed increased uptime across multiple asset classes as a result of the improved replacement schedule and preventative maintenance program.	Improved fleet availability supports improved services to our customers.

## 2020 Key Performance Indicators

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
<b>1 - Embrace a supportive work environment focused on creating a safe, competent and professional workforce team. (3 Measures)</b>												
Number of FEMS operated vehicles involved in accidents	Quarterly	276	303	286	200	64	67	56	55	242	Unmet	Although we fell short of the target for this KPI, we are pleased that we continue to make real progress in this critical area. We have reduced our accident numbers since FY 2019. In FY 2021 we will improve, upgrade and increase our accident reduction training in order to emphasize our safety culture, and will continue to emphasize safety as one of our Core Values.
Number of FEMS personnel injured while at work	Quarterly	388	345	367	300	109	71	58	97	335	Unmet	Although we did not meet our FY 2020 goal we continue to observe some progress compared to FY 2017 and FY 2018. With a continued emphasis on training as well as recent policy changes in order to emphasize our safety culture, we expect to see real improvements in this area.
Number of labor/management partnership meetings scheduled and attended by executive managers	Quarterly	88	48	64	36	12	23	7	7	49	Met	
<b>2 - Ensure that our facilities, vehicles, equipment and processes remain capable of supporting service delivery requirements. (3 Measures)</b>												
Percent of time ambulances in the FEMS emergency vehicle fleet were unavailable for daily operation because of maintenance or repair work	Quarterly	27.8%	29%	29.3%	25%	30.4%	28.9%	21%	28.2%	27.1%	Nearly Met	Although we came up just short meeting our goal, we are very pleased to report that we are continuing to make improvements in this area. Even with the challenges we had with the COVID-19 pandemic and the infection/decontamination challenges it brought, we increased our ambulance availability by 2% since last year. Of note also, this measure has vastly improved since 2016. This progress has mostly been due to our ongoing purchases of new ambulances on a replacement schedule, as well as continued preventive maintenance improvements at our fleet division. Continued improvement in this area will depend on call volume and funding for the Apparatus Division.

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
Percent of time fire engines in the FEMS emergency vehicle fleet were unavailable for daily operation because of maintenance or repair work	Quarterly	35.7%	33.4%	34.8%	25%	33.4%	30.5%	23.1%	25.1%	28%	Unmet	Although we fell short of the target for this KPI, we are extremely pleased that we made a 7% improvement since last year. We continue to believe that our recent fire apparatus purchases as well as efficiency improvements made at our Apparatus Division will help us meet our goal moving forward. Continued improvement in this area will depend on call volume and funding for the Apparatus Division.
Percent of time fire ladder trucks in the FEMS emergency vehicle fleet were unavailable for daily operation because of maintenance or repair work	Quarterly	42.7%	40.2%	43.6%	25%	35%	33.8%	26.1%	29%	31%	Unmet	Although we fell short of the target for this KPI, we are extremely pleased that we made a 13% improvement since last year. We continue to believe that our recent fire apparatus purchases as well as efficiency improvements made at our Apparatus Division will help us meet our goal moving forward. Continued improvement in this area will depend on call volume and funding for the Apparatus Division.
<b>3 - Build collaborative relationships within our community to improve service delivery. (1 Measure)</b>												
Number of times the FEMS web site was visited to access service, program or performance measurement content	Quarterly	237,963	147,323	134,559	300,000	No data available	No data available	No data available	No data available	No data available		
<b>4 - Deliver timely, high quality and effective services to better serve the needs of our community. (27 Measures)</b>												
Percent of structure fire calls when a first responding fire engine arrived in 5 minutes 20 seconds or less	Quarterly	96.6%	95.2%	92.4%	90%	93.9%	94.2%	95.6%	93.6%	94.3%	Met	
Number of fire safety education presentations completed for pre-school/kindergarten age children	Quarterly	110	200	235	200	46	15	0	0	61	Unmet	Due to concerns about exposures to the public during the COVID-19 pandemic, the Department made temporary reductions in visits in FY 2020. We have, however, started an online education program that is available for schools in FY 21.
Number home fire safety/smoke alarm installation visits completed for District residents	Quarterly	1740	2346	2143	2000	165	161	3	76	405	Unmet	Due to concerns about exposures to the public during the COVID-19 pandemic, the Department made temporary reductions in visits in FY 2020, particularly in the summer months.
Percent of residential structure fires where flame spread was confined to the room or structure of origin	Quarterly	96.2%	96.7%	94.6%	95%	97.3%	97.2%	96.2%	99.2%	97.5%	Met	
Percent of residential structure fires where flame spread was confined to the room of origin	Quarterly	81%	80.2%	81.1%	80%	85.8%	83.8%	85%	81.1%	84%	Met	
Percent of higher priority EMS calls when a first responding EMT arrived in 5 minutes or less	Quarterly	63.3%	61.7%	54.9%	90%	53.4%	54.4%	52.9%	52.5%	53.4%	Unmet	The COVID-19 pandemic and it's impact on our operations, particularly due to the challenges of PPE usage, had had a negative impact on our response times. Additionally, local hospital capacity and efficient patient flow due to the pandemic has been a barrier to meeting our goals.
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	Quarterly	50.6%	51.2%	44.7%	90%	41.4%	45.3%	44.9%	43.4%	43.7%	Unmet	The COVID-19 pandemic and it's impact on our operations, particularly due to the challenges of PPE usage, had had a negative impact on our response times. Additionally, local hospital capacity and efficient patient flow due to the pandemic has been a barrier to meeting our goals.
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	Quarterly	63.7%	66.1%	62.4%	90%	58.4%	60.2%	47%	54.1%	54.4%	Unmet	The COVID-19 pandemic and it's impact on our operations, particularly due to the challenges of PPE usage, had had a negative impact on our response times. Additionally, local hospital capacity and efficient patient flow due to the pandemic has been a barrier to meeting our goals.

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
Percent of higher priority EMS calls when a FEMS transport unit arrived in 9 minutes or less	Quarterly	81.9%	82.9%	80.1%	90%	78.8%	77.8%	77.6%	76.8%	77.8%	Unmet	The COVID-19 pandemic and its impact on our operations, particularly due to the challenges of PPE usage, had had a negative impact on our response times. Additionally, local hospital capacity and efficient patient flow due to the pandemic has been a barrier to meeting our goals.
Percent of EMS CQI cases reviewed indicating timely, appropriate and successful treatment for Level 1 Criteria Trauma patients	Quarterly	82.3%	83.7%	100%	95%	100%	100%	100%	100%	100%	Met	
Percent of EMS CQI cases reviewed indicating timely, appropriate and successful treatment for cardiac arrest patients	Quarterly	93.8%	92.7%	96.7%	95%	95.9%	92.9%	95.6%	97.7%	95.5%	Met	
Percent of EMS CQI cases reviewed indicating timely, appropriate and successful treatment for suspected STEMI patients	Quarterly	99.7%	100%	90.8%	95%	98.9%	98.7%	98.5%	91.4%	96.9%	Met	
Percent of EMS CQI cases reviewed indicating timely, appropriate and successful treatment for suspected stroke patients	Quarterly	96.7%	99%	91%	95%	99.2%	99.5%	99.2%	100%	99.5%	Met	
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	Quarterly	0.5%	0.4%	0.5%	1%	0.5%	0.5%	0.4%	0.5%	0.5%	Met	
Number of participants who attended FEMS "hands only" CPR/AED familiarization training program events	Quarterly	26,959	16,885	18,651	25,000	2692	2532	0	0	5224	Unmet	Due to concerns about COVID-19 exposures to the public, in quarter 2 the Department halted all "hands only" CPR/AED familiarization training program events.
Percent of patients with suspected cardiac etiology who survived to hospital discharge after experiencing a sudden cardiac arrest witnessed by a bystander with an initial rhythm of ventricular fibrillation	Quarterly	27.3%	40%	24.1%	35%	31.3%	23.5%	28.6%	25%	27.3%	Unmet	We raised our goal for this measure for FY 2020, and although we fell short of this goal, we have seen an improvement in FY 2020 (in spite of the COVID-19 pandemic). In FY 2019, the national average for this measure decreased. Our performance is still consistent with the national average.
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	Quarterly	5.5%	4.5%	4.9%	10%	5.3%	5.3%	4.8%	5%	5.1%	Met	
Percent of patients who experienced a sudden cardiac arrest, witnessed by a bystander, with CPR performed by a bystander	Quarterly	38.1%	42.9%	48.4%	50%	36.1%	45.7%	34.2%	42.9%	38.7%	Unmet	Studies have shown that the advent of the COVID-19 pandemic has influenced the willingness of bystanders to engage in resuscitation for out-of-hospital cardiac arrest. To mitigate this, we have focused on proper and frequent PPE use. Of note we observed promising results in FY 2019 by reaching the national average for this measure. Also, the Department has improved its performance with this goal every year since FY 2014. We strongly believe that the Department will be better positioned to meet this goal once the COVID-19 pandemic subsides, when we can fully continue our emphasis on Hands on Hearts training for citizens and registration for the Pulse Point application.
Number of civilian fire fatalities	Quarterly	4	4	9	10	1	4	1	0	6	Met	
Percent of "structural" arson fires cleared by arrest or exceptional means	Quarterly	24.5%	18%	25.4%	25%	10.5%	17.6%	22.6%	35.7%	21.6%	Unmet	Although we fell short of the target for this KPI, we cleared over 35% in quarter 4. We have maintained improvement in this area since we reported 18% for the measure in FY 2018.

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
Percent of patients surveyed who indicated they "agreed" or "strongly agreed" that FEMS personnel acted courteous and respectful during an EMS call	Quarterly	93.6%	95.2%	91.7%	95%	88.5%	93%	93%	91.8%	91.8%	Nearly Met	We believe that the impact of the COVID-19 pandemic on our operations as well as our personnel could have impacted this KPI negatively in FY 2020. We expect to be able to meet our goal again and consistently moving forward.
Percent of patients surveyed who indicated they were "satisfied" or "very satisfied" with the services they received during an EMS call	Quarterly	93.4%	95.4%	92.3%	95%	89.8%	92.5%	93.7%	92%	92.2%	Nearly Met	We believe that the impact of the COVID-19 pandemic on our operations as well as our personnel could have impacted this KPI negatively in FY 2020. We expect to be able to meet our goal again and consistently moving forward.
Percent of structure fire calls when a first alarm assignment arrived in 9 minutes 20 seconds or less	Quarterly	95%	92.2%	85.5%	90%	90.6%	91%	89.1%	86.5%	89.5%	Nearly Met	Call volume that exceeds the national standard for many fire engine companies continues to be a barrier.
Percent of high-rise structure fire calls when a first alarm assignment arrived in 11 minutes 30 seconds or less	Quarterly	78.5%	73.4%	53.6%	90%	50%	65%	58.8%	68.8%	59.7%	Unmet	Call volume that exceeds the national standard for many fire engine companies continues to be a barrier.
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	Quarterly	20.1%	22.9%	20.6%	50%	18.4%	17.2%	19.2%	18.2%	18.2%	Unmet	The COVID-19 pandemic and it's impact on local hospital capacity and efficient patient flow has been a barrier to improvements in this area. The Mayor's Health Care Commission recommended that hospitals and DC Health take steps to improve patient throughout and there has been no progress on those recommendations. In addition, we still believe that the closure of Providence Hospital in FY 2019 is having an impact.
Percent of residential structure fires without a working smoke alarm	Quarterly	10.9%	11.8%	12%	8%	18.6%	12.5%	11.7%	19.3%	15.5%	Unmet	Due to concerns about exposures to the public during the COVID-19 pandemic, the Department made temporary reductions in smoke alarm installations in FY 2020, particularly in the summer months. Further analysis may also show that the increase in people at home may have impacted the incidence of fires, but we have not yet been able to do this analysis.
Percent of patients who survived to hospital discharge after experiencing a sudden cardiac arrest witnessed by a bystander	Quarterly	13.1%	11.8%	9.8%	15%	8.3%	15.2%	2.6%	4.1%	7%	Unmet	We believe the COVID-19 pandemic and it's impact on local hospital capacity and efficient patient flow has been a barrier to improvements in this area. We will continue to focus our efforts to improve in this category through continued emphasis on EMS training for providers.

## 2020 Workload Measures

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 PAR
<b>2 - Agency Financial Operations (2 Measures)</b>							
EMS patient transport revenue	\$22,698,400	\$24,705,591	\$6,180,278	\$6,038,459	\$5,356,183	\$4,458,354	\$22,033,274
Fire Prevention fee and permit revenue	562,133	678,945	190,235	147,780	42,380	69,350	449,745
<b>4 - Emergency Medical Services Operations (7 Measures)</b>							
Number of EMS incidents	168,102	173,005	43,193	42,978	38,971	38,856	163,998
Number of FEMS patient transports	53,322	54,725	13,152	13,084	9438	10,322	45,996
Number of "lower priority" (not time-sensitive) EMS incidents	98,782	110,206	25,540	26,733	24,653	24,723	101,649
Number of "higher priority" (time-sensitive) EMS incidents	64,288	57,851	16,297	14,889	12,697	12,631	56,514
Number of "highest priority" (very time-sensitive) EMS incidents	5032	4948	1356	1356	1621	1502	5835
Number of individually identified patients who were transported 10 or more times during a 12 month period by an FEMS transport unit	590	719	188	188	158	154	688
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	9166	10,481	2814	2834	2404	2301	10,353

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 PAR
<b>4 - Fire/Rescue Operations (5 Measures)</b>							
Number of fire incidents	35,071	30,889	7834	6926	6516	7929	29,205
Number of "structure fire" incidents	2624	2752	735	756	592	612	2695
Number of "structure fires" extinguished	749	668	167	164	164	140	635
Number of "residential structure fires" extinguished	658	576	148	142	133	127	550
Number of "other fires" extinguished	1403	1210	249	253	377	396	1275
<b>4 - Inspections (3 Measures)</b>							
Number of occupancies inspected	11,602	13,540	2923	3977	1374	2256	10,530
Number of fire code violations observed	14,661	23,387	3390	6403	2648	4080	16,521
Number of fire code complaints investigated	402	335	132	134	70	125	461
<b>4 - Investigations (2 Measures)</b>							
Number of fires classified as "arson"	202	158	43	38	71	43	195
Number of "arson" arrests	22	10	2	0	9	5	16
<b>4 - Performance Management (1 Measure)</b>							
Number of emergency incidents	207,492	212,459	53,090	51,821	47,346	48,873	201,130

## 2020 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
<b>1 - Embrace a supportive work environment focused on creating a safe, competent and professional workforce team. (7 Activities)</b>			
PERSONNEL	Personnel	Attract, recruit and retain high performing and diverse workforce team members.	Daily Service
TRAINING AND EMPLOYEE DEVELOPMENT	Training And Employee Development	Train and develop our workforce team members to become competent professionals.	Daily Service
TRAINING AND EMPLOYEE DEVELOPMENT	Training And Employee Development	Train and develop our workforce team members to become professional leaders.	Daily Service
PERFORMANCE MANAGEMENT	Performance Management	Continually strengthen our organizational culture to value community involvement and public service by our workforce team members.	Daily Service
RISK MANAGEMENT	Risk Management	Continually strengthen our organizational culture to improve the safety and health of our workforce team members.	Daily Service
PERFORMANCE MANAGEMENT	Performance Management	Continually strengthen our organizational culture to recognize and appreciate the contributions made by our workforce team members.	Daily Service
PERFORMANCE MANAGEMENT	Performance Management	Continually strengthen our labor/management partnership to collaboratively achieve organizational success.	Daily Service
<b>2 - Ensure that our facilities, vehicles, equipment and processes remain capable of supporting service delivery requirements. (6 Activities)</b>			
PROPERTY MANAGEMENT	Property Management	Ensure that our buildings and facilities meet acceptable health, occupational, living and working requirements.	Daily Service
FIELD INFRASTRUCTURE	Field Infrastructure	Ensure that our emergency vehicles are reliably maintained, safely repaired and available for use.	Daily Service
INVENTORY MANAGEMENT	Inventory Management	Ensure that our tools, equipment and supplies are reliably maintained, safely repaired and available for use.	Daily Service
INFORMATION TECHNOLOGY	Information Technology	Continually leverage technology to support our service delivery requirements.	Daily Service
PERFORMANCE MANAGEMENT	Performance Management	Continually optimize resources to support our service delivery requirements.	Daily Service
AGENCY FINANCIAL OPERATIONS	Agency Financial Operations	Ensure that all resources supporting our service delivery requirements are fiscally sustainable.	Daily Service
<b>3 - Build collaborative relationships within our community to improve service delivery. (4 Activities)</b>			
PUBLIC OUTREACH	Public Outreach	Build and improve relationships within our community to better understand service delivery expectations.	Daily Service
PERFORMANCE MANAGEMENT	Performance Management	Build and improve relationships with other District agencies to better integrate services for our customers.	Daily Service
PERFORMANCE MANAGEMENT	Performance Management	Build and improve relationships within the region to better share resources with our partners.	Daily Service
Community Trust	Community Trust	Build and improve community trust by sharing information with the public and media.	Daily Service
<b>4 - Deliver timely, high quality and effective services to better serve the needs of our community. (15 Activities)</b>			
EMERGENCY MEDICAL SERVICES OPERATIONS	Emergency Medical Services Operations	Compassionately care for our sick and injured patients.	Daily Service
EMERGENCY MEDICAL SERVICES OPERATIONS	Emergency Medical Services Operations	Improve services for our patients with time sensitive illnesses and injuries.	Daily Service
PUBLIC OUTREACH	Public Outreach	Improve health safety awareness in our community through public outreach and education.	Daily Service
FIRE/RESCUE OPERATIONS	Fire/Rescue Operations	Quickly control and extinguish fires.	Daily Service
SPECIAL OPERATIONS	Special Operations	Rescue victims of fires and other emergencies.	Daily Service
HOMELAND SECURITY	Homeland Security	Prepare for natural disasters or other catastrophic events that may take place in our community.	Daily Service
INSPECTIONS	Inspections	Reduce threats to the lives and property of our community residents by preventing fires.	Daily Service
INVESTIGATIONS	Investigations	Reduce threats to the lives and property of our community residents by investigating the cause and origin of fires.	Daily Service
PUBLIC OUTREACH	Public Outreach	Improve fire safety awareness in our community through public outreach and education.	Daily Service
STATE SAFETY OVERSIGHT PROGRAM	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	Performance Management	Improve the timeliness of our services by monitoring and evaluating response time measures.	Daily Service

Operations Header	Operations Title	Operations Description	Type of Operations
PERFORMANCE MANAGEMENT	Performance Management	Improve the quality of our services by monitoring and evaluating the professional competence of our workforce team members.	Daily Service
PERFORMANCE MANAGEMENT	Performance Management	Continually use information and analytics to guide decision making for improving our services.	Daily Service
EMERGENCY MEDICAL SERVICES OPERATIONS	Emergency Medical Services Operations	Identify alternatives for patients who routinely use our services for access to healthcare.	Daily Service
PERFORMANCE MANAGEMENT	Performance Management	Build and improve public confidence in our services by exceeding customer expectations.	Daily Service

## 2020 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
<b>Emergency Medical Services Operations (1 Strategic Initiative)</b>				
Explore the option of utilizing helicopter flights to transport the most severe trauma victims from Ward 7 and 8.	During FY 2020, the Department will examine the feasibility of utilizing partner agencies to fly the most severe Ward 7 and 8 trauma patients to trauma centers with helicopters. Ward 7 and 8 trauma patients have longer ground transport times to trauma centers located in the central and western parts of the District, which may have a negative impact on their outcomes. In certain circumstances, flying these patients to trauma centers may improve their outcomes. This initiative will evaluate the efficacy and logistics of utilizing helicopter flights for transport.	Complete	In the 4th quarter of FY 2020, a Memorandum of Understanding (MOU) with the United States Park Police was signed by all parties. The policy regarding air transport has been drafted and currently being reviewed and prepared for issuance to the Department.	
<b>Field Infrastructure (1 Strategic Initiative)</b>				
Update fleet replacement scheduling and create a written preventative maintenance plan.	During FY 2020, the Department will evaluate and update the Department's fleet replacement schedule and preventative maintenance operations. A written preventative maintenance plan will be created incorporating the planned fleet purchases made possible from the FY20 budget enhancement of 21.9 M. Improved fleet availability supports improved service to our customers.	Complete	In the 4th quarter of FY 2020, the Department observed increased uptime across multiple asset classes as a result of the improved replacement schedule and preventative maintenance program. The new plan will continue to assist with modeling replacement cost structures along with the Capital Asset Replacement Scheduling System (CARSS) for capital asset purchases.	
<b>Information Technology (1 Strategic Initiative)</b>				
Conduct a Department-wide Information Technology (IT) assessment.	During FY 2020, the Department will partner with OCTO to conduct a comprehensive, written information technology assessment. This will determine what would be required to modernize information technology throughout the Department, including at the Training Academy, the Fire Operations Center, the Battalion training offices, and other divisions. Full implementation of FireRMS, inventory control and a legal filing system will be incorporated. Current inventory, equipment age, functionality and current and future needs will be reviewed. Modern information technology infrastructure supports improved services to our customers.	Complete	In the 4th quarter of FY 2020, the Department's executive staff reviewed the new Information Technology Strategic plan and submitted the information to the Office of the Chief Technology Officer (OCTO) for input. Confirmation of all MS Office 365 accounts was completed.	
<b>Performance Management (3 Strategic initiatives)</b>				
Improved customer service through increased feedback to station members regarding the status of quality of life improvement requests.	During FY 2020, the Department will upgrade the communication process regarding the status of quality of life improvement requests by fire station members. Facilities repairs, fleet repairs and clothing/gear requests will be the focus of this effort. A dashboard/portal (or equivalent) will be utilized to measure the time it takes to make repairs and compare to maintenance schedules. Better working conditions will improve the morale and performance of employees resulting in improved service.	Complete	In the 4th quarter of FY 2020, the Department utilized the customer service portal and it is currently operational in the 4th Battalion. Full implementation along with order book revisions is expected by the end of December 2020.	
Assess Company based operational responsibilities to understand impact on unit utilization and increase ambulance operational capacity with additional BLS units.	During FY 2020, the Department will evaluate company-based duties other than emergency calls with the goal of expanding community risk reduction functions. This includes company-based fire safety inspections (including hydrants where appropriate), company level training, and other inspections. The review will quantify these efforts to understand the potential impact on unit utilization. The Department will also add an additional 4 BLS units to be staffed on a 24 hour basis made possible through an FY20 budget enhancement.	25-49%	Due to COVID related service impacts this initiative was not fully completed in FY 2020 and there have been no evaluation activities completed. The four additional BLS units are being staffed on a daily basis.	COVID related service impacts
Establish a scenario-based training course on communications, empathy and conflict de-escalation.	During FY 2020, the Department will establish a scenario-based training course on proper communications, empathy, and de-escalation of conflicts when engaging with the public. Through the use of actual cases, the training will provide a forum to discuss various scenarios to explore best practices and strategies for how members should handle specific situations. The course will educate members on what they can do to avoid common pitfalls, and maintain high standards of professional conduct. Better communications and more positive interactions with the community builds trust in the Department and will help improve overall Department performance, including outcomes in patient care.	50-74%	In the 4th quarter of FY 2020, the Department developed an introductory curriculum for conflict resolution and de-escalation. The curriculum continues to be finalized for delivery to the membership and for delivery via distance learning. Additionally, the Department is in discussion with Federal Resources (FR), a contractor who can provide a virtual workshop entitled "Self-Protection for First Responders." A planning meeting with FR is scheduled for December 2020.	COVID related service impacts affected full implementation.
<b>Risk Management (1 Strategic Initiative)</b>				
Improve employee wellness through expanded physical and mental health programs.	During FY 2020, the Department will expand employee wellness efforts to include physical and mental health programs. Peer support, O2X Human Performance, immunization and vaccination, Atherosclerotic Cardiovascular Disease (ASCVD) risk assessment, and annual occupational physicals will be included. A baseline for measuring the impact on employee wellness and time loss savings will be established. This effort will build healthier communities, reduce costs due to lost time and help save the lives of our members.	50-74%	In the 4th quarter of FY 2020, the Department continued the process of conducting annual checkups for team members. Due to COVID related service impacts this initiative was not fully completed in FY 2020 and a baseline for measuring the wellness impacts on employees and time loss savings was not fully established. The Peer Support is fully functioning and has been supporting members during the COVID-19 pandemic.	Due to COVID related service impacts this initiative was not fully completed
<b>Training And Employee Development (1 Strategic Initiative)</b>				
Develop a leadership development program for chief officers.	During FY 2020, the Department will develop a continuing education program for Assistant Fire Chiefs (AFC's), Deputy Fire Chiefs (DFC's), and Battalion Fire Chiefs (BFC's). A new curriculum will be drafted and approved. The program will focus on leadership and include operational and administrative components.	Complete	In the 4th quarter of FY 2020, the Department conducted a second leadership workshop session for all chief officers. Participant surveys were positive and showed knowledge advancement in the areas of budget development, data analysis and strategic thinking. This program will continue in FY 2021.	