



**Government of the District of Columbia
Fire and Emergency Medical Services Department**



John A. Donnelly, Sr.
Fire and EMS Chief

OFFICE OF THE FIRE AND EMS CHIEF

February 1, 2024

The Honorable Brooke Pinto
Chairperson, Committee on the Judiciary and Public Safety
Council of the District of Columbia
John A. Wilson Building
1350 Pennsylvania Avenue, NW, Suite 106
Washington, DC 20004

Dear Councilmember Pinto,

On behalf of the Fire and Emergency Medical Services Department, attached please find the agency's responses to the Committee's Fiscal Year 2023-2024 Performance Oversight questions.

I look forward to testifying before the Committee on the accomplishments of our team in fiscal years 2023 and 2024, to date, and initiatives we have planned for the rest of 2024. Unless otherwise noted, responses throughout are inclusive of data from October 1, 2022, through December 31, 2023.

Very truly yours,

John A. Donnelly, Sr.
Fire and EMS Chief



FY23-24 Performance Oversight Questions
District of Columbia Fire and Emergency Medical Services

ORGANIZATION AND OPERATIONS

1. Please provide the Department's mission statement.

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

Vision Statement. The vision of the Fire and Emergency Medical Services Department is to be a performance-based organization in which a well-trained, multi-disciplined skilled workforce utilizes state-of the art equipment, technology, and apparatus to provide the highest quality of fire and emergency medical services. To District residents and visitors, the Fire and EMS Department strives for excellence in emergency preparedness, education, and response to enhance customer-focused innovative initiatives as industry leaders, while overcoming expanding risks.

2. Please provide a complete, up-to-date organizational chart for the Department and each division within the Department, including the names and titles of all senior personnel. Please include an explanation of the roles and responsibilities for each division and subdivision within the Department.

Please see Attachment Q2 for the organizational chart.

The **Fire and EMS Chief** is responsible for the leadership, executive management, and administration of all Department emergency and business operations.

The **General Counsel Office** is responsible for providing administration and coordination of legal services to support Department emergency and business operations including legal review of policies, procedures, and employment activities, other legal affairs, Freedom of Information Act (FOIA), and information privacy.

The **Administrative Services Bureau (Chief of Staff)** is responsible for services supporting the management, administration, and coordination of executive office activities for the Fire and EMS Chief, including the Communications Office, the Equal Employment Opportunity (EEO) and Diversity Office, the Program Analytics Office, the Labor Relations Office, the Grants Management Office, and the Budget and Accounting Office.

The **Chief of Staff** is responsible for providing management, administration, and coordination of executive office activities for the Fire and EMS Chief, along with other activities supporting Department emergency and business operations.

- The **Deputy Chief of Staff** is responsible for providing administration, coordination, and management of intergovernmental relations and activities supporting Department emergency and business operations.
- **The Media and Community Relations Division (Communications Office)** is responsible for providing administration and coordination of public information and outreach activities to support Department emergency and business operations including media communications, social media information, community engagement activities, and public-facing website content.
- **The Equal Employment Opportunity (EEO) and Diversity Office** is responsible for providing administration and coordination of EEO activities and respect for racial, gender, and LGBT diversity by Department employees, respect for employee rights, and assuring compliance with laws, regulations, rules, policies, and procedures published by the District and Federal Governments.
- **The Program Analytics Office** is responsible for providing administration and coordination of planning activities to support Department emergency and business operations including data and analytics for evaluation and decision making, along with contract administration for the patient account management services contract.
- **The Labor Relations Office** is responsible for providing administration and coordination of labor/management relationships and collective bargaining agreements to support Department emergency and business operations.
- **The Grants Management Office** is responsible for seeking out and submitting grant applications on behalf of the department. The Office also manages grants and grant-related programs on behalf of the Department.
- **The Budget and Accounting Office** is responsible for comprehensive and efficient financial management services to, and on behalf of, District agencies so that the financial integrity of the District of Columbia is maintained.

The **Professional Development Bureau** is responsible for services supporting the professional development of members, including recruitment, training, promotion, and human resources needs, as well as publication of Department rules.

The **Assistant Fire Chief of Professional Development** provides management, administration, and coordination of Professional Development Bureau activities, including professional standards, training, and human resources (including payroll and compliance), along with other activities supporting Department emergency and business operations.

- **The Professional Standards Office (Deputy Fire Chief of Professional Standards)** is responsible for providing administration and coordination for the publication of

Department rules, regulations, policies, and procedures for supporting safe and efficient Department emergency and business operations.

- The **Training Division (Deputy Fire Chief of Training)** is responsible for providing management, administration, and coordination of employee training and development activities including recruit, cadet, and leadership training programs, EMS continuing education programs for operational personnel, ALS and BLS training programs for operational personnel, fire suppression and special/technical hazards training for operational personnel, and other specialized training for Department employees, along with other activities supporting Department emergency and business operations.
- The **Recruiting Office** is responsible for providing management, administration, and coordination of recruitment activities including identification of qualified prospective Department candidates, conducting background investigations prior to hire, and providing guidance to, and tracking of, prospective employees.
- The **Human Resources Division** is responsible for providing administration and coordination of employment and personnel services activities to support Department emergency and business operations including compliance with policies, procedures, and standards for operational, civilian, and administrative personnel and payroll.

The **Operations Bureau** is responsible for the management and administration of emergency operations including emergency medical services (EMS), fire suppression, technical rescue, special hazards, marine rescue and firefighting, and homeland security preparedness.

The **Assistant Fire Chief of Operations** is responsible for providing management, administration, and coordination of Operations Bureau activities along with other activities supporting Department emergency and business operations.

- The **Deputy Fire Chiefs of Operations**, across four platoons, are responsible for providing management, administration, and coordination of emergency operations activities including command of emergency incidents and operational personnel; first response to EMS and fire suppression incidents, mitigation, and management of EMS and fire suppression incidents; and EMS response and transport of basic life support (BLS) patients, along with other activities supporting Department emergency and business operations.
- The **Special Operations Division (Deputy Fire Chief of Special Operations)** is responsible for providing management, administration, and coordination of special operations and homeland security activities including command of special operations incidents and operational personnel, first response to technical rescue, special hazards, and marine incidents; mitigation and management of technical rescue; special hazards; marine incidents; and administration of Department grant activities, along with other activities supporting Department emergency and business operations.

- The **Homeland Security Office (Battalion Fire Chief of Homeland Security)** is responsible for providing management, administration, and coordination of homeland security activities including pre-planning for natural disasters, chemical, biological, radiological, nuclear, and explosive (CBRNE) incidents, and other types of terror related incidents, along with other activities supporting Department emergency and business operations including special events.
- The **Fire Operations Center (FOC)** is responsible for ongoing management of city-wide resources, planning activities, logistical support and information sharing during daily operations and major events. The FOC staff maintains situational awareness and assists with the management and allocation of critical resources, ensures coverage, and provides command support for incident operations around the clock. The FOC staff provides watch functions supplying information to the Department and initiating planning activities when indicated, along with other activities supporting Department emergency and business operations.

The **EMS Operations Bureau** is responsible for the management and administration of EMS emergency operations including EMS supervision of operational personnel, advanced life support (ALS) patient transport, and administration of third-party provider (TPP) BLS patient transport services.

The **Assistant Fire Chief of EMS Operations** is responsible for providing management, administration, and coordination of EMS Operations Bureau activities and contract administration of the TPP patient transport contract, along with other activities supporting Department emergency and business operations.

- The **Deputy Fire Chief of EMS Operations** is responsible for providing management, administration, and coordination of EMS operations activities including command of EMS incidents and ALS operational personnel, EMS supervision of operational personnel, EMS response and transport of ALS patients, along with other activities supporting Department emergency and business operations.
 - The **EMS Battalion Chiefs** are responsible for administration, and coordination of EMS operations, and supervision of battalion EMS supervisors for each platoon, along with other activities supporting Department emergency and business operations.
- The **Emergency Communications Office (Battalion Fire Chief of Emergency Communications)** is responsible for providing administration and coordination of radio and data communication activities including EMS and Fire Liaison Officers at the Office of Unified Communications (OUC) 9-1-1 call taking and communications center, support for the Advanced Quality Assurance (AQUA) automated 9-1-1 call taking case review software application, and technical support services for Department-operated radio equipment, along with other activities supporting Department emergency and business operations.

The **Office of the Medical Director** is responsible for the medical direction of EMS operations including EMS delivery by operational personnel, training and development of EMS operational personnel, administration and management of controlled substances, EMS quality assurance, and coordination with hospitals, other regional healthcare partners, community health outreach resources, and Criteria Based Dispatch (CBD) activities.

The **Administrative Office (Medical Director)** is responsible for providing management, administration, and coordination of activities for the Assistant Medical Director, along with other activities supporting Department EMS operations.

- The **Assistant Medical Director** is responsible for providing management, administration, and coordination of EMS peer review activities, training and development of EMS operational personnel, and the administration and management of controlled substances.
 - The **EMS Peer Review Office** is responsible for providing administration and coordination of EMS peer review activities to support Department EMS operations including interviews with operational personnel involved in patient cases, discussions with operational personnel to improve medical decision making, patient treatment and patient care report documentation. This office also submits to the Medical Director recommendations for remedial or focused training to improve operational personnel medical competency.
 - The **Controlled Medications Office** is responsible for providing administration and coordination for the procurement, storage, use, and disposal of Schedule 3 controlled substance medications during patient care to support Department EMS operations.
- The **EMS Continuous Quality Improvement Office** is responsible for providing administration and coordination of EMS' continuous quality improvement activities to support Department EMS operations including review of medical decision making by operational personnel, review of patient treatment and patient care report documentation completed by operational personnel, and general compliance by operational personnel with Medical Protocol, policies, procedures, and other standards for patient care.
- The **Community Health Liaison Office** provides administration and coordination of public information and outreach activities to support community interest and participation in the EMS System including "high-volume user" patient case management ("Street Calls"), and demand reduction strategies with other regional healthcare partners, along with other activities supporting Department EMS operations.
- The **EMS Prevention Program Office** provides administration and coordination of the telephonic emergency department diversion program for low-acuity patients (Nurse Triage Line), the community education and awareness program for hands-only cardiopulmonary resuscitation (Hands on Hearts), and the automated external

defibrillator registry and voucher program, along with other activities supporting Department EMS operations.

The **Support Services Bureau** is responsible for the management and administration of services supporting Department emergency and business operations including maintenance and repair of emergency apparatus, planning and coordination of facility maintenance and repair, procurement and distribution of supplies and equipment, administration of training and development for operational personnel, risk reduction for operational personnel, and the publication of Department rules, regulations, policies, and procedures.

The **Assistant Fire Chief of Support Services** is responsible for providing management, administration, and coordination of Support Services Bureau activities along with other activities supporting Department emergency and business operations.

- The **Fleet Maintenance Division (Deputy Fire Chief of Fleet Management)** is responsible for providing management, administration and coordination of fleet support activities including procurement, maintenance, and repair of emergency apparatus and support vehicles, procurement and management of vehicle parts and supplies, administration of capital purchasing contracts with vendors, along with other activities supporting Department emergency and business operations.
- The **Logistics Division (Deputy Fire Chief of Logistics)** is responsible for providing management, administration, and coordination of procurement, storage, and distribution of supplies and equipment to support emergency operations, along with other activities supporting Department emergency and business operations.
- The **Health and Safety Division (Deputy Fire Chief of Health and Safety)** is responsible for providing management, administration, and coordination of employee risk reduction activities including command of safety officers during emergency incidents, investigation of Department vehicle accidents and employee injuries, administration of the Medical Services Office (and the Department's relationship with the Police and Fire Clinic), safety and wellness employee education, self-contained breathing apparatus (SCBA) maintenance for operational personnel, and infection control functions, along with other activities supporting Department emergency and business operations.
 - The **Deputy Risk Manager** is responsible for providing administration and coordination for the assessment and analysis of determining compliance with rules, regulations, policies, and procedures by Department Bureaus, Divisions, Offices, and employees to support safe and efficient Department emergency and business operations.
 - The **Medical Services Office (Battalion Fire Chief of Medical Services Office)** is responsible for management of the Department's relationship with the Police and Fire Clinic and serves as a liaison to Department leadership, members, and the professional staff of the clinic.

- The **Property Management and Facilities Division** is responsible for providing management, administration, and coordination of planning and activities to support the maintenance and repair of fire stations and other facilities, including major capital improvements, procurement, storage, along with other activities supporting Department emergency and business operations.

The **Technical Services Bureau** is responsible for the management and administration of technical services supporting Department emergency and business operations including fire prevention and community risk reduction, fire investigations, 9-1-1 operations, internal affairs, State Safety Oversight (SSO) for the DC Streetcar rail transportation system, information technology applications and services supporting Department business operations, and radio/data communication activities supporting Department emergency operations.

The **Assistant Fire Chief of Technical Services** is responsible for providing management, administration, and coordination of Technical Services Bureau activities, along with other activities supporting Department emergency and business operations.

- The **Office of Internal Affairs (IA) (Deputy Fire Chief of Internal Affairs)** is responsible for management, administration, and coordination of Internal Affairs activities, in maintaining the integrity and professionalism of the Agency by impartially and accurately investigating all matters of serious misconduct or possible criminal activities involving Agency personnel. The IA Office coordinates such investigations with the appropriate law enforcement agency as warranted and conducts other activities supporting Department emergency and business operations.
 - The **Fire Prevention Division (Deputy Fire Chief of Fire Prevention; Fire Marshal)** is responsible for providing management, administration and coordination of community fire risk reduction activities including fire and technical inspection programs, permitting programs, code enforcement programs, public outreach programs for smoke alarms, children and senior adult education, after-fire investigation services, in addition to State Safety Oversight (SSO) for the DC Streetcar rail transportation system, along with other activities supporting Department emergency and business operations.
 - The **Information Technology Office (Deputy Fire Chief of Information Technology)** is responsible for providing management, administration, and coordination of information technology (IT) activities, in coordination with OCTO, including technical support services for equipment, software applications, networks, mobile networks, inventory management services, and administration of IT contracts with vendors, along with other activities supporting Department emergency and business operations.
- a. Please include a list of the employees (name and title) for each subdivision and the number of vacant, frozen, and filled positions. For vacant positions, please indicate how long the position has been vacant.**

Please see Attachment Q4.

- b. Please provide a narrative explanation of any major changes to the organizational chart made during the previous year.**

The Information Technology Office now falls under the Deputy Fire Chief of Information Technology. The Facilities Office and the Property Management Division have been combined. The General Counsel Office was moved from the Chief of Staff Office to report directly to the Fire and EMS Chief.

- 3. Please list each new program implemented by the Department during FY 2023 and FY 2024, to date. For each initiative please provide:**
- a. A description of the initiative, including when begun and when completed (or expected to be completed);**
 - b. The funding required to implement the initiative;**
 - c. Any documented results of the initiative.**

Please see response on the following page.

NEW PROGRAMS					
FY	Program/Initiative	Description	Timeline	Funding	Results
FY23	Experienced Recruit Training Class	The program is designed to streamline the training and certification process for experienced paramedics or EMTs meeting specific criteria. Open to paramedics and EMTs possessing IFSAC/Pro-Board Firefighter 1 and 2 certifications, certified NREMT-Paramedic or NREMT-B, and with a minimum of 18 months of experience as a career firefighter/paramedic or EMT. Eligible candidates should not have been separated from their previous department for more than 12 months.	Implemented in FY23 Q1 for experienced firefighter/paramedics. In FY23 Q4, the program was expanded to include firefighter/EMT's. The program follows a comprehensive schedule that includes orientation, specialized training modules, and assessments. The timeline is structured to accommodate the unique needs of experienced paramedics and firefighter/EMTs, ensuring a balance between efficiency and thoroughness. Training Schedule: Firefighter/EMT's are trained and released into operations in 10 weeks, compared to the standard 36 weeks for normal entry-level recruits. Firefighter/Paramedics are trained and released into operations in 20 weeks, as opposed to the standard 36 weeks for normal entry-level recruits.	There are no additional costs related to the program, in fact, the program has demonstrated cost savings. The streamlined training process and focused curriculum contribute to the efficient use of instructional time, minimizing the need for overtime.	Since the inception of the program, the Department has hired 8 firefighter/ paramedics and 23 firefighter/EMTs. Anticipated results include an increased number of highly skilled paramedics and firefighter/EMTs within the workforce.
FY23	DC Stabilization Center (DCSC)	This funding, which is housed in the DBH budget, will develop, construct, and open the	Though the initiative took a few years to get off the ground, the DCSC was opened in FY24 Q1.	This funding was housed in the DBH budget.	To date, Fire and EMS and AMR have transported 549 patients to the DCSC. The median drop time was 28.7

NEW PROGRAMS					
FY	Program/Initiative	Description	Timeline	Funding	Results
		District of Columbia Sobering Center for individuals with uncomplicated, acute alcohol and opioid intoxication to provide a lower-cost alternative for patients who do not require transport to emergency departments.			minutes—well under the time for hospital emergency departments, meaning patients who need to sober up are receiving the help they need much more quickly, and emergency departments can save space for patients with more medical need.
FY23	Automated External Defibrillator Incentive Program	The program is modeled after the Mayor’s successful Private Security Camera Incentive Program, to reimburse small businesses, places of worship, small multi-unit apartment/condominium buildings, and non-profit organizations for their purchase and registration of AEDs across the District.	In development.	\$348,000	
FY24	Paramedic School	This program was designed to create the District’s first Paramedic School through a partnership between Fire and EMS and a local university.	This was a one-year enhancement.	\$1,235,500	
FY24	Whole Blood Program	This program employs the cutting-edge, time-sensitive, life-saving intervention of prehospital blood transfusion of low-titer O positive whole blood to improve clinical	FY24 Q2	\$432,942.59	

NEW PROGRAMS					
FY	Program/Initiative	Description	Timeline	Funding	Results
		outcomes and save lives of patients suffering from hemorrhagic shock (massive blood loss) stemming from violent or accidental trauma and as the result of medical emergencies associated with hemorrhage.			

4. **Please provide a complete, up-to-date position listing for your agency, ordered by program and activity, and including the following information for each position:**
 - a. **Title of position;**
 - b. **Name of employee or statement that the position is vacant, unfunded, or proposed;**
 - c. **Date employee began in position;**
 - d. **Salary and fringe benefits (separately), including the specific grade, series, and step of position;**
 - e. **Job status (continuing/term/temporary/contract);**
 - f. **Whether the position must be filled to comply with federal or local law.**

Please note the date that the information was collected.

Please see Attachment Q4.

5. **Please provide a list of all memoranda of understanding (“MOU”) entered into by your agency during FY 23 and FY 24, to date, as well as any MOU currently in force. For each, indicate the date on which the MOU was entered and the termination date (if applicable).**

Please see response on the following page.

FY23 MOUs						
Tracking #	Details	Duration	Other Agencies	Date Rec'd	Total Funds	Chief Signed
FY23-M0001	Canceled and replaced by FY23-M0027					
FY23-M0002	Modification No. 2 to Memorandum of Understanding between Fire and EMS and OUC for 311 Call Center and Service Request Handling Services	10/1/2022-9/30/2023	OUC	09/06/22	\$6,081.23	12/21/22
FY23-M0003	DCHR to provide Fire and EMS with executive level learning and development opportunities for Fire and EMS' senior-level employees.	10/20/22-6/23/2023	DCHR	09/12/22	\$13,500.00	09/19/22
FY23-M0004	The Department of Human Resources (DCHR) will provide Fire and EMS with employment compliance services for its candidates, employees and volunteers who are subject to fitness evaluations, suitability screenings, or both.	10/1/2022-9/30/2022	DCHR	09/14/22	\$78,659.10	09/23/22
FY23-M0005	Fire and EMS and MPD to share occupational and ancillary healthcare services (PFC).	Effective on the day all parties have affixed their signatures.	MPD	09/27/22	\$6,377,884.29	12/27/22
FY23-M0006	Office of the State Superintendent of Education, Fire and EMS and the Department of Buildings with respect to fire safety of child development centers, child development homes and expanded child development homes.	10/1/2022-9/30/2022	OSSE, DOB	09/29/22	\$95,000.00	11/18/22
FY23-M0007	Intra-District transfer of funds from DDOT for reimbursable duty services provided on the Open Streets even Saturday, October 1, 2022, along Georgia Avenue NW between Barry Place and Missouri Avenue.	10/1/2022-9/30/2023	DDOT	09/29/22	\$24,600.00	12/09/22
FY23-M0008	Fire and EMS has requested the services of the OUC in facilitating access to the DC Citywide Radio System and customized Computer Aided Dispatch interfacing and/or Mobile Data Computer services as well as Custom Support Services.	10/1/2022-9/30/2023	OUC	10/14/22	\$158,726.56	12/21/22
FY23-M0009	Fire and EMS has requested the services of the OUC in facilitating access to the DC Citywide Radio System to its vendor, American Medical Response (AMR) and to provide programming services for radios that will be utilized by AMR.	10/1/2022-9/30/2023	OUC	10/14/22	\$61,733.72	12/21/22
FY23-M0010	Fire and EMS and DFHV agree to participate in the "Right Care, Right Now" Nurse Triage Line Taxicab Transit Initiative to provide transportation for eligible non-emergency, but medically in need, persons in the District of Columbia.	Effective day parties sign to 9/30/2023	DFHV	10/08/22	\$41,000.00	12/13/22

FY23 MOUs						
Tracking #	Details	Duration	Other Agencies	Date Rec'd	Total Funds	Chief Signed
FY23-M0011	USCP to reimburse the Fire and EMS for providing support and enhancements to the USCP Dignitary Protection Division (DPD) protection mission by assigning liaisons to the command post and fire officials to monitor fire preventive systems in hotels where USCP is conducting protective operations.	Continue in force until terminated by either party.	USCP	11/09/22		12/01/22
FY23-M0012	Fire and EMS and Department of Behavioral Health will collaborate under DC's Opioid Response 2 (DCOR2) to define responsibilities regarding the establishment of well-equipped worksites to serve as bases of operation for Fire and EMS Overdose Response Team (ORT).	Effective day parties sign to 9/29/2023	DBH	11/10/22	\$226,137.00	12/09/02
FY23-M0013	Fire and EMS and Department of Behavioral Health will collaborate under DC's Opioid Response 3 (DCOR3) to define responsibilities regarding continued implementation of post-opioid overdose response system for individuals who overdose but refuse hospital transport.	Effective day parties sign to 9/30/2023	DBH	11/10/22	\$498,239.00	12/13/22
FY23-M0014	HSEMA has requested the services of Fire and EMS to administer the CBRNE Detection Project in accordance with subaward 1FBUA2 which is funded through the FY2022 Homeland Security Grant Program.	9/1/2022-10/7/2023	HSEMA	11/18/22	\$994,140.00	11/30/22
FY23-M0015	DOES to provide Fire and EMS funding for 10 District residents to attend the 2023 Cadet Program.	10/1/2022-9/30/2023	DOES	11/21/22	\$506,240.00	12/22/22
FY23-M0016	HSEMA has requested the services of Fire and EMS to administer the Rail Operations Control Center (ROCC) Fire Liaison Program Manager in accordance with subaward 2FBUA2 funded through the FY2022 Homeland Security Grant Program.	9/1/2022-10/7/2023	HSEMA	11/30/22	\$202,806.00	12/30/22
FY23-M0017	HSEMA has requested the services of Fire and EMS to administer the Terrorism Liaison Officer Program, Planning, Training and Exercise Support project in accordance with subaward 1FBUSH2 funded through the FY2022 Homeland Security Grant Program.	9/1/2022-10/7/2023	HSEMA	11/30/22	\$40,000.00	12/30/22
FY23-M0018	DMPED agrees to transfer funds not to exceed \$275,000 to Fire and EMS to support costs associated with approved festivals and special events.	Effective day parties sign to 9/30/2023	DMPED	12/14/22	\$275,000.00	01/06/23
FY23-M0018-R	DMPED agrees to transfer funds not to exceed \$400,000.00 to Fire and EMS to support costs associated with approved festivals and special events to be held throughout the fiscal year.	Effective date last party signed to 9/30/2023	DMPED	04/21/23	\$400,000.00	05/05/23

FY23 MOUs						
Tracking #	Details	Duration	Other Agencies	Date Rec'd	Total Funds	Chief Signed
FY23-M0019	HSEMA has requested the services of Fire and EMS to administer the Aircraft Rescue and Firefighting Training Simulator Project in accordance with subaward 3FB5H1 funded through the FY2021 Homeland Security Grant Program.	1/1/2023-10/7/2023	HSEMA	01/31/23	\$225,000.00	02/09/23
FY23-M0020	OCP shall provide support for Fire and EMS and MPD's procurement matters.	1/1/2023-9/30/2023	OCP	02/03/23	\$176,247.40	
FY23-M0021	Multi-Agency MOU provide notification that the Mayor's Office of Deaf, Deafblind and Hard-of-Hearing (MODDHH) will provide Sign Language Interpretation (SLI) Services.		MODDHH	02/06/23	\$3,457.00	02/09/23
FY23-M0022	Addendum to MOU between Fire and EMS and the International Association of Firefighters, Local 36 concerning the process for filling Lieutenant and Captain vacancies arising in the period following exhaustion of the registers for those ranks and prior to October 16, 2022 effective date for the new registers for those ranks.		IAFF Local 36	02/23/23		03/10/23
FY23-M0022-R	Addendum to MOU between Fire and EMS and the International Association of Firefighters, Local 36 concerning the process for filling Lieutenant and Captain vacancies arising in the period following exhaustion of the registers for those ranks and prior to October 16, 2022, effective date for the new registers for those ranks.		IAFF Local 36	03/28/23		03/30/23
FY23-M0023	Fire and EMS will provide HeartSavers CPR/AED training to OUC employees.	10/1/2022-9/30/2023	OUC	02/28/23	\$12,100.00	03/10/23
FY23-M0024	Fire and EMS to provide inspectors to serve as LSC inspectors and to conduct annual LSC inspections in Intermediate Care Facilities.	10/1/2022-9/30/2023	LSC	03/08/23	\$66,074.20	05/25/23
FY23-M0025	First amendment to MOU between Fire and EMS and Metropolitan Council of Government for Fire Liaison services at WMATA Rail Operations Command Center (5/25/2022).	1/1/2023-12/31/2023	MWCOG	03/23/23	\$658,998.00	05/05/23
FY23-M0026	Fire and EMS asked OCTO to design, develop, and launch a new website to improve the recruitment process.	10/1/2022-9/30/2023	OCTO	05/02/23	\$15,000.00	05/11/23
FY23-M0027	ORM will assist in implementing ERisk functionality for Fire and EMS and MPD workers' compensation claims administration within the PFC.	Effective fully executed to 9/30/2023	ORM	05/16/23	\$69,780.00	06/02/23

FY23 MOUs						
Tracking #	Details	Duration	Other Agencies	Date Rec'd	Total Funds	Chief Signed
FY23-M0028	Fire and EMS to train HSEMA staff members in First Aid, AED usage, and CPR training.	Effective date last party signed to 9/30/2023	HSEMA	06/14/23	\$2,550.00	06/30/23

FY24, TO DATE MOUs						
Tracking #	Details	Duration	Other Agencies	Date Rec'd	Total Funds	Chief Signed
FY24-M0001	DCHR to provide Fire and EMS with employment compliance services solely for its District government candidates, employees and volunteers who are subject to fitness-for-duty evaluations, suitability screenings, or both.	10/1/2023-9/30/2024	DCHR	08/18/23	\$89,640.00	09/07/23
FY24-M0002	Modification No. 3 to Memorandum of Understanding between Fire and EMS and OUC for 311 Call Center and Service Request Handling Services	10/1/2023-9/30/2024	OUC	09/08/23	\$6,960.42	10/02/23
FY24-M0003	DCHR to provide Fire and EMS with retirement adjudication services for its members and their eligible survivors who are covered by the Police and Firefighters Retirement Plan	10/1/2023 - 9/30/2024	DCHR	09/15/23	\$124,670.00	10/06/23
FY24-M0004	DOES is providing funding for ten (10) District residents to attend the 2024 Cadet Program that provides comprehensive firefighter training, emergency medical technician instruction and certification, and workplace literacy.	10/1/2023-9/30/2024	DOES	09/15/23	\$506,240.00	09/28/23
FY24-M0005	DCHR to provide Fire and EMS with executive level learning and development opportunities for Fire and EMS's senior level employees- Executive Leadership Program.	10/10/2023-6/30/2024	DCHR	09/23/23	\$38,373.30	09/25/23
FY24-M0006	Fire and EMS and DFHV agree to participate in the "Right Care, Right Now" Nurse Triage Line Taxicab Transit Initiative to provide transportation for eligible non-emergency, but medically in need, persons in the District of Columbia.	Effective day parties sign to 9/30/2024	DFHV	09/29/23	\$48,000.00	09/29/23
FY24-M0007	Modification 1 to MOU - Fire and EMS has requested the services of the OUC in facilitating access to the DC Citywide Radio System and customized Computer Aided Dispatch interfacing and/or Mobile Data Computer services as well as Custom Support Services.	10/1/2023-9/30/2024	OUC	10/10/23	\$152,408.92	10/17/23
FY24-M0008	Notification of Multi-Agency MOU for the cost of services for the OUC providing Citywide Radio Services to its vendor, American Medical Response (AMR).		OUC	09/30/23	\$53,198.67	10/16/23

FY24, TO DATE MOUs						
Tracking #	Details	Duration	Other Agencies	Date Rec'd	Total Funds	Chief Signed
FY24-M0009	Fire and EMS will provide HeartSavers CPR/AED training to up to 220 OUC employees.	10/1/2023-9/40/2024	OUC	10/19/23	\$12,100.00	11/08/23
FY24-M0010	Office of Finance and Treasury will facilitate credit and debit transactions for revenue collections through Merchant Identification	10/1/2023-9/30/2024	OCFO-OFT	11/01/23	\$36,897.54	11/08/23
FY24-M0011	HSEMA requested Fire and EMS to administer the Emergency Operations Generators Project Harbor Patrol, Fire Station 5 & Fire Station 25 Subaward Agreement FEMA-4502-DR-DC-004D	10/1/2023-8/5/2025	HSEMA	11/06/23	\$436,202.00	12/21/23
FY24-M0012	Agreement between DMPED and Fire and EMS whereby DMPED agrees to transfer funds in the amount not to exceed \$275,000.00 to Fire and EMS to support the costs associated with the various festivals and special events to be held throughout Fiscal Year 2024	Effective date last party signs to 9/30/2024	DMPED	11/16/23	\$275,000.00	12/08/23
FY24-M0013	Purpose to define the responsibilities of Fire and EMS and DBH regarding Fire and EMS continued implementation of a post-opioid overdose response system for individuals who overdose but refuse hospital transport.	Effective date last party signs to 9/29/2024	DBH	11/16/23	\$558,239.00	12/08/23
FY24-M0014	Fire and EMS and DC Water agree that DC Water shall add American Flow Control American Darling, Models B-84-B-5 (5 1/4-inch) and B-84-B-BB-5 (6-inch) to the DC Water Fire Hydrants specification	10/19/2023	DC Water	11/06/23	\$0.00	11/21/23
FY24-M0015	Fire and EMS requests DOES to administer a competitive request for application process that will result in the issuance of a grant in the sum of \$250,000.00 to local university to partner with Fire and EMS in the creation of a paramedic school.	10/1/2023-9/30/2024	DOES	10/24/23	\$253,632.00	12/12/23
FY24-M0016	HSEMA requested Fire and EMS to administer the Terrorism Liaison Officer Program, Planning, Training and Exercise Support project in accordance with Subaward 1FBSH3	9/1/2023-9/30/2024	HSEMA	11/29/23	\$40,000.00	12/12/23
FY24-M0017	HSEMA requested Fire and EMS to administer the Rail Operations Control Center (ROCC) Fire Liaison Program Manager project in accordance with Subaward 1FBUA3	9/1/2023-9/30/2024	HSEMA	11/29/23	\$202,806.00	12/13/23
FY24-M0018	Agreement between DC Fire and EMS and HSEMA to support overtime costs associated with providing management, technical and programmatic support to help build out HSEMA's radio communications (Sergeant Nicholas Ragucci)	Effective date last party signs to 9/30/2024	HSEMA	12/04/23	\$25,000.00	12/15/23
FY24-M0019	Second amendment to MOU between Fire and EMS and Metropolitan Council of Government for Fire Liaison services at	1/1/2024-12/31/2024	MWCOG	12/15/23	\$682,271.20	

FY24, TO DATE MOUs						
Tracking #	Details	Duration	Other Agencies	Date Rec'd	Total Funds	Chief Signed
	WMATA Metro Integrated Command and Communications (formerly Rail Operations Command Center).					
FY24-M0020	DPR to reimburse Fire and EMS for reimbursable services provided prior to and during the Fresh Start 5K event not to exceed \$3,300.00.	1/1/2024-9/30/2024	DPR	12/29/23	\$3,300.00	01/17/24

6. Please provide a list of each collective bargaining agreement that is currently in effect for agency employees.
- a. Please include the bargaining unit (name and local number), the duration of each agreement, and the number of employees covered.
 - b. Please provide, for each union, the union leader’s name, title, and his or her contact information, including e-mail, phone, and address if available.
Please note if the Department is currently in bargaining and its anticipated completion date.

COLLECTIVE BARGAINING UNITS			
Bargaining Unit (Name and Local)	Duration of agreement	Number of employees covered	Leader name, title, contact information
International Association of Fire Fighters, Local 36 CBA	FY21-FY24	1866	Dave Hoagland, President david.hoagland@iaff36.org
American Federation of Government Employees, Local 3721	Expired CBA. New CBA is expected to be implemented in FY24.	105	Aretha Lyles, President alyles@afge3721.org
Compensation Units 1 and 2	FY22-FY25	105	Aretha Lyles, President local3721pres@gmail.com
DC Nurses Association (DCNA)/Compensation Unit 13	FY20-FY24	1	LaKisha Little-Small, RN, President 202.244.2705 info@dcna.org

7. Please provide the Department’s FY 2023 Performance Accountability Report.

Please see Attachment Q7.

BUDGET AND FINANCE

8. Please provide a chart showing the Department’s approved budget and actual spending, by division, for FY 2023 and FY 2024, to date. In addition, please describe any variance between fiscal year appropriations and actual expenditures for each program and activity code.

FY23 BUDGET AND SPENDING					
Activity Code	Division	Approved Budget	Expenditures	Available Balance	Variance Explanation
A0101	Agency Financial Operations Dept.	\$1,936,477	\$3,153,543	\$(1,218,761)	~\$77M of the ~\$80M surplus is due to shifts to DHCF/HTO for Medicaid Recovery Grant (MRG)
P1501	EMS Operations Div.	\$20,245,730	\$516,355	\$20,451,650	
P1502	EMS Bureau	\$11,752,376	\$280,952	\$11,471,425	

FY23 BUDGET AND SPENDING					
Activity Code	Division	Approved Budget	Expenditures	Available Balance	Variance Explanation
P1601	EMS Medical Director	\$5,267,184	\$309,550	\$4,973,057	expenditures, which at year-end are moved from Fire and EMS to DHCF/HTO. The remaining surplus is due to the timing of federal reimbursable costs, some of which came in after the FY ended.
P1701	CoS Admin Office	\$3,907,113	\$3,468,148	\$570,861	
P1801	Fire-Rescue-EMS Ops Div	\$188,649,269	\$185,898,764	\$48,221,693	
P1802	Special Ops Div.	\$10,306,601	\$10,947,461	\$631,480	
P1803	Ops Bureau	\$3,237,425	\$3,209,927	\$(7,952)	
P1901	HR Office	\$1,944,701	\$2,034,346	\$(129,646)	
P1902	Medical Services Office	\$8,180,062	\$7,887,414	\$285,125	
P1903	Prof. Dev. Bureau	\$11,143,436	\$16,544,261	\$(5,230,825)	
P2001	Property-Logistics Div.	\$9,323,399	\$10,129,000	\$(75,603)	
P2002	Risk Mgt Div.	\$3,105,478	\$2,921,489	\$198,664	
P2003	Services Bureau	\$22,053,510	\$23,584,935	\$636,475	
P2101	Tech Services Admin Office	\$1,070,569	\$1,022,960	\$47,610	
P2102	Fire Prevention Div.	\$4,708,230	\$5,533,626	\$(825,396)	
P2103	Fire Investigations Div.	\$2,612,501	\$3,036,571	\$(384,070)	
P2104	Tech Services Bureau	\$6,952,883	\$6,737,142	\$855,392	
	Totals	\$316,396,944	\$287,216,443	\$80,471,178	

9. Please list any reprogrammings, in, out, or within, related to FY 2023 or FY 2024 funds. For each reprogramming, please list:

- a. The reprogramming number;**
- b. The total amount of the reprogramming and the funding source (i.e., local, federal, SPR);**
- c. The sending or receiving agency name, if applicable;**
- d. The original purposes for which the funds were dedicated;**
- e. The reprogrammed use of funds.**

FY23 REPROGRAMMING LIST						
Fiscal Year	Fund	Date Entered	Reprog. Number	In/Out/ Within	Rationale	Amount
2023	1010001	1/12/2023		WITHIN	Hiring a Behavioral Health and Wellness Program	\$180,000
2023	1010001	7/10/2023	REPROG-1018	WITHIN	Travel and training needs	\$40,000
2023	1010001	7/27/2023	REPROG-1016	WITHIN	Paying for tort liabilities	\$30,000

FY23 REPROGRAMMING LIST						
Fiscal Year	Fund	Date Entered	Reprog. Number	In/Out/ Within	Rationale	Amount
2023	1010001	8/9/2023		IN	CBA and pay parity	\$15,250,000
2023	1010001	8/10/2023	REPROG - 1036	WITHIN	Maintenance and repair charges for DPW services.	\$183,232
2023	1010001	8/15/2023	REPROG - 1037	WITHIN	Maintenance and repairs for fleet	\$250,000
2023	1010001	9/6/2023		IN	CBA and pay parity	\$3,528,925
2023	4020999	9/26/2023		WITHIN	Offset overtime expenditures, due in part to CBA pay raises.	\$2,940,000
	CAPITAL					
2022	0300	3/25/2022		WITHIN	REALLOCATED \$3715000 from LC537C to 3 other Capital Projects (LF239C, FMF01C, LC837C)	\$3,715,000

FY24, TO DATE REPROGRAMMING LIST						
Fiscal Year	Fund	Date Entered	Reprog. Number	In/Out/ Within	Rationale	Amount
2024	4020999	10/1/2023		OUT	Reprogramming for OLR CB	\$42,000
2024	1010001	10/19/2023	142	WITHIN	Tuition and Travel	\$95,000
2024	4020999	11/17/2023	202400625	WITHIN	Mask Room / SCBA Contract	\$117,840
2024	4020999	12/4/2023	202400948	WITHIN	Promotional exams	\$200,000
2024	4020999	12/14/2023	202401288	WITHIN	Whole Blood Program	\$379,243

- 10. Please provide a complete accounting for all intra-District transfers received by or transferred from the Department during FY 2023 and FY 2024, to date, including:**
- Buyer agency and Seller agency;**
 - The program and activity codes and names in the sending and receiving agencies' budgets;**
 - Funding source (i.e. local, federal, SPR);**
 - Description of MOU services;**
 - Total MOU amount, including any modifications;**
 - The date funds were transferred to the receiving agency.**

INTERAGENCY - FY23 FIRE AND EMS AS BUYER AGENCY						
Seller Agency	Program (Parent Level 1)	Program (Parent Level 1) Description	Fund Description	Description	Amount	Date of Transfer
AS0 OFFICE OF FINANCE AND RESOURCE MANAGEMENT	AMP012	CUSTOMER SUPPORT	LOCAL FUNDS	FB0 - AS0 - RTS TELECOM PROJECT - NON-DC NET	\$20,000	N/A in DIFS
AS0 OFFICE OF FINANCE AND RESOURCE MANAGEMENT	AMP012	CUSTOMER SUPPORT	MEDICAID PUBLIC PROVIDER	FB0 - AS0 - RTS TELECOM PROJECT - NON-DC NET	\$27,000	N/A in DIFS

INTERAGENCY - FY23 FIRE AND EMS AS BUYER AGENCY

Seller Agency	Program (Parent Level 1)	Program (Parent Level 1) Description	Fund Description	Description	Amount	Date of Transfer
			RECOVERY GRANT			
BE0 D.C. DEPARTMENT OF HUMAN RESOURCES	AMP011	HUMAN RESOURCE SERVICES - GENERAL	LOCAL FUNDS	FB0 - BE0 - DCHR SUITABILITY SCREENING PROJECT	\$78,659	N/A in DIFS
BE0 D.C. DEPARTMENT OF HUMAN RESOURCES	AMP011	CERTIFICATION TRAINING	LOCAL FUNDS	FB0 - BE0 - ELT, EXECUTIVE LEADERSHIP TRAINING	\$13,500	N/A in DIFS
FA0 METROPOLITAN POLICE DEPARTMENT	AMP011	EMPLOYEE WELLNESS	LOCAL FUNDS	FB0.FA0.PFC.POLICE AND FIRE CLINIC	\$6,622,884	N/A in DIFS
KT0 DEPARTMENT OF PUBLIC WORKS	AMP009	AGENCY FLEET PREVENTATIVE MAINTENANCE	LOCAL FUNDS	FB0 - KT0 - FLEET MANAGEMENT	\$505,828	N/A in DIFS
RK0 D.C. OFFICE OF RISK MANAGEMENT	AMP012	HARDWARE/SOFTWARE SUPPORT	MEDICAID PUBLIC PROVIDER RECOVERY GRANT	FB0 - RK0 - ORM PFC ERISK PROJECT	\$69,780	N/A in DIFS
TC0 DEPARTMENT OF FOR-HIRE VEHICLES	P00607	EMS DEMAND REDUCTION	LOCAL FUNDS	FB0 - TC0 - NTL - NON-EMERGENCY MEDICAL TRANSPORT	\$48,000	N/A in DIFS
TO0 OFFICE OF THE CHIEF TECHNOLOGY OFFICER	AMP011	HUMAN RESOURCE SERVICES - GENERAL	LOCAL FUNDS	FY23 MOU BETWEEN Fire and EMS AND OCTO - RECRUITING WEBSITE DEVELOPMENT	\$15,000	N/A in DIFS
TO0 OFFICE OF THE CHIEF TECHNOLOGY OFFICER	AMP012	CUSTOMER SUPPORT	LOCAL FUNDS	FB0 - TO0 - RTS TELECOM PROJECT - DC NET	\$30,000	N/A in DIFS
UC0 OFFICE OF UNIFIED COMMUNICATIONS	AMP012	CUSTOMER SUPPORT	LOCAL FUNDS	FB0 - OUC CUSTOM RADIO SERVICES	\$6,081	N/A in DIFS
UC0 OFFICE OF UNIFIED COMMUNICATIONS	AMP012	CUSTOMER SUPPORT	LOCAL FUNDS	FB0 - UC0 - AMR RADIO SERVICES	\$79,775	N/A in DIFS
UC0 OFFICE OF UNIFIED COMMUNICATIONS	AMP012	CUSTOMER SUPPORT	LOCAL FUNDS	FB0 - UC0 311 SRMS	\$165,869	N/A in DIFS
Grand Total					\$7,682,376	

INTERAGENCY - FY23 FIRE AND EMS AS SELLER AGENCY

Buyer Agency	Program (Parent Level 1)	Program (Parent Level 1) Description	Fund Description	Description	Amount	Date of Transfer
BN0 HOMELAND SECURITY AND EMERGENCY MANAGEMENT AGENCY	AMP010	GRANTS ADMINISTRATION - GENERAL	FEDERAL GRANTS	BN0-HSG21- SHSP.3FB SH1 AIRCRAFT RESCUE AND FIREFIGHTING TRAINING SIMULATOR	\$222,750	N/A in DIFS
BN0 HOMELAND SECURITY AND EMERGENCY MANAGEMENT AGENCY	AMP010	GRANTS ADMINISTRATION - GENERAL	FEDERAL GRANTS	HSG22.SHSP.1FB SH2 2.TERRORISM LIAISON OFFICER PROGRAM, PLANNING, AND EXERCISE SUPPORT	\$39,403	N/A in DIFS
BN0 HOMELAND SECURITY AND EMERGENCY MANAGEMENT AGENCY	AMP010	GRANTS ADMINISTRATION - GENERAL	FEDERAL GRANTS	HSG22.UASI.1FB UA2 2.CBRNE DETECTION	\$992,898	N/A in DIFS
CF0 DEPARTMENT OF EMPLOYMENT SERVICES	O05201	AMERICAN JOB CENTER OPERATIONS	FEDERAL GRANTS	CF0.FCP23N.FIRE CADET PROGRAM - DOES	\$155,905	N/A in DIFS
EB0 OFFICE OF THE DEPUTY MAYOR FOR PLANNING AND ECONOMIC DEVELOPMENT	R02705	SPONSORSHIPS & INCENTIVES	ARPA - LOCAL REVENUE REPLACEME NT	EB0 TO FB0_SPECIAL EVENTS RELIEF FUND	\$400,000	N/A in DIFS
EP0 EMERGENCY PLANNING AND SECURITY FUND	P00401	EMERGENCY PLANNING AND SECURITY FUND	FEDERAL PAYMENTS - INTERNAL	EP0 - Fire and EMS (FB0) - EPSF	\$7,075,941	N/A in DIFS
EP0 EMERGENCY PLANNING AND SECURITY FUND	P00401	EMERGENCY PLANNING AND SECURITY FUND	LOCAL FUNDS	EP0 - Fire and EMS (FB0) - EPSF	\$7,100,000	N/A in DIFS
FR0 DEPARTMENT OF FORENSIC SCIENCES	AMP016	PERFORMANCE AND STRATEGIC MANAGEMENT	LOCAL FUNDS	FR0 - PSJC SHARED SERVICES - DFS	\$10,000	N/A in DIFS
GD0 OFFICE OF THE STATE SUPERINTENDE	E02802	GRANT AWARDS PROGRAMS	FEDERAL GRANTS	Fire and EMSD & OSSE CDV	\$95,000	N/A in DIFS

INTERAGENCY - FY23 FIRE AND EMS AS SELLER AGENCY

Buyer Agency	Program (Parent Level 1)	Program (Parent Level 1) Description	Fund Description	Description	Amount	Date of Transfer
NT OF EDUCATION				INTERAGENCY MOU		
HC0 DEPARTMENT OF HEALTH	H01101	HEALTH CARE FACILITIES REGULATION	FEDERAL GRANTS	HC0.LSC INSPECTIONS MOU WITH Fire and EMS (FB0)	\$38,833	N/A in DIFS
HC0 DEPARTMENT OF HEALTH	H01201	HEALTH LICENSING	BOARD OF MEDICINE	HC0.LSC INSPECTIONS MOU WITH Fire and EMS (FB0)	\$27,241	N/A in DIFS
KA0 DISTRICT DEPARTMENT OF TRANSPORTATION	G00203	INSPECTIONS	LOCAL FUNDS	OPEN STREETS GEORGIA AVENUE - Fire and EMS - MOU - PT 9288	\$24,600	N/A in DIFS
RM0 DEPARTMENT OF BEHAVIORAL HEALTH	H04316	LIVE LONG DC / STATE OPIOID RESPONSE PROGRAM	FEDERAL GRANTS	DBH/Fire and EMS OUD RESPONSE STRATEGY	\$216,373	N/A in DIFS
UC0 OFFICE OF UNIFIED COMMUNICATIONS	AFO003	AGENCY BUDGETING AND FINANCIAL MANAGEMENT SERVICES	911 & 311 ASSESSMENTS	UC0.PSJOUC.PSJC- OUC SHARED SERVICE MOU	\$10,000	N/A in DIFS
Grand Total					\$ 16,408,944	

INTERAGENCY - FY24, TO DATE, FIRE AND EMS AS BUYER AGENCY

Program (Parent Level 1)	Program (Parent Level 1) Description	Fund Description	Description	Amount	Date of Transfer
AMP012	CUSTOMER SUPPORT	LOCAL FUNDS	FB0 - AS0 - RTS TELECOM PROJECT - NON-DC NET	\$25,000	N/A in DIFS
AMP005	CONTRACTING AND PROCUREMENT - GENERAL	MEDICAID PUBLIC PROVIDER RECOVERY GRANT	FB0 - AT0 - MERCHANT SERVICE FEES PROJECT	\$36,880	N/A in DIFS
AMP011	HUMAN RESOURCE SERVICES - GENERAL	MEDICAID PUBLIC PROVIDER RECOVERY GRANT	FB0 - BE0 - DCHR SUITABILITY SCREENING PROJECT	\$89,640	N/A in DIFS
AMP011	HUMAN RESOURCE SERVICES - GENERAL	MEDICAID PUBLIC PROVIDER RECOVERY GRANT	FB0 - BE0 - PFFRRB - POLICE AND FIRE FIGHTERS RETIREMENT AND RELIEF BOARD	\$124,670	N/A in DIFS
AMP026	CERTIFICATION TRAINING	MEDICAID PUBLIC PROVIDER RECOVERY GRANT	FB0 - BE0 - ELT, EXECUTIVE	\$38,373	N/A in DIFS

INTERAGENCY - FY24, TO DATE, FIRE AND EMS AS BUYER AGENCY

Program (Parent Level 1)	Program (Parent Level 1) Description	Fund Description	Description	Amount	Date of Transfer
			LEADERSHIP TRAINING		
AMP011	EMPLOYEE WELLNESS	LOCAL FUNDS	FB0.FA0.PFC.POLICE AND FIRE CLINIC	\$2,193,429	N/A in DIFS
AMP011	EMPLOYEE WELLNESS	MEDICAID PUBLIC PROVIDER RECOVERY GRANT	FB0.FA0.PFC.POLICE AND FIRE CLINIC	\$4,306,752	N/A in DIFS
AMP005	CONTRACTING AND PROCUREMENT MANAGEMENT	LOCAL FUNDS	FB0 - KT0 - FLEET MANAGEMENT	\$240,755	N/A in DIFS
AMP005	CONTRACTING AND PROCUREMENT MANAGEMENT	LOCAL FUNDS	FB0 - KT0 - SOLID WASTE DISPOSAL AND RECYCLING	\$450	N/A in DIFS
P00607	EMS DEMAND REDUCTION	LOCAL FUNDS	FB0 - TC0 - NTL - NON-EMERGENCY MEDICAL TRANSPORT	\$48,000	N/A in DIFS
AMP012	CUSTOMER SUPPORT	LOCAL FUNDS	FB0 - TO0 - RTS TELECOM PROJECT - DC NET	\$25,000	N/A in DIFS
AMP012	CUSTOMER SUPPORT	LOCAL FUNDS	FB0 - OUC CUSTOM RADIO SERVICES	\$157,847	N/A in DIFS
AMP012	CUSTOMER SUPPORT	LOCAL FUNDS	FB0 - UC0 - AMR RADIO SERVICES	\$53,199	N/A in DIFS
AMP012	CUSTOMER SUPPORT	LOCAL FUNDS	FB0 - UC0 311 SRMS	\$6,960	N/A in DIFS
Grand Total				\$7,346,955	

INTERAGENCY - FY24, TO DATE, FIRE AND EMS AS SELLER AGENCY

Buyer Agency	Program (Parent Level 1)	Program (Parent Level 1) Description	Fund Description	Description	Amount	Date of Transfer
CF0 DEPARTMENT OF EMPLOYMENT SERVICES	O05201	AMERICAN JOB CENTER OPERATIONS	FEDERAL GRANTS	CF0.FCP23N.FIRE CADET PROGRAM - DOES	\$576,547	N/A in DIFS
FR0 DEPARTMENT OF FORENSIC SCIENCES	AMP016	PERFORMANCE AND STRATEGIC MANAGEMENT	LOCAL FUNDS	FR0 - PSJC SHARED SERVICES - DFS	\$10,000	N/A in DIFS
FX0 OFFICE OF THE CHIEF MEDICAL EXAMINER	AFO003	AGENCY BUDGETING AND FINANCIAL MANAGEMENT SERVICES	LOCAL FUNDS	FX0.PSJC SHARED SERVICES MOU	\$10,000	N/A in DIFS
Grand Total					\$ 596,547	

11. Please provide a list of all MOUs in place during FY 2023 and FY 2024, to date, that are not listed in response to the question above.

Please see the response to Question 5.

12. Please identify any special purpose revenue accounts maintained by, used by, or available for use by your agency during FY 2023 and FY 2024, to date. For each account, please list the following:

- a. The revenue source name and code;**
- b. The source of funding;**
- c. A description of the program that generates the funds;**
- d. The amount of funds generated by each source or program in FY 2023 and FY 2024, to date;**
- e. Expenditures of funds, including the purpose of each expenditure, for FY 2023 and FY 2024, to date.**

Please see the response on the following page.

FY23 SPECIAL PURPOSE REVENUE FUND DESCRIPTION, REVENUE AND EXPENDITURES

Fund Detail	Fund Detail Title	Description	Fee and How It Is Set	Who Pays?	FY23 Revenue Collected	FY23 Expenditures	Fund Balance
1060016	EMS Reform Fund	Reimbursement for pre-hospital medical care and transport by Fire and EMS or a District-contractor in excess of such of revenue collected in FY16 (\$24.7M). Non-lapsing fund with funds continuously available without regard to fiscal year limitation. Funds "...shall be used for the purpose of reform and improvement of the delivery of emergency medical services in the District of Columbia." (DC Code § 5-416 (c)(3))	Pursuant to DC Code § 5-416 (c)(3) and § 31-2802, all "...health insurers, hospitals or medical services corporations, and health maintenance organizations shall reimburse for emergency services that are due to a medical emergency," at the fee rate authorized by Council pursuant to §5-416(a). Per 60 DCR 16569, effective 12/6/2013, fees are \$428 for a Basic Life Support (BLS) unit, \$508 for an Advanced Life Support (ALS) unit, and \$735 for an ALS Level 2 unit. There is also a fee of \$6.55 per transportation mile.	Health insurers, hospitals, medical services corporations, and health maintenance organizations.	\$-	\$739,588	\$2,000,000
1060194	Automatic External Defibrillator (AED) Registration Fee Fund	AED registration fees collected and used to pay for training costs.	AED Registration fees are \$25 pursuant to DC Code § 44-232.	A person or entity that acquires an AED in DC.			
1060208	Reimbursables From Other Governments	The fund receives revenue paid by non-District governmental entities to Fire and EMS for services provided to them. The funds are used to offset Fire and EMS	Fees are set through Memorandums of Agreement (MOAs) with non-District governmental entities, such as the Washington Metropolitan Area	Non-DC government agencies.	\$475,506	\$636,239	

FY23 SPECIAL PURPOSE REVENUE FUND DESCRIPTION, REVENUE AND EXPENDITURES

Fund Detail	Fund Detail Title	Description	Fee and How It Is Set	Who Pays?	FY23 Revenue Collected	FY23 Expenditures	Fund Balance
		expenditures in support of such services.	Transit Authority (WMATA), State of Maryland, and Commonwealth of Virginia.				
1060228	Fire and EMS Training Fund	Fees are charged to cover the costs of Fire and EMS training programs provided to non-DC government agencies, individuals, and organizations. These fees are used to pay for Fire and EMS training programs. The authorizing statute provides that the revenue shall be used "...to acquire improved technology and equipment, to hire, train, and certify staff, and to otherwise improve the quality of the training programs offered by the Department."	The Mayor establishes fees through rulemaking. The current fees listed on the Fire and EMS website range from \$40 for "Heartsaver CPR/AED" courses to \$70 for "CPR/AED/First Aid." There is also a \$65 fee for CPR Certification. Hands Only CPR/AED courses are free.	Non-DC government agencies, organizations, and individuals.	\$33,697	\$13,954	
1060291	Fire and EMS Special Events Fee Fund	This fund reimburses Fire and EMS for personnel, equipment, supplies, and training costs associated with staffing special events.	The Mayor and Fire and EMS establish fees. The current fees range from \$65 per inspector hour (for a minimum of 4 hours) for on-site monitoring, to \$400 per hour (for a minimum of 4 hours) for use of a fire truck and equipment.	Managers or sponsors of special events.	\$951,564		

FY23 SPECIAL PURPOSE REVENUE FUND DESCRIPTION, REVENUE AND EXPENDITURES							
Fund Detail	Fund Detail Title	Description	Fee and How It Is Set	Who Pays?	FY23 Revenue Collected	FY23 Expenditures	Fund Balance
			There is also an over-the-counter permit fee of \$150.				
				AGENCY TOTAL	1,460,767	1,389,781	2,000,000

SPECIAL PURPOSE REVENUE							
FY24 FUND DESCRIPTION, REVENUE AND EXPENDITURES TABLE - DATA THROUGH December 2023							
Fund Detail	Fund Detail Title	Description	Fee and How It Is Set	Who Pays?	FY24 Revenue Collected	FY24 Expenditures	Fund Balance
1060016	EMS Reform Fund	Reimbursement for pre-hospital medical care and transport by Fire and EMS or a District-contractor in excess of such of revenue collected in FY16 (\$24.7M). Non-lapsing fund with funds continuously available without regard to fiscal year limitation. Funds "...shall be used for the purpose of reform and improvement of the delivery of emergency medical services in the District of Columbia." (DC Code § 5-416 (c)(3))	Pursuant to DC Code § 5-416 (c)(3) and § 31-2802, all "...health insurers, hospitals or medical services corporations, and health maintenance organizations shall reimburse for emergency services that are due to a medical emergency," at the fee rate authorized by Council pursuant to §5-416(a). Per 60 DCR 16569, effective 12/6/2013, fees are \$428 for a Basic Life Support (BLS) unit, \$508 for an Advanced Life Support (ALS) unit, and \$735 for an ALS Level 2 unit. There is also a fee of \$6.55 per transportation mile.	Health insurers, hospitals, medical services corporations, and health maintenance organizations.			\$2,000,000

SPECIAL PURPOSE REVENUE							
FY24 FUND DESCRIPTION, REVENUE AND EXPENDITURES TABLE - DATA THROUGH December 2023							
Fund Detail	Fund Detail Title	Description	Fee and How It Is Set	Who Pays?	FY24 Revenue Collected	FY24 Expenditures	Fund Balance
1060194	Automatic External Defibrillator (AED) Registration Fee Fund	AED registration fees collected and used to pay for training costs.	AED Registration fees are \$25 pursuant to DC Code § 44-232.	A person or entity that acquires an AED in DC.			
1060208	Reimbursables From Other Governments	The fund receives revenue paid by non-District governmental entities to Fire and EMS for services provided to them. The funds are used to offset Fire and EMS expenditures in support of such services.	Fees are set through Memorandums of Agreement (MOAs) with non-District governmental entities, such as the Washington Metropolitan Area Transit Authority (WMATA), State of Maryland, and Commonwealth of Virginia.	Non-DC government agencies.		\$109,612	
1060228	Fire and EMS Training Fund	Fees are charged to cover the costs of Fire and EMS training programs provided to non-DC government agencies, individuals, and organizations. These fees are used to pay for Fire and EMS training programs. The authorizing statute provides that the revenue shall be used "...to acquire improved technology and equipment, to hire, train, and certify staff, and to	The Mayor establishes fees through rulemaking. The current fees listed on the Fire and EMS website range from \$40 for "Heartsaver CPR/AED" courses to \$70 for "CPR/AED/First Aid." There is also a \$65 fee for CPR Certification. Hands Only CPR/AED courses are free.	Non-DC government agencies, organizations, and individuals.	\$6,839		

SPECIAL PURPOSE REVENUE							
FY24 FUND DESCRIPTION, REVENUE AND EXPENDITURES TABLE - DATA THROUGH December 2023							
Fund Detail	Fund Detail Title	Description	Fee and How It Is Set	Who Pays?	FY24 Revenue Collected	FY24 Expenditures	Fund Balance
		otherwise improve the quality of the training programs offered by the Department."					
1060291	Fire and EMS Special Events Fee Fund	This fund reimburses Fire and EMS for personnel, equipment, supplies, and training costs associated with staffing special events.	The Mayor and Fire and EMS establish fees. The current fees range from \$65 per inspector hour (for a minimum of 4 hours) for on-site monitoring, to \$400 per hour (for a minimum of 4 hours) for use of a fire truck and equipment. There is also an over-the-counter permit fee of \$150.	Managers or sponsors of special events.	\$93,114		
				AGENCY TOTAL	99,953	109,612	2,000,000

13. Please provide a list of all projects for which your agency currently has capital funds available. Please include the following:

- a. A description of each project, including any projects to replace aging infrastructure (e.g., water mains and pipes);**
- b. The amount of capital funds available for each project;**
- c. A status report on each project, including a timeframe for completion;**
- d. Planned remaining spending on the project.**

CAPITAL PROJECTS			
Project Name	Project Number	Available to Spend	Status Update and Timeframe
AM0.BRM22C.ENGINE COMPANY 7	100026	\$3,959,118.00	The Department and DMPED agreed to abandon municipal project joint effort and proceed with an independent Fire and EMS project on the grounds of the existing Fleet/E7 facility. The design of the new facility is currently in Schematic Design (SD). The Department and DMPED expect the project will complete the entire design process and will be ready to submit for DOB building permit in Q1 FY25.
AM0.BRM29C.TRAINING ACADEMY REDEVELOPMENT STUDY	100029	\$1,524,600.80	Completed the initial Program of Requirements documentation. Issuing the A/E procurement for Phase 1 of project in FY24 Q2. Hope to complete the Phase 1 design documentation in FY25
AM0.BRM39C.GENERATOR REPLACEMENT	100031	\$2,850,000.00	Pricing for Phase 1 of the generator upgrades project. Implementation of Phase 1 will be completed in FY24. Procurement of Phase 2 of the project is scheduled to be issued in FY24 Q2.
AM0.FMF01C.FLEET MAINTENANCE RESERVE FACILITY	100052	\$56,095,846.78	Demo/Hazmat contract has been awarded to GC. Contractor scheduled to begin work in FY24 Q1. Main GC procurement scheduled to be issued in FY24 Q2.
AM0.LC537C.ENGINE COMPANY 23 RENOVATION	100090	\$1,058,094.59	Project complete. Money to be reprogramed to cover shortfalls in projects BRM22C & BRM39C
AM0.LC837C.RELOCATION OF ENGINE COMPANY 26	100091	\$19,884,897.33	Request For Space to be issued by DGS to identify site for lease/purchase in FY24 Q2.
AM0.LF239C.FEMS SCHEDULED CAPITAL IMPROVEMENTS	100095	\$8,034,957.24	This project is the life blood of all Fire and EMS facilities upgrades across the portfolio. Projects this fiscal year include HVAC upgrades, roof replacements, apparatus bay door upgrades and commercial kitchen upgrades.
FB0.20600C.FIRE APPARATUS	100407	\$49,988.00	Fire apparatus is being ordered as planned in FY24.
FB0.206AMC.AMBULANCE VEHICLES - FEMS	100408	\$19,315,141.25	Ambulances are being ordered as planned in FY24.

CAPITAL PROJECTS			
Project Name	Project Number	Available to Spend	Status Update and Timeframe
FB0.206AVC.ADMINISTRATIVE VEHICLES - FEMS	100409	\$895,874.59	Administrative vehicles are being ordered as planned in FY24.
FB0.206CVC.COMMAND VEHICLES - FEMS	100410	\$4,172,003.54	Command vehicles are being ordered as planned in FY24.
FB0.206LTC.LADDER TRUCKS - FEMS	100411	\$13,709,698.58	Ladder trucks are being ordered as planned in FY24.
FB0.206PTC.PUMPERS - FEMS	100412	\$20,185,289.01	Pumper trucks are being ordered as planned in FY24.
FB0.206RSC.RESCUE SQUAD VEHICLES - FEMS	100413	\$7,806,112.50	Rescue Squads are being ordered as planned in FY24.
FB0.206RVC.OTHER RESPONSE VEHICLES - FEMS	100414	\$17,425,863.17	Other Response vehicles are being ordered as planned in FY24.
FB0.FEP00C.FEMS SAFETY EQUIPMENT PURCHASES	100415	\$167,570.37	Safety Equipment are being ordered as planned in FY24
FB0.LCE00C.LIFESAVING CARDIAC EQUIPMENT FUND	100417	\$361,859.35	Life Saving Cardiac Equipment is being ordered as planned in FY24
FB0.NFB01C.NEW FIRE BOAT-1	100418	\$1,750,000.00	The procurement for the A/E firm to design the new Fireboat is with OCP.
Grand Total		\$179,246,915.10	

14. Please provide a complete accounting of all federal grants received for FY 2023 and FY 2024, to date, including the amount, the purpose for which the funds were granted, whether those purposes were achieved and, for FY 2023, the amount of any unspent funds that did not carry over.

Please see the response on the following page.

GRANT AWARDS (FY23 and FY24, TO DATE)								
Grant Name	Period of Performance	Award Amount	FY23 Expenditures	FY24 Expenditures to 12/31/2023	Grant Description	Awarding Agency	Grant Goal(s) Achieved	Funds Not Carried Over
2019 Port Security Grant Program (EMW-2019-PU-00301) (PSG19F)	9/1/2019-8/30/2023	\$909,127.00	\$863,334.65	\$0	Search and detection equipment	Dept of Homeland Security- FEMA	Yes	\$4,162.35
2020 Assistance to Firefighters Grant (EMW-2020-FG-17053)	8/4/2021-8/3/2023	\$920,000.00	\$720,000	\$0	Health and wellness training	Dept of Homeland Security- FEMA	Yes	N/A
2020 Fire Prevention and Safety Grant (FP &S) (EMS-2020-FP-00448) (FPS20F)	8/29/2021-8/28/2023	\$46,020.00	\$13,127.00	\$0	Senior fire safety supplies & community outreach	Dept of Homeland Security- FEMA	Yes	N/A
2023 State Safety Oversight Grant (DC-2023-011-00)	9/23/2023-9/24/2024	\$315,954.00	\$0	\$0	Rail Safety Oversight	Federal Transit Administration (FTA)	In Progress	N/A
2022 State Safety Oversight Grant (DC-2022-021-00)	9/19/2022-9/30/2024	\$307,151.00	\$0	\$0	Rail safety oversight	Federal Transit Administration (FTA)	In progress	N/A
2021 State Safety Oversight Grant (DC-2021-020-00)	8/31/2021-9/30/2024	\$362,582.00	\$181,291.00	\$0	Rail safety oversight	Federal Transit Administration (FTA)	In progress	N/A

GRANT AWARDS (FY23 and FY24, TO DATE)								
Grant Name	Period of Performance	Award Amount	FY23 Expenditures	FY24 Expenditures to 12/31/2023	Grant Description	Awarding Agency	Grant Goal(s) Achieved	Funds Not Carried Over
2021 State Safety Oversight Grant (DC-2021-019)	8/31/2021-9/30/2024	\$154,701.00	\$0	\$0	Rail safety oversight	Federal Transit Administration (FTA)	In progress	N/A
2023 Rail Operations Control Center (ROCC) Fire Liaison Program Manager (UASI 1FBUA3)	9/1/2023-9/30/2024	\$202,806.00	\$0	\$0	Program Manager for ROCC Liaison	HSEMA	In Progress	N/A
2022 Rail Operations Control Center (ROCC) Fire Liaison Program Manager (UASI 1FBUA2)	9/1/2022-9/30/2023	\$202,806.00	\$202,806.00	\$0	Program Manager for ROCC Liaison	HSEMA	Yes	\$0
2023 State Homeland Security Grant Program (SHSGP) (3FBSH0)	9/1/2023-9/30/2024	\$40,000	\$0	\$0	Terrorism liaison program, incident management team and complex coordinated attack training support	HSEMA	In Progress	N/A

GRANT AWARDS (FY23 and FY24, TO DATE)								
Grant Name	Period of Performance	Award Amount	FY23 Expenditures	FY24 Expenditures to 12/31/2023	Grant Description	Awarding Agency	Grant Goal(s) Achieved	Funds Not Carried Over
2022 Urban Areas Security Initiative (UASI) (1FBUA2)	9/1/2022-9/30/2023	\$994,140.00	\$994,140.00	\$0	Regional-Council of Governments (COG) Chemical Biological, Radiological, Nuclear and Explosive (CBRNE) meter maintenance	HSEMA	Yes	\$0
2021 State Homeland Security Grant Program (3FBSH1)	9/1/2021-9/30/2023	\$225,000	\$225,000	\$0	Aircraft Rescue and Firefighting Training Simulator	HSEMA	Yes	\$0
2023 Hazard Mitigation Grant Program (FEMA-4502-DR-DC-0004D)	8/1/2023-8/30/2025	\$436,202.00	\$0	\$0	Emergency Operations Generators Project - Harbor Patrol, Fire Station 5 and Fire Station 25	HSEMA	In Progress	N/A

15. Please list each contract, procurement, lease, and grant (“contract”) awarded, entered into, extended and option years exercised, by your agency during FY 2023 and FY 2024, to date. For each contract, please provide the following information, where applicable:
- a. The name of the contracting party;
 - b. The nature of the contract, including the end product or service;
 - c. The dollar amount of the contract, including budgeted amount and actually spent;
 - d. The term of the contract;
 - e. Whether the contract was competitively bid or not;
 - f. The name of the Department’s contract monitor and the results of any monitoring activity;
 - g. Funding source;
 - h. Whether the contract is available to the public online.

Please see Attachment Q15.

16. Please provide the details of any surplus in the Department’s budget for FY 2023, including:

- a. Total amount of the surplus;

The total amount of the surplus is \$2,962,693, which amounts to 1% of the budget.

- b. All projects and/or initiatives that contributed to the surplus.

The surplus is due to the timing of receipt of reimbursable emergency response costs.

17. For FY 2023 and FY 2024 to date, please provide the number of contracts and procurements executed by your agency. Please indicate how many contracts and procurements were for an amount under \$250,000, how many were for an amount between \$250,000-\$999,999, and how many were for an amount over \$1 million.

CONTRACTS AND PROCUREMENTS			
	Awards <\$250K	Awards \$250K-<\$1M	Awards >\$1M
FY23	34	28	7
FY24	22	20	2
Total	56	48	9

LAWS, AUDITS, AND STUDIES

18. Please list and describe any ongoing investigations, audits, or reports on your agency or any employee of your agency, or any investigations, studies, audits, or reports on your agency or any employee of your agency that were completed during FY 2023 or FY 2024, to date.

The Office of the Inspector General conducted an Audit of the District of Columbia Agencies' Overtime Usage (OIG Project No. 22-1-03MA). This audit focused on planning, management, and oversight of overtime at the nine agencies during FY21.

The U.S. Treasury Office of the Inspector General is conducting a desk review of CARES Act funding for certain agencies. The Mayor's Office of Budget and Performance Management is managing agency responses.

19. Please list any reports the Department is required by Council legislation to prepare and whether the Department has met these requirements.

- a. Are there any required regular reports that the Department believes are unduly burdensome and/or underutilized by the Council or the public? If so, please provide details on each such report and, to the extent feasible, an estimate of the budget and/or person-hours required to prepare each report.**

DC CODE AND DCMR REQUIRED REPORTS		
Statutes	Reporting Requirement	Compliance
Occupational Accidents (D.C. Code § 1-620.08)	Each agency shall keep adequate records of all occupational accidents and illnesses occurring within the agency for proper evaluation and necessary corrective action and make statistical or other reports as the Mayor may require by rules and regulations.	YES
Performance Report (D.C. Code § 1-614.13)	(a) Not later than January 1, 1997, and on January 15th in subsequent years, each agency of the District of Columbia government shall develop and submit to the Council of the District of Columbia a performance report covering all major programs of the agency. (b) The performance report shall indicate, for each performance measure stated in the previous fiscal year's performance plan, the actual level of performance as compared to the stated goal or objective for performance. The performance report shall also state the name and position of the management employee or employees most directly responsible for the achievement of each performance measure, and the immediate supervisor or superior of the management employee or employees.	YES
Confidential Financial Disclosure (D.C. Code § 1-1162.25)	On or before April 15th of each year, each agency head shall designate the persons in the agency required to submit a confidential report by name, position, and grade level, and shall supply this list to the Ethics Board and the D.C. Ethics Counselor on or before May 1st of each year.	YES
Expenditure Report (D.C. Code § 2-218.53)	(a) Each agency shall submit a quarterly report to the Department and to the District of Columbia Auditor within 30 days after the end of each quarter, except for the 4th quarter report. The 4th quarter and annual report shall be submitted together. When submitting a quarterly report, the agency shall list each expenditure as it appears in the general ledger from the expendable budget of the agency during the quarter. For each expenditure, the report shall include: <ul style="list-style-type: none"> The name of the vendor from which the goods or services were purchased; 	YES

DC CODE AND DCMR REQUIRED REPORTS		
Statutes	Reporting Requirement	Compliance
	<ul style="list-style-type: none"> • The vendor identification number; • A description of the goods or services provided; • Whether the vendor was a small or certified small business enterprise; • The funding source for the expenditure (local, federal, capital, or other); • The date of the expenditure; • The dollar amount of the expenditure; and • The percentage of the agency's total dollar amount of expenditures in the quarter to all small business enterprises and certified business enterprises. <p>(a-1) In addition to the report of prime contracting activity required by subsection (a) of this section, each agency shall also submit to the Department and the Office of the District of Columbia Auditor within 30 days of the end of each quarter, a report on a contract basis of payments made by beneficiaries to subcontractors that are certified business enterprises and such payments shall be reported against the amounts included in the approved detailed certified business enterprise subcontracting plan.</p> <p>(b) Each agency shall submit to the Department and the District of Columbia Auditor, within 30 days of the issuance of the Comprehensive Annual Financial Report, an annual report listing each expenditure as it appears in the general ledger from the expendable budget of the agency during the fiscal year which shall include:</p> <ol style="list-style-type: none"> (1) The information required to be included in the quarterly reports (with calculations for the fiscal year); (2) A description of the activities the agency engaged in, including the programs required by this part, to achieve the goals set forth in § 2-218.41; and (3) A description of any changes the agency intends to make during the succeeding fiscal year to the activities it engages in to achieve the goals set forth in § 2-218.41. 	
<p>Third Party Ambulance Authority Annual Report (D.C. Code § 5-401(e-1))</p>	<p>No later than January 31 of each year, the Mayor shall provide to the Council a report that includes the following information for the previous fiscal year:</p> <ol style="list-style-type: none"> (1) The number of calls dispatched; (2) The number of patients transported via Department Basic Life Support, Advanced Life Support, and by the third-party contractor; (3) The average hospital drop time per month that the Department's and the third-party contractor's ambulances remained out of service while waiting to transfer the care of a patient to a healthcare facility; (4) The number of patients who used the Department's transport service twice or more during the reporting period, including the number of times the patient used transport services during the previous 12 months; (5) The number of total in-service training hours provided to Department uniformed employees; 	<p>Agency is working with EOM to submit latest report.</p>

DC CODE AND DCMR REQUIRED REPORTS		
Statutes	Reporting Requirement	Compliance
	<p>(6) In-service time, or uptime, data for Department ambulances, engines, and ladder trucks;</p> <p>(7) Aggregate Department response time data;</p> <p>(8) Aggregate patient care and outcomes data;</p> <p>(9) Changes to protocols or policies to reroute non-emergency calls;</p> <p>(10) An assessment of the number of units, the number of personnel, the amount of training, and associated costs required to provide pre-hospital medical care and transportation without the use of third parties; and</p> <p>(11) Other key performance indicators and workload measures as appropriate.</p>	
Outstanding Efficiency (D.C. Code § 5-501.01)	[T]he Chief of Police and the Fire Chief of the Fire Department shall select and report to the Mayor from time to time the names of privates and sergeants in each Department who by reason of demonstrated ability may be considered as possessed of outstanding efficiency, and the Mayor is authorized and directed to grant to not exceeding 10% of the authorized strength, respectively, of such privates and sergeants in each Department additional compensation at the rate of \$5 per month; provided further, that the Mayor may withdraw such compensation at any time and remove any name or names from among such selections.	1930 statute. This is not a practice of the Department.
Presumptive Disability (D.C. Code § 5-655.02)	<p>By January 31, 2018, and by January 31 of each subsequent year, the Department, in coordination with the Police and Fire Clinic, shall submit an annual report to the Council that contains the following information from the preceding calendar year:</p> <ul style="list-style-type: none"> • The total number of claims made by members in which a presumption was created under § 5-652; • The total number of claims made by EMS employees in which a presumption was created under § 5-652; • The total number of claims made by members in which a presumption was created under § 5-653; • The total number of claims made by EMS employees in which a presumption was created under § 5-653; • The total number of claims made by members in which a presumption was created under § 5-654; and • The total number of claims made by EMS employees in which a presumption was created under § 5-654. 	Agency is working with EOM to submit the latest report.
Misconduct and Grievances (D.C. Code § 5-1032)	<p>The Chief of Police and the Fire Chief shall, not later than January 15 of each calendar year, beginning in 2006, deliver a report to the Mayor and the Council concerning misconduct and grievances filed by or against members of their respective departments. The report shall contain:</p> <ul style="list-style-type: none"> • The number of individuals, of all rank and services, investigated and disciplined for misconduct, categorized by the nature of the misconduct allegations, the nature of those misconduct allegations that are substantiated, and the discipline given for substantiated allegations; and • The number of formal grievances filed by individuals, including complaints filed with each agency's Equal Employment Opportunity Officer, categorized by the 	Agency is working with EOM to submit the CY23 report.

DC CODE AND DCMR REQUIRED REPORTS		
Statutes	Reporting Requirement	Compliance
	nature of the grievance filed and the nature of those grievances that are substantiated.	
Smoke and Carbon Monoxide Detector and Battery Program (D.C. Code § 6-751.05b)	<p>(a)(1) No later than December 31st of each year, the Mayor shall provide to the Council an annual report on the smoke and carbon monoxide detector and battery program for the previous fiscal year.</p> <p>(2) The annual report on the smoke and carbon monoxide detector and battery program may be included in an annual report of the Fire and Emergency Medical Services Department if the annual report is issued by December 31st following the end of the fiscal year.</p> <p>(b) The annual report shall include the following information, pertaining to the fiscal year:</p> <ul style="list-style-type: none"> • Number of smoke and carbon monoxide detectors installed; • Amount of monetary donations received; • Amount of in-kind donations received; • Number of hours contributed by Fire and Emergency Medical Services Department personnel in developing and implementing this program; • Statistics on the number of fires in the District, including information on the number of fires with no smoke detectors or less than fully functional smoke detectors; and • Additional information regarding the effectiveness of the program. 	Agency is working with EOM to submit the latest report.
Financial Reporting (D.C. Code § 47-355.05)	(a-1) Each Agency Financial Officer (“AFO”) shall submit quarterly reports to the Chairperson of the Council committee that has purview over the AFO’s agency. Each report shall include the agency’s actual expenditures, obligations, and commitments, organized by source of funds, and compared to their approved spending plan. The report shall be accompanied by the AFO’s analysis of spending patterns and of the steps taken to assure that spending remains within the approved budget.	YES

20. Please list all lawsuits filed in FY23 or FY24, to date that name the Department as a party, and provide the case name, court where claim was filed, case docket number, and a brief description of the case.

LAWSUITS FILED IN FY23 AND FY24, TO DATE		
No	Lawsuit Caption	Description of Case
U.S. District Court		
1	Jadonna Sanders, <i>et al.</i> v. District of Columbia, Civil Action No. 1:22-CV-02259 (BAH)	Alleged Title VII claim grounded in race and gender discrimination.
2	Anaje Boyd v. District of Columbia, Civil Action No. 22-3741 RC	Alleged Title VII and DCHRA sex harassment and retaliation claims.

LAWSUITS FILED IN FY23 AND FY24, TO DATE		
No	Lawsuit Caption	Description of Case
3	Stephanie Lewis v. District of Columbia, Civil Action No. 23-cv-00864-RBW	Alleged Section 1983 and discrimination claims resulting from Plaintiff's working conditions.
4	Ricardo Clark, <i>et al.</i> v. District of Columbia, Civil Action No. 2023-cv-1564	Class action claim based on the District's treatment of Plaintiffs' retirement accounts after changing labor organizations.
5	Bread for the City v. District of Columbia, Civil Action No. 1:23-cv-01945	Claim for declarative and injunctive relief based on the District's response to persons suffering from mental health emergencies.
Superior Court of the District of Columbia		
6	Robin Burns v. District of Columbia, 2022 CA 002649V	Tort claim resulting from a motor vehicle accident occurring on June 17, 2019.
7	Gregory Baldwin v. District of Columbia, Case No. 2022 SC3 001247	Tort claim resulting from an alleged motor vehicle accident occurring on September 20, 2018.
8	Aaron Blyther v. District of Columbia, Case No. 2022 CA 002303B	Title VII claims alleging race discrimination and retaliation.
9	Pierre Carter v. District of Columbia, Case No. 2023-CAB-00227	Tort claim resulting from an alleged motor vehicle accident occurring on July 7, 2021.
10	Jessica and Bryan Hart as PR and Co-Administrators of Estate of Allison Hart v. District of Columbia, <i>et al.</i> , Case No. 2022 CA 004683 V	Survival action and negligent entrustment claim based on the conduct of a third-party contractor.
11	Heritage Foundation, <i>et al.</i> v. District of Columbia, Case No. 2023-CAB-007139	Plaintiffs filed a claim for the Department's records concerning a response to the White House on July 2, 2023.
Office of Employee Appeals		
12	Erlesha Webster v. FEMS, OEA Matter No. 1601-0038-23	Employee challenged her termination.
13	Cleo Subido v. FEMS, OEA Matter No. 1601-0032-23	Employee challenged her termination.
14	Andrew Rimm v. FEMS, OEA Matter No. 1601-0041-23	Employee challenged his termination.
15	Maurice Bowen v. FEMS, OEA Matter No. 1601-0050-23	Employee challenged his termination.
16	Reginald Seace, III v. FEMS, OEA Matter No. 1601-0010-24	Employee challenged his termination.
17	Keyon Lomax v. FEMS, OEA Matter No. 1601-0011-24	Employee challenged his termination.
18	LaQuinn Phillips v. FEMS, OEA Matter No. 1601-0012-24	Employee challenged his termination.

LAWSUITS FILED IN FY23 AND FY24, TO DATE		
No	Lawsuit Caption	Description of Case
19	Elijah Costello v. FEMS, OEA Matter No. 1601-0001-24	Employee challenged his termination.
20	Quinton Taylor v. FEMS, OEA Matter No. J-0003-24	Employee challenged his termination.
21	Deonte Toyer v. FEMS, OEA Matter No. 1601-0006-24	Employee challenged his termination.
22	Christopher Potts v. FEMS, OEA Matter No. 1601-0059-23	Employee challenged his termination.
23	Antwan Jordan v. FEMS, OEA Matter No. 1601-00180-23	Employee challenged his termination.
24	Yasmine Thornton v. FEMS, OEA Matter No. 1601-0007-23	Employee challenged his termination.

21. Please list all settlements entered into by the Department or by the District on behalf of the Department in FY 2023 or FY 2024, to date, including any covered by D.C. Code § 2-402(a)(3), and provide the parties' names, the amount of the settlement, and if related to litigation, the case name and a brief description of the case. If unrelated to litigation, please describe the underlying issue or reason for the settlement (e.g. administrative complaint, etc.).

JUDGMENTS AND SETTLEMENTS			
No	Name	Description	Settlement Amount
1	Jason Collins v. District of Columbia, Civil Action No. 21-cv-02941 (CJN)	Plaintiff, on behalf of himself and the putative class, alleged FLSA violations.	\$320,000.00
2	Shawnyell Robinson v. District of Columbia, Case No. 2021 CA 003774 V	Motor vehicle accident.	\$24,500.00
3	AFGE Local 3721 v. FEMS, PERB Matter No. 24-U-01	Unfair Labor Practice. Union sought to include employees in its bargaining unit.	\$0
4	IAFF Local 36 v. FEMS, FMCS Case No. 220901-08900	Arbitration regarding promotional eligibility.	\$0

22. Please list any administrative complaints or grievances that the Department received in FY 2023 and FY 2024, to date, broken down by source. Please describe the process utilized to respond to any complaints and grievances received and any changes to agency policies or procedures that have resulted from complaints or grievances received. For any complaints or grievances that were resolved in FY 2023 or FY 2024, to date, describe the resolution.

The Department received 31 administrative grievances in FY23; eight are still pending resolution. The Department received eight administrative grievances in FY24, to date: one was

resolved, one was closed, one was granted, and two were denied. Grievance resolutions were the result of successful communications between management and employees and/or dismissal of disciplinary actions. Grievances processed are in accordance with relevant collective bargaining agreements.

In cases in which a complainant (employee, city resident, contractor) files a discrimination complaint, the Diversity/EEO Office evaluates the facts and decides whether to accept the case for investigation. This is determined by evaluating whether the allegation falls into a protected class as defined by the DC Human Rights Act or Federal law. This can also be determined if the allegations are being investigated through grievance procedures outlined in a Collective Bargaining Agreement. If it accepts the complaint, the Diversity/EEO Office investigates the facts and the legal issues. This involves reviewing respondents' responses to the complaint and other information and evidence that complainants and respondents submit. The Diversity/EEO Office may attempt to resolve the complaint in appropriate cases.

Please see Attachment Q22.

WORKPLACE ISSUES AND EQUITY

23. Please describe the Department's procedures for investigating allegations of sexual harassment or misconduct committed by or against its employees. List and describe any allegations received by the Department in FY 2023 and FY 2024, to date, and whether and how those allegations were resolved.

The Department follows the Mayor's protocols, as delineated in Mayor's Order 2023-13. Please see Attachment Q23.

24. The District defines racial equity as "the elimination of racial disparities such that race no longer predicts opportunities, outcomes, or the distribution of resources for residents of the District, particularly for persons of color and Black residents." What are three areas, programs, or initiatives within your agency where you see the most opportunity to make progress toward racial equity?

The three initiatives Fire and EMS is focusing on are the internal Racial Equity Action Plan, recruitment and retention, and community relations/outreach.

First, in FY23, Fire and EMS drafted its first Racial Equity Action Plan (REAP). The Department's plan supports the District's REAP and the four overarching goals developed by the Mayor's Office of Racial Equity in partnership with District residents. This plan presents the Department's vision on how to make race, equity, and the other key elements of inclusion and equity an important part of the Department's culture. It also reflects a strategic initiative to promote diversity, equity, and inclusion (DEI) both within the Department – in recruitment, training, promotion, and other practices – and externally in the first responder role, protecting the health and safety of the residents of and visitors to the District.

Second, Fire and EMS is focused on recruitment and retention of diverse employees. One facet of this is the implementation of the Applicant Orientation Program, which is designed as an introductory program to take individuals who are identified in the recruitment process as second- and third-year high school students and introduce them to the tasks and skills taught at the Training Academy. This should play a vital part in the recruitment process by assisting non-traditional applicants in becoming familiar with this career opportunity. This program is hosted virtually monthly. In the program, participants are introduced to the various services provided by Fire and EMS, the Candidate Physical Ability Test (CPAT), and fitness requirements. Another facet is the paramedic recruitment initiative. Recruitment efforts are strategically designed to attract qualified paramedic applicants from underrepresented communities. The Recruitment Office will appoint a dedicated team member to devise inclusive programs, schedule events, and host orientation sessions that resonate with individuals from underrepresented groups. These strategies will not only welcome, but actively encourage candidates from diverse backgrounds, including those who have been traditionally underrepresented in the paramedic profession.

Finally, the Department's community outreach efforts are led by the internal core value of *service*,¹ which follows the theme of "intentional community engagement is a core tenant of racial equity." For Fire and EMS's efforts to be judged as credible, the Department will integrate the "10 Principles of Trustworthiness"² to gather local perspectives with established precepts of community engagement as a guide as the Department works to demonstrate it is worthy of trust. The Department's effort entitled "DC Fire and EMS Community Pulse Check" consists of a series of community conversations with the goal of gaining community feedback about the Department's service and engagements with residents. The residents talk, Fire and EMS listens.

25. In FY23 and FY24, to date, what are two ways that your agency has addressed racial inequities internally or through the services you provide?

Diversity in hiring, retention, and promotion is only one part of advancing equity, diversity, and inclusion within the Department. Internal climate and a sense of belonging are built through day-to-day experiences, professional and personal development opportunities, and discipline practices. In recognizing this, all chief officers and executive staff are required to participate in an eight-hour program called Leading With Awareness (LWA). The course, which was originally developed and presented in 2019, addresses implicit bias in decision making. Implicit bias refers to the attitudes or stereotypes that affect one's understanding, actions, and decisions in an unconscious manner. Through this training session, the trainers provide an overview of the characteristics of implicit bias and how it impacts society, organizations, and the workplace. Implicit bias awareness is a critical leadership tool, and this training enhances staff understanding of cultural diversity within shifting attitudes, self-awareness, and conflict resolution through caucus work, skill-building, and experiential

¹ Service is the sixth component of the Department's Core Values, known as The B.A.S.I.C.S. (Bravery, Accountability, Safety, Integrity, Compassion, and Service).

² American Association of Medical Colleges, Center for Health Justice.

learning. Participants can think about their own implicit biases and begin to develop strategies to recognize and manage them to improve outcomes for staff throughout the Department.

The Department and Office of Contracting and Procurement (OCP) are developing a new statement of work for training to resume in FY24. LWA training did not proceed in FY23 due to the previous contractor failing to meet OCP requirements.

The Department drafted its Racial Equity Action Plan (REAP) in FY23 Q1, and after a full year of input and vetting by various stakeholders, submitted it to the Mayor’s Office of Racial Equity.

AGENCY-SPECIFIC QUESTIONS

26. Please provide the number of funded positions at the Department, by fiscal year, in FY19 through FY24, to date.

FUNDED FTEs BY FISCAL YEAR						
Authorized FTEs	Fiscal Year					
	FY19	FY20	FY21	FY22	FY23	FY24
Local	2141	2185	2185	2057	2109	2110
Grants	0	0	0	0	152	154
Special Purpose Revenue	1	1	1	2	2	3
intra-District	11	11	10	141	0	0
Inter-agency	0	0	0	0	10	10
Total	2153	2197	2196	2200	2273	2277

27. Please break down personnel by division according to gender, race/ethnicity, and District residency.

DEMOGRAPHIC DISTRIBUTION OF DEPARTMENT											
DIVISION	TOTAL	MALE	FE-MALE	BLACK	HISPANIC	WHITE	ASIAN/ PAC. ISL.	NATIVE HAWAIIAN	AM. INDIAN	ALL OTHER ASIAN /	DC RES.
Fire Operations	1715	1505	210	749	58	777	14	1	6	1	544
Deputy & Asst Fire Chiefs	9	8	1	3		4					2
EMS Administration	5	3	2	2		5					3
EMS Operations**	10	6	4	8		2					5
Fleet Administration	37	32	5	24	2	6	1				11
Fire & EMS / Office of Fire Chief*	76	40	36	50	1	18	1	1			31

DEMOGRAPHIC DISTRIBUTION OF DEPARTMENT											
DIVISION	TOTAL	MALE	FE-MALE	BLACK	HISPANIC	WHITE	ASIAN/ PAC. ISL.	NATIVE HAWAIIAN	AM. INDIAN	ALL OTHER ASIAN /	DC RES.
Fire Prevention Division	67	39	28	46	1	18					23
Human Resources	6		6	6							1
Maintenance and Property Management	19	12	7	9	2	6					8
Management Info. Systems	9	4	5	7		1	1				5
Medical Services Office***	4	2	2	3	1						4
Professional Standards Office	7	3	4	3		4					2
Public Information Office****	4	3	1	2		2					4
Risk Management	1	1		1							
Special Operations	20	1	19	5	1	14					3
Training Academy	117	102	15	53	10	40	1		2		48
TOTAL	2106	1761	345	971	76	897	18	2	8	1	694

*includes Fire Chief and two Excepted Service (COS and Deputy COS)

**includes the EMS Battalion Supervisor (Captain)

*** includes two Excepted Service (Medical Director and Assistant Medical Director)

**** includes one Excepted Service

Please note that some employees declined to provide race/ethnic information.

28. For each month during FY23 and FY24, to date, please provide the attrition for sworn personnel, by reason for separation.

ATTRITION BY REASON FOR SEPARATION (FY23-FY24)							
Month	Death	Removal	Resignation	Retirement- Disability	Retirement- Voluntary	Term. during prob/trial	Termination
Oct-22			3		3	1	
Nov-22			2		4	1	1
Dec-22			3		14	1	1
Jan-23			5		1		
Feb-23			2		2		
Mar-23			2		2	2	2
Apr-23			2	3	2		1
May-23	1		5		5		
Jun-23			4		1		1

ATTRITION BY REASON FOR SEPARATION (FY23-FY24)							
Month	Death	Removal	Resignation	Retirement-Disability	Retirement-Voluntary	Term. during prob/trial	Termination
Jul-23	1		2		5		
Aug-23			3	1	3		
Sep-23			8	1	2		3
Oct-23			5	2			5
Nov-23				2	4	1	2
Dec-23			1		17	1	
Total	2		47	9	65	7	16

a. Please describe the nature of the Department’s retirement bubble.

Retirement actions tend to occur in “bubbles” or clusters due to the nature of hiring in groups of entering classes. Recruits enter the Fire Service as a “class” of 25 – 30 recruits; many recruits do tend to be in a similar age range when testing, and being selected for, the Fire Service due to the physical demands of the training and the work. Members of a recruit class generally move through and complete their career with the cohort of their recruit class. As a result, clusters of firefighters will reach retirement age at a similar time.

The Department increased its hiring significantly in the early 1990s. Those members began reaching retirement age at the same time in 2020 and 2021 and the Department experienced an unprecedented number of retirements in December 2021 and January 2022. Fire and EMS has historically seen most retirements around the holidays and correlating to end-of-year leave policies (e.g., “use or lose”).

Consistent recruitment and scheduling of classes to train entry-level firefighters will help minimize the impact of any clusters or bubbles of retirement. Budget decisions concerning personnel resources from decades ago have the potential to result in gaps in staffing and require the Department to recruit at a higher rate in subsequent years to ensure adequate staffing. This uneven recruitment and training of firefighters results in clusters or bubbles of firefighters at retirement age. Therefore, the Department in recent years has worked hard to consistently achieve its hiring goals. In FY24 Q2, the Department started a historically large recruit class (85 in January) to address staffing needs.

29. Please describe the Department’s efforts in FY23 and FY24, to date, to decrease its reliance on overtime.

Fire and EMS fills each of over 360 operational seats for every shift to always ensure citywide coverage. Since each seat must be filled 100% of the time, any type of leave creates the need to backfill a seat on overtime at the cost of 1.5x the salary rate. Therefore, one FTE requires more than funding for just one FTE; the additional 0.41 FTE ensures seats are filled when the regularly assigned employee is on leave or detailed to another assignment outside of operations. In addition, due to the Department’s limited administrative resources, it often relies

on detailed employees for administrative tasks like Training Academy instructors for recruit classes and in-service training, special events staffing, special projects, and other needs.

In addition to authorized funding below the staffing factor, major drivers of overtime usage and costs include:

- New collective bargaining agreement with higher base wages;
- Use of paid family and medical leave (PFML);
- Use of approved District leave programs other than PFML including annual leave and sick leave; and
- Arbitrator’s decision (2015) requiring payment of overtime at time-and-a-half rather than straight time.

Overtime is generally voluntary. A member indicates his or her availability in advance. The Department centrally schedules overtime shifts in the Telestaff Office, located within the Office of the Deputy Fire Chief of Operations. The Telestaff officer only schedules overtime for those shifts required to be filled. The Department makes every effort to limit the use of mandatory overtime or by holding over operational employees after their regular shift.

Overtime for non-operational employees must be approved by the employee’s supervisor prior to the beginning of the overtime period.

Mayor Bowser has committed significant resources to the Department throughout her administration to allow the Department to increase staffing and training with parallel goals of ensuring public safety and reducing overtime spending. In FY23, the Mayor and Council funded 50 additional firefighter/EMTs and firefighter/paramedics to hire toward the Department’s staffing factor of 1.41. *See*, Response to Question 69 for information on the Department’s staffing factor. The employees associated with the last of these 50 new positions are currently going through recruit training to become operational employees this fiscal year and will bring the staffing factor to 1.37. Force strength at the staffing factor will reduce the Department’s reliance on structural overtime to fill daily operational vacancies.

- a. **How much did the Department budget for overtime, by fiscal year, in FY19 through FY24, to date?**
- b. **How much did the Department receive in reprogrammings for overtime in those fiscal years?**
- c. **How much did the Department spend on overtime in those fiscal years?**

OVERTIME BUDGET AND SPENDING				
Fiscal Year	Original Budget	Reprogrammings & Other Adjustments	Revised Budget	Total Expenditure
2019	\$18,219,706	\$0	\$18,561,787	\$22,688,185
2020	\$17,064,645	\$11,812,489	\$37,647,281	\$34,934,756
2021	\$21,862,874	\$0	\$35,935,901	\$44,884,823
2022	\$21,866,945	\$0	\$34,910,404	\$45,210,664

2023	\$22,562,502	\$20,207,704*	\$42,770,206	\$46,918,573
2024, to date	\$22,562,502	\$0	\$22,562,502	\$11,956,672

* Funded through the Medicaid Recovery Grant (MRG) due to a mid-year increase in the overall revenue projection.

d. What are the metrics the Department uses to analyze overtime use?

Fire and EMS uses every effort to both minimize the use of overtime, and to manage overtime approval and usage across a complex organization. The Department monitors overtime use at the individual employee level through: (1) centralized or pre-approved scheduling, and (2) internal budget control oversight measures. Overtime spending is analyzed agency-wide at least monthly by agency leadership, including the Fire and EMS Chief. In addition, the Department has implemented safeguards to ensure compliance with collective bargaining agreements, District law, and District and Department policy, particularly regarding equitable scheduling procedures. The Department is also committed to improving procedures and processes where appropriate, consistent with the Mayor’s direction and support.

30. Please describe the Department’s efforts in FY23 and FY24, to date, to ensure that paid family leave is utilized according to agency or District protocols.

The Department manages the utilization of Paid Family and Medical Leave (PFML) through its Family Medical Leave Act (FMLA) coordinator. This representative works as the liaison among the DCHR, the Office of Pay and Retirement Services, and Fire and EMS employees. The PFML process is administered and audited by the FMLA coordinator, who ensures consistency and compliance with existing District protocols. The FMLA coordinator continually and consistently reviews and updates the policies and practices pertaining to PFML usage.

The Department’s processes for PFML are published in a central location accessible to all employees. Upon an employee’s approval for PFML, the appropriate supervisor is required to verify the parameters of an employee’s approval to include the number of hours allotted, the approval period, and whether the leave is to be used intermittently or consecutively, thus adding another layer of regulation and accountability to the process. Challenges regarding the application or interpretation of the PFML policy are resolved by the FMLA coordinator, who ensures an employee’s usage is consistent with the underlying approval.

Staff Training

31. What efforts are underway by the Department to partner with local educational institutions for personnel training and certification, including in apparatus maintenance?

The Department works with many institutions to train its personnel. In addition to efforts to start a Paramedic School in partnership with an institution of higher education (see the response

to question 32), training for apparatus maintenance from the manufacturer is standard when new equipment is delivered. Members also receive additional operational and maintenance training during in-house Emergency Vehicle Operator and Fire Apparatus Driver Operator classes. Current trainings:

PERSONNEL TRAINING AND CERTIFICATION	
Education Agency	Course
National Fire Academy (NFA)	NFA – Advanced Chemistry
	NFA – Hazmat Chemistry
	NFA – Hazmat Incident Commander
	NFA – Advanced Science Hazardous Material Response
	NFA – Fire Investigations Essentials
	NFA – Strategy and Tactics for Initial Operations
Homeland Security and Emergency Management Agency (HSEMA)	NIMS ICS 300/400
	NIMS – All Hazards Safety Officer
International Fire Service Accreditation Congress (IFSAC) at Oklahoma State University	Airport Firefighter
	Fire Inspector I & II
	Incident Safety Officer
	Driver/Operator
	<ul style="list-style-type: none"> • Pumper
	<ul style="list-style-type: none"> • Aerial
	<ul style="list-style-type: none"> • Tiller
	<ul style="list-style-type: none"> • Airport Rescue and Firefighting (ARFF)
	Firefighter I & II
	Fire Officer I, II, III, & IV
	Fire Service Instructor I, II, & III
	Live Fire Instructor
	Live Fire Instructor in Charge
	Hazardous Materials
	<ul style="list-style-type: none"> • Technician/Operations/Awareness
	<ul style="list-style-type: none"> • Personal Protective Equipment
	<ul style="list-style-type: none"> • Product Control
	Incident Commander
	Technical Rescue
	<ul style="list-style-type: none"> • Confined Space Rescue: Awareness Operations Technician • Vehicle Rescuer: Awareness/Operations/Technician • Rope Rescuer: Awareness/Operations/Technician • Structural Collapse Rescuer: Awareness/Operations/Technician • Trench Rescuer: Awareness/Operations/Technician
Federal Emergency Management Agency (FEMA)	Urban Search and Rescue (USAR) Teams Specialist
Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF)	Alcohol Tobacco Firearms and Explosives Canine Recertification

Pierce Manufacturer	New Pumper Operator Training
Seagrave Manufacturer	New Pumper Operator Training
Washington Metropolitan Area Transit Authority (WMATA)	Joint Supervisor Training
	Metro Tunnel Drill
George Washington University – Executive Education and Coaching Center	Executive Leadership Program
George Washington University – Medical Faculty Associates	Paramedic Certification Training (EMT to Paramedic)
Associates in Emergency Care	Paramedic Certification Training (EMT to Paramedic)
Columbia University	Leading with Impact
Northern Virginia leadership Institute	Company Officer Leadership
American Red Cross	ALS – Initial Recertification
	PALS – Initial Recertification
	CPR
University of Maryland-Fire and Rescue Institute	Fire Investigator
	Plans Examiner I & II
	Fire Inspector III
*Fire Prevention Division	
O2X Human Performance	Human Performance Training
	<ul style="list-style-type: none"> • Strength and Conditioning
	<ul style="list-style-type: none"> • Nutrition
	<ul style="list-style-type: none"> • Sleep
	<ul style="list-style-type: none"> • Stress Mitigation
Prince William County Resiliency Center	Stress First Aid Peer Support Team Training
First Responder Center for Excellence	Stress First Aid Team – Train the Trainer

32. Please provide an update on the Department’s efforts to establish a Paramedic School.

The Department is leading an effort to develop a District of Columbia Paramedic School. The District is the only state without a paramedic program. Mayor Bowser committed \$1,235,500, which includes two FTEs to support this effort in the FY24 budget. This enhancement is an example of the Mayor’s commitment to preparing District residents for solid middle-class health care professional careers. A national paramedic shortage is exacerbated locally by pent-up demand, a lack of training options, and existing paramedic burnout. This shortage is acutely felt in the District where the Department competes with several large regional jurisdictions to fill paramedic vacancies, and the District of Columbia is the only state without a paramedic program.

The Department has a goal of hiring or training 70 new paramedics per year to fill new positions and vacancies through promotion, attrition, and retirement. Currently, Fire and EMS hires an average of 30-35 paramedics per year who have already achieved the National Registry of Emergency Medical Technicians (NREMT) paramedic certification (NRP).

In FY24 Q1, the Request for Applications (RFA) for a \$250,000 grant to potential partner institutions was issued via the Department of Employment Services (DOES). This process included a pre-application information session. No applications were received.

Fire and EMS reached out to the previously identified potential applicants to ask for feedback on the application process. The Department learned more about the university landscape, including their interests, visions, and sensitivities around time, resources, and meeting accreditation requirements. Fire and EMS is currently working to develop a new path forward that will meet both the Department's needs and the needs of university (potential) partners. The Department continues to identify other approaches to increase the number of paramedics in Fire and EMS.

Through the Fire and EMS internal working group, the Department leadership continues to listen, receive feedback, and learn about experiences and trends from current paramedics. The Department is also working to deepen community connections with existing and promising EMT programs so that there will be a pipeline.

Currently, Fire and EMS has the detailed DMPSJ employee, one lieutenant, and one sergeant working on this initiative full time, and a number of other interested employees contributing time to the initiative to ensure its success.

Employee Wellness

33. Please describe the Department's member wellness activities in FY23 and FY24, to date, including mental health supports, and the O2X program and any related expenditures.

In FY23 and FY24, to date, Fire and EMS's Health and Safety Division focused on behavioral health, peer support, and continuing the successful O2X program.

Mental Health

Fire and EMS continued to build out more effective behavioral health programming to bolster existing peer support team efforts. The three-pronged approach of outreach, prevention, and response is introduced to every Academy class and reinforced on Wellness Wednesdays (firehouse visits to discuss the Wellness initiative and provide basic psycho-education around behavioral health, posttraumatic stress, and resilience). In FY23 Q4, the Department onboarded the first Behavioral Health Coordinator (BHC) to provide clinical and administrative direction for a more comprehensive Behavioral Health and Wellness Program. The purpose of this position is to plan, develop, implement, and administer behavioral health evaluation, assessment, crisis intervention, safety planning, educational training, referrals, and

consultative services for Fire and EMS employees. The BHC is also the Peer Support Team’s Clinician (as both consultant and provider), collaborates closely with the Peer Services Team Coordinator, accompanies the team members on Wellness Wednesdays, and responds to critical incidents and potentially traumatic events to assist with debriefing members.

The Peer Support Team runs a 24/7 helpline and responds after critical incidents when requested (assisting fellow members through active listening, modeling healthy coping skills and behaviors, and lessening the stigma around discussing emotions, mental health, and trauma). In FY24 Q1, the Peer Support Team hosted an International Association of Firefighters training for a new class and the team now has over 50 members, to include a Peer Support Team Coordinator, three Team Leads, BHC/Team Clinician, and four canines. The BHC works with the occupational health clinic to meet the required annual behavioral health screenings and assessments (periodic evaluations to determine a baseline and any changes). The first incarnation of the Wellness Center was opened with the ability to provide crisis intervention, assessment, supportive counseling (individual and group), education, and resources/referrals.

O2X

In FY23 and FY24, to date, the Department has budgeted \$1,020,000 for O2X.

In FY23, the O2X Integrated Specialist Program had more initiatives than any previous year, with three main areas of focus: the Training Academy, rehabilitation, and across the Department, all concentrated on enhancing the overall health and wellness of Department employees.

Initiatives

- Weight room builds completed (3): Engine 10, Engine 15, Engine 18.
- Weight room builds designed for FY23-FY24 (6): Engine 04, Engine 11, Engine 24, Engine 30, Engine 32, and Training Academy
- 2023 Step Count Challenge: Over 60 members signed up and 40 members finished. Members completed a total of 10M steps, accruing over 4,700 miles.

Overall Metrics

O2X METRICS (FY23 ONLY)		
Type	Item	Number
On Site at Training Academy	1-on-1 training sessions	210
	Work performance evaluation (skill drills combined with cardiovascular endurance) iterations	3
	Cadet training sessions	>100
	Recruit training sessions	>720
	Recruit classes successfully graduated with no injuries	4
Rehabilitation	Rehabilitation sessions for manual therapy, therapy exercises, strength training	>1700
	Individual members worked with O2X for rehabilitation	288

	Members successfully returned to work	35
Across the Department	Interactive educational classes centered around EAT, SWEAT, THRIVE	120
	Human Performance Workshop days and “Whiteboard Wednesday” for recruits	48
	Operations members participating in Human Performance Workshops	1000
	Recruits participating in Whiteboard Wednesday	160
	Firehouse visits (all battalions) for consultations, cooking demos, manual therapy, group workouts, mobility sessions, and wellness checks	285
	Nutrition consultations	173
	Group workouts. All platoons rebooked for an additional session.	71
	Cooking demonstrations	66
	Training programs for increasing performance or rehabilitation	49

Additionally, the Health and Safety Division has onboarded a Deputy Director of Health and Safety who is tasked with special projects to enhance the health and safety of members. Those projects include the build out of peer fitness coordinators in conjunction with O2X, the selection of an off-site Behavioral Health/Wellness Center, and the enhancement of the contract at the Police and Fire Clinic to ensure the annual physicals comply with NFPA 1582.

The Department budgeted \$6.7M for the Police and Fire Clinic in FY23 and \$1.8M in FY24 Q1.

34. Please provide the funding expended in FY23 and FY24, to date, on the implementation of the Fire and Emergency Medical Services Employee Presumptive Disability Amendment Act of 2012 (D.C. Law 19-331).

PRESUMPTIVE BUDGET AND SPENDING				
	FY23 Budget	FY23 Expenditures	FY24 Budget	FY24, to date Expenditures
Presumptive Disability	\$618,805	\$182,722.57	\$618,805	\$79,611.01

a. Was any funding reprogrammed from the PFC contract or presumptive disability funding for other uses, either internal or external to the Department?

No.

b. Please provide a chart for the PFC and presumptive disability line items.

PRESUMPTIVE DISABILITY DETERMINATIONS		
Presumptive Type	FY23	FY24, to date
Cardiac	2	0
Cancer	2	0
Infectious Disease	0	0

35. Does FEMS track lost time injuries? If so, please provide the data collected.

Yes. For FY23, the following injuries (broken down by rank) occurred in the performance of duty. There were a total of 448 injury claims, which resulted in 68,916 hours of lost time. Lost time injuries for FY24, to date, have not yet been calculated.

LOST TIME		
Title	Amount	Hours
Battalion Chief Paramedic	\$196,815.47	2424
Battalion EMS Supervisor	\$93,648.60	1466
Battalion Fire Chief	\$40,557.06	598
Battalion Fire Chief Paramedic	\$3,879.34	48
Captain	\$88,229.63	1398
Captain Paramedic	\$56,169.61	872.75
Deputy Fire Chief	\$4,062.85	40
Deputy Fire Chief Paramedic	\$12,193.71	148
Fire Arson Investigator (Armed)	\$1,168.79	24
Fire Inspector	\$53,109.96	1095
Fire Inspector Paramedic	\$5,902.74	128
Fire Inspector Tech Paramedic	\$30,335.71	490
Firefighter	\$33,875.60	850
Firefighter EMT	\$1,084,926.48	30325.75
Firefighter Paramedic	\$328,834.34	7824.50
Firefighter Paramedic Tech	\$9,100.84	240
Firefighter Tech	\$317,345.76	7693.50
Lieutenant	\$349,995.66	6632
Lieutenant Paramedic	\$20,787.77	393
Sergeant	\$242,447.71	5063.50
Sergeant Aide	\$15,708.47	360
Sergeant Paramedic	\$41,187.90	802
Grand Total	\$3,030,284.00	68916

Service Delivery

36. Please provide monthly FEMS response time data, by classification of incident, corresponding NFPA standard, and fiscal year, for FY19 to FY24, to date.

- a. For EMS response time, include the:**
 - i. Percentage of high priority EMS calls when a first responding EMT arrived in 5 minutes or less;**
 - ii. Percentage 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;**
 - iii. Percentage 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; and**
 - iv. Percentage of high priority EMS calls when a FEMS transport unit arrived in 9 minutes or less.**

- b. For fire response time, include the:
- i. Percentage of structure fire calls when a first responding fire engine arrived in 5 minutes 20 seconds or less;
 - ii. Percentage of structure fire calls when a first alarm assignment arrived in 9 minutes 20 seconds or less.

EMS RESPONSE TIME MEASURE						
Measure	FY19	FY20	FY21	FY22	FY23	FY24
Percentage of high priority EMS calls when a first responding EMT arrived in 5 minutes or less.	55.7%	53.4%	50.6%	48.7%	54.3%	57.5%
Percentage 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.	45.4%	43.7%	41.9%	40.0%	45.9%	49.4%
Percentage 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.	60.7%	54.4%	51.9%	50.7%	59.3%	58.9%
Percentage of high priority EMS calls when a Fire and EMS transport unit arrived in 9 minutes or less.	79.2%	77.8%	75.1%	72.2%	76.3%	79.6%

37. How many BLS and ALS calls did FEMS receive in FY23 and FY24, to date, by month?

EMS CALLS BY MONTH (FY23)			
Month	BLS Calls	ALS Calls	Total EMS Calls
October 2022	8,499	4,880	13,379
November 2022	8,470	4,911	13,381
December 2022	8,237	4,756	12,993
January 2023	8,093	4,546	12,639
February 2023	7,876	4,310	12,186
March 2023	8,869	5,112	13,981
April 2023	9,104	4,562	13,666
May 2023	9,670	4,907	14,577
June 2023	9,783	4,926	14,709
July 2023	10,181	5,089	15,270
August 2023	9,767	5,100	14,867
September 2023	9,430	4,904	14,334
Total Calls	107,979	58,003	165,982

EMS CALLS BY MONTH (FY24 TD)			
Month	BLS Calls	ALS Calls	Total EMS Calls
October 2023	9,344	4,858	14,202
November 2023	8,796	4,335	13,131
December 2023	9,099	4,527	13,626
Total Calls	27,239	13,720	40,959

38. What is the rate of BLS transports by ALS providers for FY23 and FY24, to date, and vice versa?

TRANSPORTS BY LEVEL OF SERVICE AND UNIT TYPE (FY23 AND FY24 Q1)								
Unit Type	FY23		FY24 Q1		FY23		FY24 Q1	
	ALS Transports	Percentage of ALS Transports	ALS Transports	Percentage of ALS Transports	BLS Transports	Percentage of BLS Transports	BLS Transports	Percentage of BLS Transports
ALS Medic Unit	19,760	90%	4,630	87%	1,557	7%	483	9%
BLS Ambulance	3,885	12%	865	10%	27,866	87%	7,549	85%

39. How does FEMS reduce the strain on high-volume engine companies? Please list each engine company in the District, by volume of calls in FY23 and FY24, to date.

TOTAL RESPONSES (CALLS) BY ENGINE COMPANY (FY23)									
ENG Company	EMS Calls	FIRE Calls	OTH Calls	TOTAL Calls	EMS/ Day	FIRE/ Day	OTH/ Day	TOTAL/ Day	CALL RANK
E01	1,017	1,257	145	2,419	3	3	< 1	7	28
E02	2,018	1,461	77	3,556	6	4	< 1	10	19
E03	2,791	1,413	166	4,370	8	4	< 1	12	15
E04	1,646	1,645	80	3,371	5	5	< 1	9	20
E05	812	822	67	1,701	2	2	< 1	5	31
E06	2,777	1,900	121	4,798	8	5	< 1	13	10
E07	2,656	1,163	117	3,936	7	3	< 1	11	17
E08	2,753	1,615	94	4,462	8	4	< 1	12	14
E09	2,130	1,734	97	3,961	6	5	< 1	11	16
E10	5,021	1,780	151	6,952	14	5	< 1	19	1
E11	3,059	1,388	112	4,559	8	4	< 1	12	12
E12	1,475	1,105	63	2,643	4	3	< 1	7	26
E13	2,141	930	172	3,243	6	3	< 1	9	22
E14	2,251	934	121	3,306	6	3	< 1	9	21
E15	3,880	1,716	130	5,726	11	5	< 1	16	5
E16	2,748	1,874	77	4,699	8	5	< 1	13	11
E17	2,010	1,002	127	3,139	6	3	< 1	9	23
E18	2,751	1,639	82	4,472	8	4	< 1	12	13
E19	3,346	1,710	157	5,213	9	5	< 1	14	7
E20	1,385	990	170	2,545	4	3	< 1	7	27
E21	1,455	1,342	102	2,899	4	4	< 1	8	25
E22	2,155	793	107	3,055	6	2	< 1	8	24
E23	883	928	44	1,855	2	3	< 1	5	30
E24	2,363	1,197	130	3,690	6	3	< 1	10	18
E25	3,884	1,317	160	5,361	11	4	< 1	15	6
E26	3,811	1,048	109	4,968	10	3	< 1	14	9
E27	3,621	1,326	222	5,169	10	4	1	14	8
E28	550	866	37	1,453	2	2	< 1	4	32
E29	457	537	21	1,015	1	1	< 1	3	33

TOTAL RESPONSES (CALLS) BY ENGINE COMPANY (FY23)									
ENG Company	EMS Calls	FIRE Calls	OTH Calls	TOTAL Calls	EMS/ Day	FIRE/ Day	OTH/ Day	TOTAL/ Day	CALL RANK
E30	4,661	1,484	191	6,336	13	4	1	17	2
E31	1,358	818	123	2,299	4	2	< 1	6	29
E32	4,320	1,571	259	6,150	12	4	1	17	3
E33	4,441	1,168	182	5,791	12	3	< 1	16	4
Total Calls	82,626	42,473	4,013	129,112	226	116	11	354	ALL

TOTAL RESPONSES (CALLS) BY ENGINE COMPANY (FY24 TD)									
ENG Company	EMS Calls	FIRE Calls	OTH Calls	TOTAL Calls	EMS/ Day	FIRE/ Day	OTH/ Day	TOTAL/ Day	CALL RANK
E01	234	287	30	551	3	3	< 1	6	29
E02	439	314	19	772	5	3	< 1	8	23
E03	635	394	116	1,145	7	4	1	12	11
E04	404	438	16	858	4	5	< 1	9	19
E05	191	195	8	394	2	2	< 1	4	31
E06	641	492	25	1,158	7	5	< 1	13	10
E07	610	257	41	908	7	3	< 1	10	17
E08	658	386	32	1,076	7	4	< 1	12	14
E09	456	427	11	894	5	5	< 1	10	18
E10	1,227	480	37	1,744	13	5	< 1	19	1
E11	792	423	19	1,234	9	5	< 1	13	9
E12	373	283	13	669	4	3	< 1	7	26
E13	499	231	44	774	5	3	< 1	8	22
E14	545	254	14	813	6	3	< 1	9	20
E15	917	386	35	1,338	10	4	< 1	15	6
E16	622	450	21	1,093	7	5	< 1	12	13
E17	481	236	23	740	5	3	< 1	8	24
E18	661	363	14	1,038	7	4	< 1	11	15
E19	816	456	45	1,317	9	5	< 1	14	8
E20	359	237	32	628	4	3	< 1	7	27
E21	351	371	13	735	4	4	< 1	8	25
E22	544	221	12	777	6	2	< 1	8	21
E23	252	267	10	529	3	3	< 1	6	30
E24	599	343	13	955	7	4	< 1	10	16
E25	1,025	352	53	1,430	11	4	1	16	4
E26	882	237	18	1,137	10	3	< 1	12	12
E27	950	318	57	1,325	10	3	1	14	7
E28	153	223	11	387	2	2	< 1	4	32
E29	115	128	0	243	1	1	< 1	3	33
E30	1,159	367	21	1,547	13	4	< 1	17	2
E31	352	203	35	590	4	2	< 1	6	28
E32	1,045	393	34	1,472	11	4	< 1	16	3
E33	1,017	307	33	1,357	11	3	< 1	15	5
Total Calls	20,004	10,719	905	31,628	217	117	10	344	ALL

40. What are FEMS’ procedures for communicating with the Department of Behavioral Health about overdose patients? Repeat patients? Please provide the number of overdose and repeat overdose patients FEMS treated in FY23 and FY24, to date.

The Department has established a robust collaboration with the Department of Behavioral Health (DBH), especially in tackling the challenges posed by the opioid overdose crisis in FY23 and FY24, to date. An essential component of this partnership is the live feed of electronic Patient Care Report (ePCR) data from Fire and EMS to DBH. This data integration allows DBH to directly access relevant patient information, feeding into their comprehensive data warehouse, thereby enabling more informed and timely interventions.

In FY24 Q1, the DC Stabilization Center (DCSC) opened. This innovative joint effort between the Department and DBH has become a pivotal element in efforts to address the public health emergency of opiate fatalities in the District and divert patients from hospital emergency departments. The Department is diverting clinically appropriate patients to the facility as designed and working with the vendor managing the DCSC to maximize the effectiveness of the facility. To that end, monthly DCSC high volume utilizer collaborative reviews will begin in FY24 Q2. The primary goal of these sessions is to establish a cooperative and solution-focused environment, enabling stakeholders to devise customized strategies for each patient’s needs and circumstances.

In FY23, the Department treated 4,351 opiate overdose patients. There were 322 patients with repeat overdoses. In FY24, to date, the Department treated 1,008 opiate overdose patients. There were 144 patients with repeat overdoses. Please note, some FY24 patients may have also been counted in FY23.

41. How much Naloxone did FEMS expend in FY23 and FY24, to date, on Naloxone, and how much was budgeted?

In FY23, there were 6,759 doses of naloxone administered; in FY24, to date, there have been 2,227 doses administered. Please see tables below for expenditures:

FY23 BUDGETED NALOXONE			
Description	Unit Price	Quantity	Total Cost
Cardinal Health – PO679514, PO675888, PO691346	\$20.49	9270	\$189,942.30
Boundtree Medical – PO682125	\$39.09	4000	\$183,456.00
Boundtree Medical – PO682125	\$22.50	1200	\$27,060.00
Total – Current FY23 Procurements			\$400,458.30

FY24, TO DATE BUDGETED NALOXONE			
Description	Unit Price	Quantity	Total Cost
Cardinal Health – PO	20.49	6000	\$122,940.00
Total – Current FY24 Procurements			

CIVILIAN NALOXONE ISSUED			
Description	Unit Price	Quantity	Total Cost
Total – Current FY23 Procurements	0.00	6,120	\$0.00

Total – Current FY24 Procurements	0.00	1,120	\$0.00
-----------------------------------	------	-------	--------

NALOXONE SPENDING		
	FY23	FY24 YTD
Total Emergency Drugs budget	\$800,000.00	\$800,000.00
Total Spent - Emergency Drugs	\$540,227.10	\$295,963.49
Total Spent on naloxone	\$400,458.30	\$122,940.00

42. How have patient outcomes changed in FY23 and FY24, to date? Please provide any relevant data tracked by the Department, including cardiac arrest survival rates.

Survival rates for incidents suspected of having a cardiac cause increased ten percent across the Utstein-1 and Utstein-2 criteria from FY22 to FY23. These criteria are internationally agreed upon metrics for benchmarking cardiac arrest performance. This translates to twenty more patients being discharged from the hospital neurologically intact in 2023 compared to 2022. This equates to 69 neurologically intact survivors in 2023, the highest number of survivors the Department has had since it began tracking outcomes in 2011.

Starting in January 2011, the Department began submitting cardiac arrest data to the Cardiac Arrest Registry to Enhance Survival (CARES). CARES was developed to help communities determine standard outcome measures for out-of-hospital cardiac arrest (OHCA), allowing for local quality improvement efforts and benchmarking capability to improve care and increase survival.

Starting in October 2020 (FY21), the Department changed cardiac arrest reporting format to closely align with CARES “Utstein Style” reports. This change eliminated previously reported measures and now reflects table data shown in “Utstein Style” reports created by CARES. The FY21 (and forward) measures include cardiac arrest survival rates for cardiac etiology cases, and bystander intervention rates for CPR and AED use. The tables below show FY23 and FY24 Q1 survivability measures (pending closure means CARES has not completed and updated all agency and hospital data, which occurs each January or later for the previous year).³

³ FY23 cardiac arrest survival and public intervention rates will be updated on the Department’s cardiac arrest website when CARES data closes. Please see <https://fems.dc.gov/page/cardiac-arrest>.

Cardiac Arrest Outcome (FY-23)

Utstein Results – Cardiac Etiology (PENDING CLOSURE)

DCFEMS Data

Cardiac Etiology Survival Rates	
Overall:	8.3% (685)
Bystander Wit'd:	16.5% (182)
Unwitnessed:	3.3% (422)
Utstein (1):	44.2% (52)
Utstein Bystander (2):	45.5% (33)

Bystander Intervention Rates	
CPR:	31.4% (512)
Public AED Use:	10.4% (125)

NATIONAL Data

Cardiac Etiology Survival Rates	
Overall:	7.8% (111,214)
Bystander Wit'd:	12.2% (42,566)
Unwitnessed:	3.0% (57,272)
Utstein (1):	27.8% (13,330)
Utstein Bystander (2):	31.1% (8,068)

Bystander Intervention Rates	
CPR:	41.1% (84,353)
Public AED Use:	13.4% (14,328)

Cardiac Arrest Outcome (FY-24)

Utstein Results – Cardiac Etiology (PENDING CLOSURE)

DCFEMS Data

Cardiac Etiology Survival Rates	
Overall:	8.2% (146)
Bystander Wit'd:	16.0% (50)
Unwitnessed:	5.2% (77)
Utstein (1):	41.2% (17)
Utstein Bystander (2):	40.0% (10)

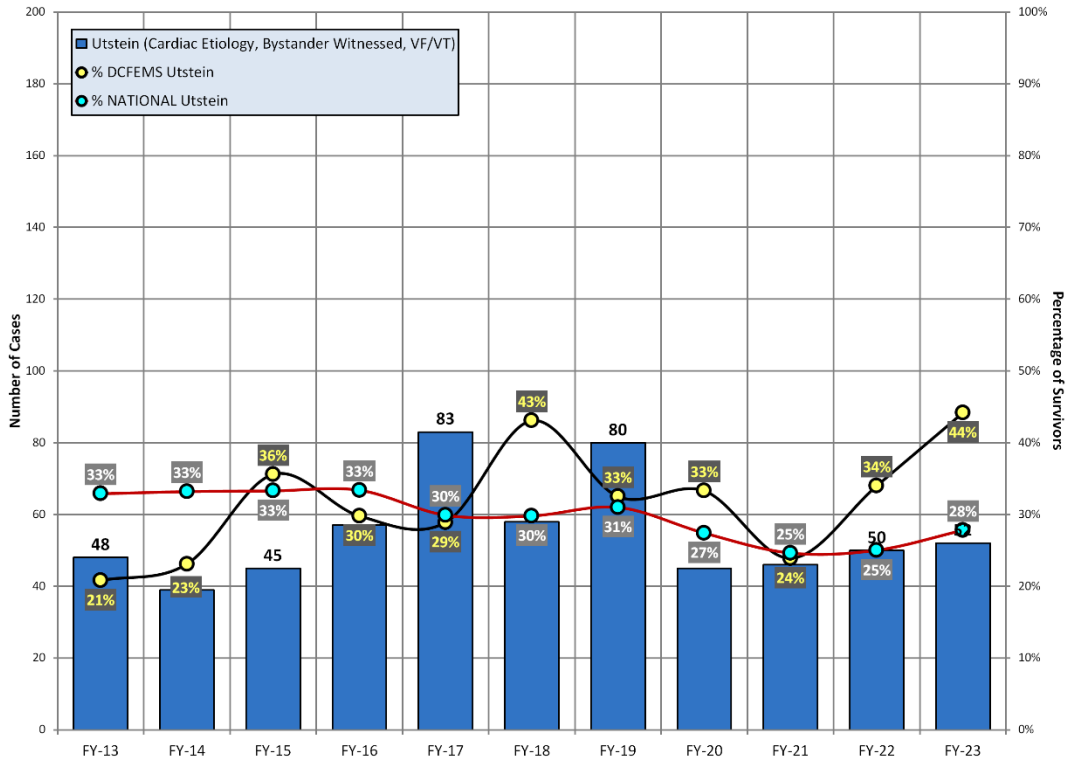
Bystander Intervention Rates	
CPR:	31.4% (105)
Public AED Use:	11.8% (34)

NATIONAL Data

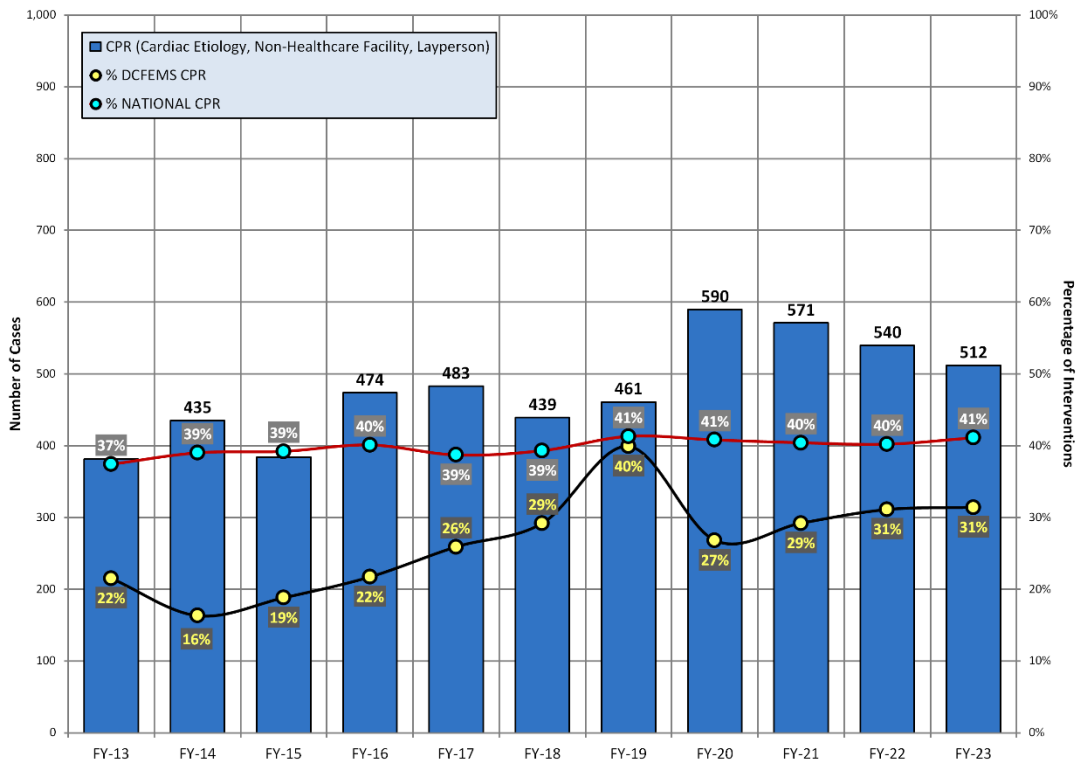
Cardiac Etiology Survival Rates	
Overall:	6.8% (17,933)
Bystander Wit'd:	11.1% (6,981)
Unwitnessed:	2.2% (9,097)
Utstein (1):	24.7% (2,233)
Utstein Bystander (2):	26.9% (1,336)

Bystander Intervention Rates	
CPR:	41.5% (13,435)
Public AED Use:	13.1% (2,387)

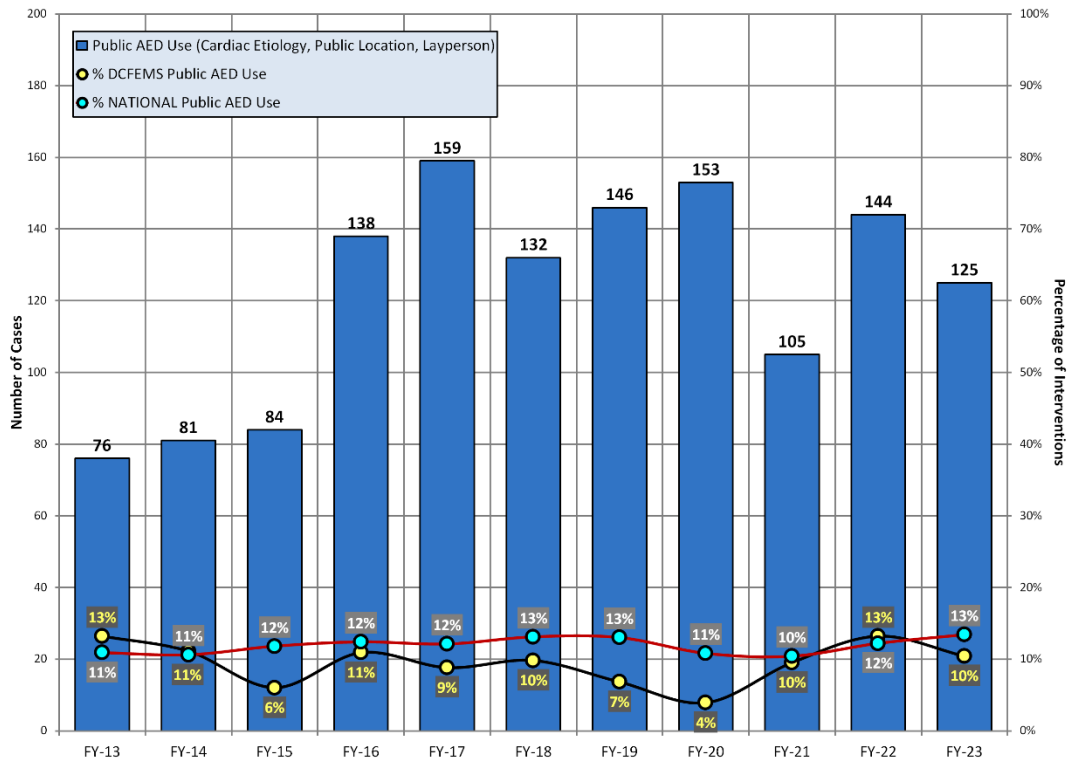
DCFEMS Survival Rate (Cardiac Etiology, Bystander Witnessed, VF/VT) – Utstein 1



DCFEMS Bystander Intervention Rate (Cardiac Etiology, Non-Healthcare Facility, Layperson) – CPR



DCFEMS Bystander Intervention Rate (Cardiac Etiology, Public Location, Layperson) – AED



43. Please describe the status of the Nurse Triage Line (“NTL”), including Ready Responders.

- a. How, specifically, did FEMS use the funding allocated for the NTL in FY23 and FY24, to date?**

NTL PROGRAM BUDGET		
	FY 23	FY24 (anticipated)
AMR (Nurse staffing and operations)	\$914,043.72	\$936,894
Nurse Triage Outreach Funds	\$95,000	\$95,000
Department of For-Hire Vehicles (private and uninsured transport)	\$35,000	\$35,000
Total	\$1,044,043.72	\$1,067,024

- b. Please provide the number of calls diverted to the NTL each day in FY23 and FY24, to date, as well as the number of calls returned from a nurse.**

In FY23, out of 7,765 calls triaged there were a total of 4,948 diversions (64%) through the Nurse Triage Line (1,990 calls referred from OUC and 2,958 referred by Fire and EMS field providers). In FY23, the NTL sent 2,446 calls back to basic life support (BLS) and 371 calls back to advanced life support (ALS).

In FY24 to date, out of 2,272 calls triaged, there have been 1,436 diversions (63%) through the NTL (570 from OUC to the NTL and 866 from Fire and EMS field providers). Of those, the NTL sent 778 calls back to BLS and 58 calls back to ALS.

c. How has the NTL impacted overall call volume?

The Department measures the NTL based on the number of transports diverted from emergency departments rather than reduced call volume. While reduction in call volume for calls not requiring emergency treatment is a goal of the program, many factors may come into play when a caller decides to seek emergency medical services rather than a primary care physician or neighborhood clinic.

At first glance it appears that there were 4,948 fewer EMS transports to hospitals. From previous Medicaid MCO data, 62% of “diverted” NTL referrals remain out of the emergency department (ED) for a full seven-day period, so the true impact of lowering EMS transports and ED visits may be more in the range of about 3,067 patients for FY23.

d. Has any funding in the FY23 or FY24 budgets been reprogrammed from the NTL for other uses, either internal or external to the Department or within OUC?

No.

e. Does the Department plan to make any changes to the program in the remainder of FY24?

The Department is assisting OUC in the configuration of the new dispatch system, PowerPhone, which should increase the number of low acuity calls being referred to the NTL by the OUC call takers.

44. How does FEMS measure utilization of its services by high-volume and super high-volume consumers? Please provide any relevant data.

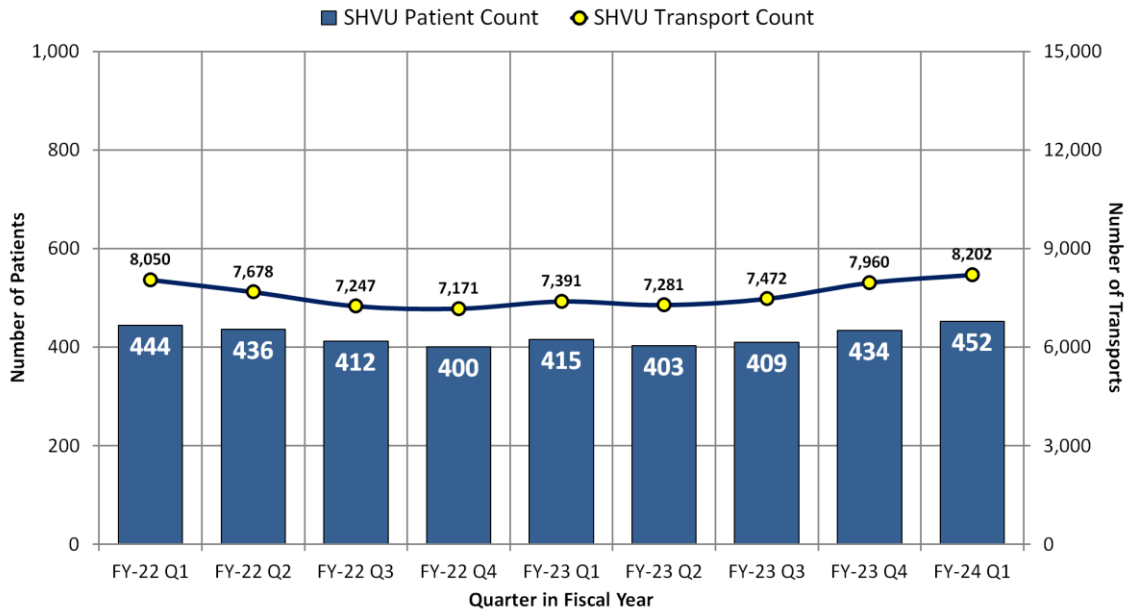
The Department considers an individual to be a high-volume utilizer if they utilize 911 at least 10 times in one year. Consumers who utilize 911 much more than 10 times per year are considered super high-volume utilizers (SHVUs), and Street Calls is called upon to provide services to them. SHVU utilization is measured each quarter, for a previous twelve (12) month period. The FY23 Q4 SHVU utilization rate was 434 patients (or .9% of all patients) accounting for 7,960 transports (or 10.2% of all transports). For FY23 Q4 SHVU counts, 2,439 (or 3%) of 79,898 transport records could not be uniquely identified by patient name. The FY24 Q1 SHVU utilization rate was 452 patients (or .9% of all patients) accounting for 8,202

transports (or 10.5% of all transports). For FY24 Q1 SHVU counts, 2,702 (or 3.4%) of 80,599 transport records could not be uniquely identified by patient name.

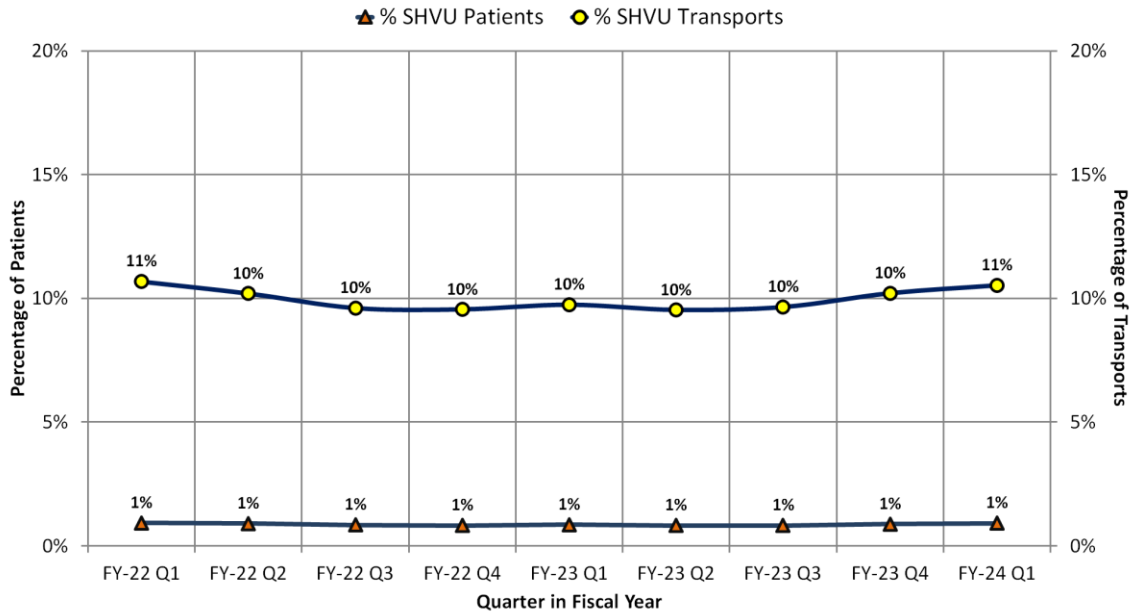
SUPER HIGH-VOLUME USERS (FY23 Q4)				
Number of Transports	Number of Patients	Percentage of Patients	Number of Transports	Percentage of Transports
1 to 2	44,623	90%	50,572	65%
3 to 4	3,203	6%	10,646	14%
5 to 9	1,422	3%	8,812	11%
10 or more	434	.9%	7,960	10.2%
Totals	49,682	100%	77,990	100%

SUPER HIGH-VOLUME USERS (FY24 Q1)				
Number of Transports	Number of Patients	Percentage of Patients	Number of Transports	Percentage of Transports
1 to 2	44,366	90%	50,275	65%
3 to 4	3,217	7%	10,691	14%
5 to 9	1,411	3%	8,729	11%
10 or more	452	.9%	8,202	10.5%
Totals	49,446	100%	77,897	100%

Super High Volume User (SHVU) Patients (10 or More Transports) and Transport Counts



Super High Volume User (SHVU) Patients (10 or More Transports) and Transport Percentages



a. In FY23 and FY24, to date, how has FEMS worked to divert the use of EMS services by high-volume and super high-volume consumers?

The Department partners with various District government and external agencies to provide services and assessments of consumers referred to Street Calls by not only first responders but by other resources, as well. Street Calls links District residents to services that provide needs such as food, utility services, medical services, simple everyday activities of daily living needs and requirements to assist consumers with achieving a better quality of life. Street Calls connects with primary care providers, and often link consumers with primary medical services to aide them in caring for themselves and receiving services from Adult Protective Services, the Department of Aging and Community Living, and many of the other core service agencies.

Most recently, the Department has expanded its services to partnering with the Department of Behavioral Health (DBH) and has hired a community outreach specialist to assist with engaging and communicating with the opioid user population. These teams educate and refer people to substance use disorder and medication-assisted treatment programs while also educating families and communities on naloxone use and distributing naloxone to them. Please also see the response to question 45.

FY23 STREET CALLS CONSUMER CONTACTS		
Primary Complaint	Percent of Contacts	Number of Contacts
Assess Living Conditions	15.9%	42
Assistance with Self Care	70.8%	187
HVU Intake/Follow Up	1.5%	4

Lift Assist	11.7%	31
Totals	100%	264

FY24, TO DATE, STREET CALLS CONSUMER CONTACTS		
Primary Complaint	Percent of Contacts	Number of Contacts
Assess Living Conditions	14.1%	10
Assistance with Self Care	71.8%	51
Lift Assist	14.1%	10
Totals	100%	71

45. Please describe the activities and staffing of the Street Calls program in FY23 and FY24, to date.

In FY23 and FY24, to date, Street Calls was composed of an operations manager, four EMS providers (in FY23, it was three paramedics and one EMT; in FY24, two and two), and two community outreach specialists (three in FY24). Activities included responding to radioed dispatches to transport refusals after naloxone administration; engagement at opioid “hotspots” to provide individuals with education, naloxone kits, fentanyl test strips, and referrals for medical and/or behavioral health care as needed.

In FY23 and FY24, to date, the Street Calls team distributed 6,488 units of naloxone. In December 2023 alone, the team distributed 299 fentanyl test strips. In addition, the team also assessed, engaged, and referred to resources residents who called 911 for uncomplicated lifting and moving, also known as “lift assists.” For example, a person in a wheelchair who does not have a ramp at their residence might call 911 if they need to get from their residence to a taxi to take them to the grocery store. The Street Calls team also managed high volume utilizers (people who call 911 very frequently). The Street Calls team collaborates twice weekly with other agencies on a community walk in various communities to engage residents and educate them on substance use/abuse and provide them with naloxone and referral information. Please also see the response to question 44.

46. In FY23 and FY24, to date, how many complaints did FEMS receive related to dangerous conditions at a residential or commercial building? Please break down this information by separating residential and commercial properties.

- a. Of these, how many have been resolved?
- b. How many remain open?

DANGEROUS CONDITIONS COMPLAINTS			
	Completed	Pending (open)	Total
FY23			
Residential	351	8	359
Commercial	482	4	486
Total	833	12	845
FY24 Q1			
Residential	193	5	198
Commercial	117	2	119
Total	310	7	317

c. How does FEMS educate the public about how to submit complaints regarding dangerous conditions at residential or commercial buildings?

The Department uses a variety of ways to educate the public on how to submit complaints regarding dangerous conditions. Fire and EMS created an anonymous online reporting tool on the Fire and EMS website (fems.dc.gov) that allows the community to submit complaints regarding fire codes directly to the Fire Prevention Division. This tool allows the community to add photos and details of any violation and allows the public to remain anonymous or to submit their contact information for follow-up.

The Department maintains a shared email distribution list (fems.fireprevention@dc.gov) which is distributed to the public to submit any complaints or questions via email directly to the Division. The main call line at both the Office of the Fire Chief and the Fire Prevention Division are staffed to field any complaints that are directly reported. Any complaints that arrive at the generic email (info.fems@dc.gov) are automatically routed to the Fire Prevention Division for follow-up. Finally, any complaints that come through DC 311 are also routed to the Fire Prevention Division for action.

All these options are available on print, web, and educational materials that the Department shares at public outreach and educational events.

47. Please describe the Department’s fire prevention education efforts, including outreach to seniors, in FY23 and FY24, to date.

VULNERABLE POPULATION PRESENTATIONS		
	FY23	FY24 (to 12/31)
Presentations	197	111
Daycare – Kindergarten age (individuals)	1,199	541
Senior citizens (individuals)	1,385	286

In FY23, educators continued a partnership with the Department of Aging and Community Living (DACL) and other community partners to deliver the “Pathway to Safety” educational program to District residents. The presentations were conducted both virtually and in person with a focus on general fire safety and hoarding with safety tips on how to declutter the home to reduce fire hazards.

So far, in FY24, educators have focused their efforts on high rise building fire safety outreach. Initial meetings were conducted with the Homeland Security and Emergency Management Agency (HSEMA) and the Office of Disability Rights (ODR) prior to updating Fire and EMS’s safety material. Working with these agencies has helped to ensure that the Department’s message is more inclusive and addresses the needs of District residents with disabilities.

The Department also has a team of community outreach specialists who regularly spend time at community meetings and other organized events to educate residents about fire prevention and safety.

48. Please describe the work of the Department’s educational and street outreach personnel in FY23 and FY24, to date.

In FY23 and FY24, to date, the Fire Prevention Division conducted door-to-door home fire safety visits and smoke alarm installs during *All Hands-on Prevention* and *Return to the Scene* outreach efforts. In FY23, members visited 5,797 residences and in FY24, to date, members visited 1,683 residences. These visits include presentation of literature targeted to the specific community and hazards identified in that community.

The Fire Prevention Division continues to use traditional media and social media to reinforce safety messages and provide outreach to community members that may not be reached by traditional avenues. These media campaigns include specific information regarding July 4 and fireworks safety, Fire Safety Week national campaign messages, Thanksgiving and holiday safety messages, and messaging regarding hazards of lithium-ion battery fires.

Educators and inspectors continue to partner with D.C. Public Schools, business improvement districts, the Mayor’s Office of Community Relations and Services (MOCRS), and various community organizations to reinforce safety messages and provide outreach as needed in each community.

49. Does FEMS provide free training sessions for new parents to demonstrate how to securely install car seats? If so, please provide the dates and locations of the trainings during FY23 and FY24, to date.

The Department doesn’t offer this service. Instead, the District Department of Transportation (DDOT) takes care of installing car seats through its program “Project Safe-Child.” They work together with the Metropolitan Police Department (MPD), Department of Motor Vehicles (DMV), and Safe Kids Washington DC for this initiative.

50. Please describe and provide relevant data for AMR unit availability in FY23 and FY24, to date.

AMR has been providing consistent service to Department throughout FY23 and FY24, to date. AMR deploys units based on an expected demand model. The Department historically has tracked unit availability for AMR consistent with its deployment model, rather than minimum scheduling. The expected demand model uses data points including time of day and time of year, weather, special events, and historic indicators, to deploy units based upon expected needs of the Department. This model is also dynamic, can be changed based on intervening events and exigent circumstances in the District, and allows the Department to ensure it is deploying contracted resources responsibly.

The AMR deployment model is updated every six months and approved by Fire and EMS. AMR data shared with the Department by means of the CAD-to-CAD interface only identifies AMR units deployed in compliance with the contract with Fire and EMS assigned to responses. Accordingly, the number of minutes that AMR units are available for calls (as a percentage of total minutes) cannot be identified or tracked by data available for analysis. The Department, by contrast, measures Fire and EMS unit availability by “the percentage of time 11 or more units are available to respond on calls,” which provides a consistent denominator of the number of units scheduled for service.

See below for an example of the FY19 AMR force schedule. In this schedule example, on any one day – and at any hour – a different number of AMR ambulances will be in service:

EXAMPLE OF AMR DEPLOYMENT MODEL							
AMR UNIT DISTRIBUTION (FY19 QUARTERS 1 and 2)							
	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Current # of Shifts	21	27	27	28	26	30	27
# and Length of Shifts	3 – 8hr 4 – 9hr 6 – 10hr 5 – 12hr 1 – 16hr 2 – 18hr	4 – 8hr 6 – 9hr 6 – 10hr 7 – 12hr 2 – 16hr 2 – 18hr	5 – 8hr 7 – 9hr 7 – 10hr 7 – 12hr 1 – 18hr	6 – 8hr 8 – 9hr 10 – 10hr 4 – 12hr	4 – 8hr 9 – 9hr 8 – 10hr 5 – 12hr	3 – 8hr 11 – 9hr 8 – 10hr 4 – 12hr 1 – 16hr 3 – 18hr	3 – 8hr 7 – 9hr 8 – 10hr 4 – 12hr 2 – 16hr 3 – 18hr
Peak # of Ambulance Deployed	18	25	27	23	24	27	21
AMR UNIT DISTRIBUTION (FY19 QUARTERS 3 and 4)							
	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Current # of Shifts	29	37	37	36	32	38	31
# and Length of Shifts	5 – 8hr 4 – 9hr 6 – 10hr 9 – 12hr 2 – 16hr 3 – 18hr	8 – 8hr 6 - 9hr 7 - 10hr 11 - 12hr 2 – 16hr 3 – 18hr	10 – 8hr 8 - 9hr 8 - 10hr 11 - 12hr	8 – 8hr 10 - 9hr 11 - 10hr 7 - 12hr	7 – 8hr 11 - 9hr 8 - 10hr 6 - 12hr	7 – 8hr 13 - 9hr 8 - 10hr 5 -12hr 2 - 16hr 3 -18hr	5 – 8hr 8 - 9hr 8 - 10hr 5 - 12hr 2 – 16hr 3- 18hr
Peak # of Ambulance Deployed	23	29	28	28	24	27	24

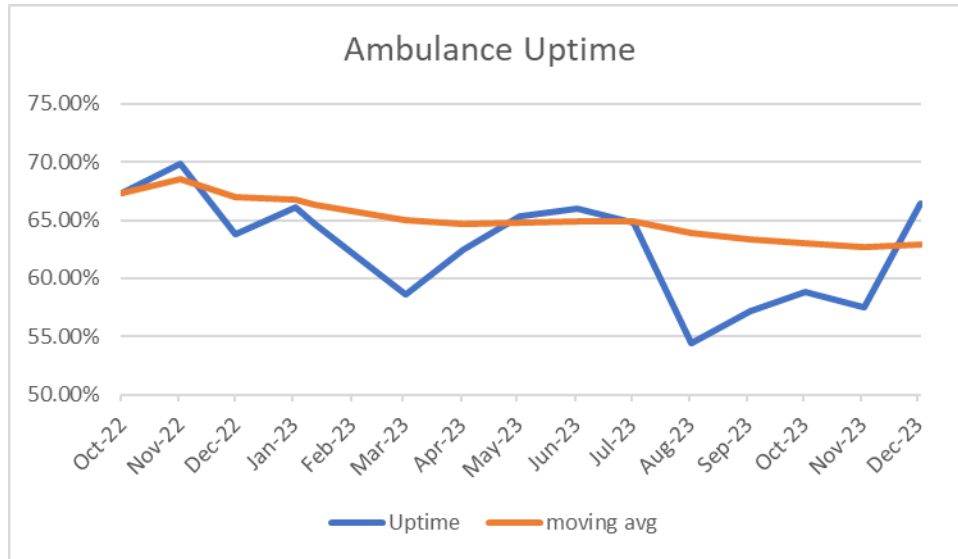
Fire and EMS recently started tracking the unit availability every hour against the “floor” number of units required to be in service daily (the table above provides an example of those “floor” numbers). Currently, AMR is providing above and beyond the floor number daily, sometimes exceeding the floor number by as many as ten units. Please see below a breakdown of the hourly unit availability against the “floor” number of AMR units to be in service daily each month.

FY23/FY24 AMR UNIT AVAILABILITY			
Month	Percent above floor	Percent below floor	Percent at floor
February	95.83%	1.79%	2.38%
March	92.34%	2.02%	5.65%
April	92.50%	2.78%	4.72%
May	87.63%	6.18%	6.18%
June	84.58%	8.33%	7.08%
July	83.60%	9.27%	7.12%
August	74.33%	15.19%	10.48%
September	77.64%	9.72%	12.64%
October	86.56%	2.55%	10.89%
November	92.50%	3.47%	4.03%
December	87.10%	4.17%	8.74%

51. Please provide FEMS ambulance uptime percentage and moving average data, by fiscal year, for FY23 to FY24, to date, describe the two metrics, and reflect on the data.

The Department uses an enterprise Fleet Management Software System, FASTER, for all fleet management-related functions. FASTER calculates the time assets are available for use, also known as “uptime.” FASTER also differentiates between frontline assets and reserve assets. The moving average is computed by taking each month’s average uptime and averaging it with all the months before it in the period (for example, the moving average for January 2023 would be the average uptime for October 2022, November 2022, December 2022, and January 2023).

AMBULANCE UPTIME FY23 THROUGH FY24 Q1		
Month	Uptime	Moving Average
Oct-22	67.30%	67.30%
Nov-22	69.87%	68.59%
Dec-22	63.78%	66.98%
Jan-23	66.13%	66.77%
Feb-23	64.63%	66.34%
Mar-23	58.63%	65.06%
Apr-23	62.42%	64.68%
May-23	65.31%	64.76%
Jun-23	66.02%	64.90%
Jul-23	64.79%	64.89%
Aug-23	54.47%	63.94%
Sep-23	57.20%	63.38%
Oct-23	58.88%	63.03%
Nov-23	57.51%	62.64%
Dec-23	66.43%	62.89%



Ambulance uptime continues to be a challenge. The return to increasing EMS calls post-Covid has strained static ambulance fleet size. This fleet is facing replacement, update, and challenges associated with supply chain and manufacturing difficulties, and new technologies have not always proven to be reliable.

Emergency Medical Services Fees

52. How did the Department collect Emergency Medical Services fees in FY23 and FY24, to date? Please describe any changes to ambulance billing, such as the transition to the OCFO’s CCU.

During FY23, the Department completed and submitted the FY22 Medicaid Cost Report to the Department of Healthcare Finance (DHCF). Results of the DHCF audited final Cost Report (please see Attachment Q52) were as follows:

- The FY22 audited cost of medical transportation services (MTS) provided by the Department was \$250,664,702.
- The FY22 average cost per MTS transport was \$3,201.
- The resulting FY22 Net Federal Participation Amount cost recovery payment (federal medical assistance percentage (FMAP) of 76.2%) that DHCF made to the Department for Medicaid program healthcare plan patient transports was \$32,790,496.

Beginning in FY23, and as originally authorized by the Emergency Medical Services Fees Emergency Amendment Act of 2021 (D.C. Act 24-159, D.C. Code § 5–416(d)(1)(D) and (2)(D), dated August 23, 2021), the Department increased ambulance fees and charges as follows:

- Effective 01/01/2023, EMS transport fees increased to \$1,250 and \$18.75 per mile transported.
- Effective 01/01/2024, EMS transport fees increased to \$1,500 and \$22.50 per mile transported.

To align with requirements for ambulance fees and charges billed to Medicaid program healthcare plans as authorized by the DHCF Office of Rates, Reimbursement, and Financial Analysis (ORRFA) (D.C. Code § 5–416(d)(1)(D) and (2)(D), and 29 DCMR 567.4(a)), beginning in FY23, the Department implemented a revised policy as follows:

- Effective 10/01/23 (and prior; updated 10/01/23), Authorized Medicaid Program Ambulance Fees and Charges policy for patient beneficiaries enrolled in Medicaid program healthcare plans at a primary, secondary, or tertiary level of coverage (please see Attachment Q52-1).
- Effective 01/01/24 (updated 10/01/23), Authorized Ambulance Fees and Charges policy describing fees and charges by level of service, exemptions for billing, reductions and waivers for billing, and collection eligibility (please see Attachment Q52-2).

Detailed information concerning ambulance billing is available on the Department website at <https://fems.dc.gov/service/ambulance-billing>.

a. Please provide the total amount of EMS fees collected in FY23 and FY24, to date.

AMBULANCE BILLING INFORMATION (FY23 and FY24 TD)		
Measure	FY23	FY24, to date
Number of Accounts	82,707	21,125
Accounts Billing Eligible	82,687	21,125
Gross Charges Billed	\$118,003,499.10	\$29,991,951.47
Adjustments	\$35,914,525.77	\$7,925,326.83
Write-Offs	\$3,094,357.50	\$0.00
Full or Partially Paid Accounts	63,757	11,398
Unpaid Accounts	18,930	9,727
Unpaid Balances	\$16,684,047.30	\$10,895,886.35
Net Payments	\$62,310,568.53	\$11,170,738.29

Note: Data is for dates of service during each fiscal year only. Payments on accounts pre-dating FY23 are not shown.

b. How many times in FY23 and FY24, to date, did the Department collect EMS fees?

Since multiple payments may be made on one account at various times in the year, this number is nearly impossible to calculate. Please see the table above

for the number of *accounts* that have had full or partial payment in FY23 and FY24 as of January 12, 2024. As some accounts take up to 90 days to pay, as of December 31, 2023, the accounts, according to the Office of the Chief Financial Officer (OCFO) look like:

AMBULANCE BILLING PAYMENTS (FY23 and FY24 TD)		
Measure	FY23	FY24 TD
Adjusted Gross Collections	\$62,719,654.86	N/A
Adjusted Net Collections	\$62,396,056.26	\$15,722,248.97
Authorized Vendor Fee Payment	\$5,938,394.35	\$1,218,474.30
NET District Revenue	\$56,457,661.91	\$14,503,774.67

Note: Data includes all payments made during the fiscal year, regardless of date of service. FY23 payments were reconciled and closed on 9/30/2023. This also includes both payments received directly and payments received from Medicaid via DHCF. This data does not include the Medicaid cost recovery FY22 payment (received in FY23) of \$32,790,496, which resulted in a vendor fee payment of \$1,967,429 and net District revenue of \$30,823,066.

- c. Please provide the total amount of EMS fees that the Department failed to collect in FY23 and FY24, to date.**

Please see the table in response to part a.

Agency Fleet

53. With regard to the Department’s fleet, please respond to the following:

- a. In table format, list all emergency response apparatus (including Battalion Chief and EMS Supervisor “buggies”) in the Department. Provide a brief description of the vehicle (e.g., Engine-22, Ambulance 9, etc.), the model and year, where the vehicle is assigned, whether the vehicle is in regular operations or part of the reserve fleet, and the vehicle’s inspection history.**

Please see Attachment Q53a.

- b. How many vehicles does the Department lease, and which types of vehicles?**

Please see Attachment Q53b.

- c. How many vehicles are currently out of service?**

There are currently 34 vehicles out of service at the Apparatus Division and 46 vehicles out of service at vendors.

54. Please discuss the current apparatus replacement plan, and please provide a chart documenting apparatus procurement and deliveries, by fiscal year, for FY19 through

FY24, to date, which includes the apparatus type, cost, placement within the Department, and time between being ordered and delivered.

The Department retained consultant BDA Global, Inc. to conduct an update to its 2013 apparatus audit. This report was delivered in FY20 Q2. The audit continues to be evaluated and implemented. The apparatus replacement plan is based on the 2013 and 2020 BDA Global reports. This replacement plan has been modified annually as recommended in the 2020 report to meet the evolving needs of the Department. The Capital Asset Replacement Scheduling System (CARSS), maintained by the Office of the Chief Financial Officer (OCFO), and which informs the Mayor’s capital budget decisions, currently matches the Department’s internal replacement plan.

Production schedules have suffered long delays and estimated delivery times currently being quoted for fire apparatus range anywhere from 24 to more than 48 months after receipt of a purchase order. Time between order and delivery varies but is exacerbated by supply chain and manufacturer staffing challenges since COVID-19. Inflation will impact the Department’s apparatus replacement program due to mandatory surcharges of 15-25% assessed by manufacturers, who are converting surcharges into cost increases for new contracts. This will impact the Department’s ability to purchase as many vehicles as anticipated at current funding levels. The Department works in close collaboration with the Executive Office of the Mayor on the capital budget program.

Please see Attachment Q54.

55. Please provide the plan and timeline to certify aerial ladders, engines, fire hoses, ground ladders, nozzles, fire boats, foam units, and brush units. Include how many of each are certified.

FLEET CERTIFICATION						
Total Fleet Size	Frontline		Reserve		Total Certifications (FY23, FY24 TD)	
	Certified	Not Certified	Certified	Not Certified		
Aerial Ladder	30	9	7	6	8	15
Engine	68	28	5	15	20	43

Aerial Ladders. The Department has a total of 30 aerial units. Sixteen of these units are used as front-line truck companies and operate District-wide daily. Fourteen of the aerial units are designated as reserves to replace front line aerials when they are out-of-service, or to increase the capability of the Department during special events.

All 30 aerial ladders are inspected, any out-of-service criteria addressed, and repairs made. Fifteen aerial ladders required varying levels of repairs and reinspection for certification. Of the fifteen aerial ladders requiring repairs, ten of them were less than five years old and thus were under the original manufacturer’s warranty.

Pumps (Engines). The Department has a total of 68 engines. Thirty-three of these engines are used as front-line apparatus. Four engines are assigned to the Training Academy to be used for driver's training and live burn evolutions. The remaining 31 engines are designated as reserves to replace front line units when they are out-of-service, or to increase the capability of the Department during special events.

All 68 engines are inspected, any out-of-service criteria addressed, and repairs made. Twenty-five engines required varying levels of repairs and reinspection for certification. Of the eighteen engines requiring repairs, four of them were less than five years old and thus were under the original manufacturer's warranty.

Additionally, the Department tests the pumps on the fire boats, the two foam units, and the brush unit. Three of the boats are certified, both foam units are certified, and the brush unit is certified. The non-certified boat, FB-1 (S-801), is undergoing extensive repairs at the shipyard. Repairs to the pump are complete and certification will take place prior to acceptance.

The Department uses third-party vendors on-site for all annual testing. During annual testing, Underwriter Laboratories (UL) performs the test and First Vehicle Services (FVS) represents the Department and makes necessary repairs that can be made on-site to improve the success rate during testing and provide the evaluation and recommendation to the Department regarding out of service criteria. The Department uses these vendors because they meet the qualifications in NFPA 1911 and NFPA 1071. The Department plans to test hoses and nozzles in FY24 Q2.

56. What were the achievements of the Apparatus Division in FY23 and FY24, to date?

In FY23 and FY24, to date, the Division:

Procured and had delivered the following vehicles:

- Chevrolet 3500 pick-up shop / steamer tow
- (5) RVC other response vehicles (Chevrolet Tahoes)
- Ford F-350 utility body service truck.
- 2023 Sprinter vans for Logistics Division
- (1) 2023 Sprinter van for Fire Prevention Division
- 2023 Fuel POD trucks
- Special ops trailer for helicopter training
- Replacement aerial ladder for one damaged at a fire

Facilitated the delivery of the following vehicles:

- (5) 2021 pumpers
- (5) 2020 ladder trucks
- (1) 2021 ladder truck
- (4) 2021 ambulances (all ZERO RPM Emission Reduction Idle Mitigation system equipped)
- 2020 rescue squad support units

- 2019 rescue squads
- (1) 2020 rescue squad
- (1) 2022 rescue squad refurbishment

Created purchase orders for the following vehicles and are awaiting delivery:

- (1) 2020 foam unit
- (1) 2021 ladder truck
- 2022 ladder trucks
- 2022 pumpers
- (8) 2021 light command vehicles
- (11) 2021 RVC other response vehicles
- 2022 medium duty RVC vehicles
- ASAP ATV ambulance transport units
- (4) 2023 EMS supervisor response vehicles
- 2023 ambulances
- 2023 buses for the Training Academy

Executed purchase orders for the following vehicles and are awaiting delivery:

- (1) LDV mobile command unit
- (6) pumpers
- ladder trucks
- 2022 twin agent units
- (6) ASAP all terrain ambulance transport units.
- (1) 2023 trailer for Training Academy In Service Training Officer (ISTO) unit
- (1) 2024 frontline heavy duty mobile command unit
- 2023 medium duty command vehicles (for Battalion Fire Chiefs)
- 2023 zodiac boats for Special Operations Division
- 2023 trailers for the zodiac boats
- (1) 2023 telehandler for the Training Academy and Special Operations Division
- (15) 2024 vehicles for the Fire Prevention Inspections Division
- 2024 K-9 arson investigator pickups
- 2024 K-9 Special Operations Division search dog units
- 2024 Fire Investigations Unit arson investigator units
- 2024 pickups for towing ATV transport unit trailers (incl. one for the Training Academy)
- (1) 2024 utility body work truck for Facilities Maintenance Division
- 2024 EMS supervisor response vehicles
- (1) 2024 Transit van for Special Operations Division special events bike transportation
- mass decontamination units
- (1) tunnel rescue unit

Created requisitions that are currently awaiting a purchase order for the following vehicles:

- (10) 2022 ambulances
- (10) 2023 ambulances

Conducted the following training for mechanics:

- New Vehicle maintenance Training on Pumpers.
- New Vehicle maintenance Training on Ladder Trucks
- New Vehicle maintenance Training on Ambulances.
- EVT Certification Training and Testing

Other accomplishments of the Division:

- Hired two Program Support Assistants;
- Worked on the engineering of the future Apparatus Division Fleet Maintenance Facility,
- Created a virtual reality presentation for Fleet Division employees on the design of the new facility;
- Refinished the shop floor and made lighting upgrades,
- Restructured Shop Floor Operations to align with the BDA Global Report;
- Upgraded the vehicle exhaust removal system and made repairs to existing equipment;
- Submitted draft copy of Standard Operating Procedures for Members of Fleet Maintenance to Local 3721 for comments;
- Completed Article 20 of the Order Book update and had it approved;
- Updated four Fleet Operations Bulletins and had them approved; and
- Investigated the purchase of an electric pumper and its required charging infrastructure.

a. What are the FY24 goals for the Apparatus Division, including goals for improving training of personnel?

The Apparatus Division has the following goals and plans for FY24:

- EVT Training to start late Q2;
- Mechanics PM completion training in Q2;
- Ambulance manufacturers training for mechanics;
- Fire apparatus manufacturers training for mechanics;
- Meritor brake systems training for mechanics;
- Submit requisitions for pumper and ladder trucks (currently awaiting purchase orders);
- Evaluate proposals submitted for ambulances that include idle mitigation systems to reduce emissions;
- Complete the specifications for selecting an electric pumper; and
- Test and certify all Department aerial ladders, pumps, hoses, and nozzles.

- b. What are the relevant apparatus-related certifications for each type of personnel in the Apparatus Division? For each type of personnel, how many have obtained that certification? Please provide the progress toward EVT certification by incumbent.

In the chart below, the number in parentheses denotes the number of technicians who have certification in each course. A technician must be certified in all corresponding courses to achieve a technical level certification.

FIRE APPARATUS TECHNICIAN LEVEL REQUIREMENTS							
Mechanics and Supervisors						Supervisors	
Level I (2)			Level II (0)			Level III (0)	
ASE⁴ Exams:		EVT⁵ Exam:*	ASE Exams:		EVT Exams:	EVT Exams:	
T4 – Truck, Brakes (6)		F1 – Maintenance, Inspection, and Testing of Fire Apparatus (22)	T2 – Truck, Diesel Engines (4)		F3 – Fire Pumps and Accessories (12)	M1 – Management Level I Supervisor (6)	
T5 – Truck, Suspension and Steering (2)		F2 – Design and Performance Standards of Fire Apparatus (13)	T3 – Truck, Drive Train (0)		F4 – Fire Apparatus Electrical Systems (6)		
* results pending			T6 – Truck, Electrical Systems (2)				
NFPA 1071 SPECIALIZED APPARATUS CERTIFICATION REQUIREMENTS							
Machinist	Body Tech.	Inventory Mgt. Specialist	Prog. Support Asst. Parts	Prog. Support Asst. Service Writer	Welder	Helper	It
ASE Exams:					SMWA:		
M Series Engine Machinist	B SERIES Collision and Repair and Refinish	P Series Parts Specialist	P Series Parts Specialist	C1 Auto Service Consultant	Groove and Fillet Series	No requirements.	

57. How many personnel are in the Apparatus Division, and what are their position titles?

There are 46 personnel in the Apparatus Division, with the following titles:

- Deputy Fire Chief (1)
- Battalion Fire Chief (1)
- Captain (1)

⁴ Automotive Service Excellence, a standard set of automotive repair exams and certifications.

⁵ Emergency Vehicle Technician, a set of courses and exams offered by the Emergency Vehicle Technician Certification Commission (EVTCC).

- Assistant Fleet Management Officer (2)
- General Foreman (1)
- Foreman (4)
- Quality Control Foreman (1)
- Program Support Assistant (6)
- Heavy Mobile Equipment Mechanic Leader (2)
- Heavy Mobile Equipment Repairer (4)
- Heavy Mobile Equipment Mechanic (22)
- Information Technology Specialist (1)

a. Are there vacancies? How long have those vacancies been vacant?

Yes, there are a total of eight vacancies: three for Heavy Mobile Equipment Repairers (grade 8), which have been open more than nine months (one candidate had been selected in December 2023, but failed the screening process); one for Heavy Mobile Equipment Mechanic (grade 10), which has been open more than six months; and five for Heavy Mobile Equipment Mechanics (grade 11), which have been open more than 14 months. All these positions are in active recruitment, and the hope is that they will be filled in FY24 Q2 or Q3.

Personal Protective Equipment

58. Please detail all uniform and protective gear procurements in FY23 and FY24, to date, including how many members were provided uniforms and gear due to the procurement.

FY23 PROCUREMENTS FOR PERSONAL PROTECTIVE EQUIPMENT	
Contract	FY23 Encumbered Funds
FY23 – LOGISTICS PPE STRUCTURAL COATS, PANTS, AND BOOTS	\$999,818.86
FY23 LOGISTICS Firefighting Protective Equipment – Helmets, Hoods, Gloves and Helmet Shields	\$919,620.44
FY23 Logistics Structural Firefighting PPE	\$257,590.00
Total – Current FY23 Procurements	\$2,177,029.30

FY24, TO DATE PROCUREMENTS FOR PERSONAL PROTECTIVE EQUIPMENT	
Contract	FY24 Encumbered Funds
FY24 – LOGISTICS PPE STRUCTURAL COATS, PANTS, AND BOOTS	\$999,823.72
FY24 LOGISTICS Firefighting Protective Equipment – Helmets, Hoods, Gloves and Helmet Shields	\$998,801.55
FY24 Logistics Structural Firefighting PPE	\$807,590.00
FY24 Logistics Structural Firefighting PPE	\$200,000.00
Total – Current FY24 Procurements	\$3,007,215.27
FY24 Total PPE Budget	\$3,854,934.00
Remaining FY24 PPE Budget Funds to be encumbered	\$847,718.73

FY23 PROCUREMENTS FOR DRESS UNIFORMS, OUTERWEAR, SAFETY DUTY SHOES, BIKE TEAM UNIFORMS, AND NFPA FIRE RESISTANT STATION WEAR	
Contract	FY23 Encumbered Funds
Morgans (DBA Muscatello's) – PO675623	\$645,000.00
Morgans (DBA Muscatello's) – PO688438	\$950,000.00
Total – Current FY23 Procurements	\$1,595,000.00

FY24, TO DATE PROCUREMENTS FOR DRESS UNIFORMS, OUTERWEAR, SAFETY DUTY SHOES, BIKE TEAM UNIFORMS, AND NFPA FIRE RESISTANT STATION WEAR	
Contract	FY24 Encumbered Funds
Morgans (DBA Muscatello's) – RK262437	\$991,547.90
Total – Current FY24 Procurements	\$991,547.90
FY24 Total Uniform Budget	\$1,595,000.00
Remaining FY24 Uniform Budget Funds to be encumbered in March	\$603,452.10

All members were provided at least one uniform item in FY23, and most members received at least one uniform item in FY24, to date; however, some members have received multiple uniform items, and the Department does not keep records of how many items each member receives. The Department has distributed 29,331 uniform items in FY23 and FY24, to date.

59. What are FEMS' plans for procurements in the remainder of FY24?

There are \$847,718.73 remaining PPE budget funds to be encumbered and \$603,452.10 remaining budget funds for dress uniforms, outerwear, safety duty shoes, bike team uniforms, and NFPA fire resistant station wear to be encumbered in March.

FY24 PERSONAL PROTECTIVE EQUIPMENT AND UNIFORM PROCUREMENT SUMMARY				
Personal Protective Equipment				
PO	Description	Quantity	Req. Date	Total
RK269059	FY24 – LOGISTICS PPE structural coats, pants, and boots	80 Fire and EMS coats, 80 Fire and EMS pants, 25 Wildland firefighting suits, 20 Fire investigator suits, Varying firefighting PPE	1/11/2024	\$200,000.00
TOTAL				\$200,000.00

a. What gear, uniforms, or other supplies are members required to purchase and pay for themselves?

Fire and EMS continues to work toward professionalizing and protecting members through thoughtful uniform purchases and policies. Due to better budget planning and improved fiscal management, the Department has been able to procure all uniform needs apart from official Department sleepwear.

b. What type of uniform and protective gear is issued to new recruits upon graduation from the Training Academy, including how many of each item?

BUDGETED PERSONAL PROTECTIVE EQUIPMENT AND UNIFORMS			
BUDGETED PERSONAL PROTECTIVE EQUIPMENT ISSUED			
Description	Unit Price	Quantity	Total Cost
Protective Firefighting Hood	\$98.31	2	\$196.62
Structural Firefighting Helmet	\$254.88	2	\$509.76
Structural Firefighting Gloves	\$118.59	2	\$237.18
Structural Firefighting Boots	\$491.90	2	\$983.80
Structural Firefighting Coat	\$1974.73	2	\$3949.46
Structural Firefighting Pant	\$1713.71	2	\$3427.42
Safety Glasses	\$40.00	1	\$40.00
Firefighting Gear Bag	\$50.00	2	\$100.00
CBRNE GO BAG	\$300.00	1	\$300.00
SCBA Face Piece and Storage Bag	\$330.00	1	\$330.00
<i>Total Cost PPE Issued per each FIRE and EMS Recruit</i>			\$10,135.92
BUDGETED DRESS UNIFORMS AND NFPA FIRE RESISTANT STATION WEAR ISSUED			
Description	Unit Price	Quantity	Total Cost
NFPA Fire Resistant Uniform Pant	\$117.97	4	\$471.88
NFPA Fire Resistant Uniform Shirt – L/S	\$130.93	2	\$261.86
NFPA Fire Resistant Uniform Shirt – S/S	\$130.93	2	\$261.86
Leather Belt	\$35.57	1	\$59.49
Recruit T-Shirts Long or Short (dependent on time of year)	\$17.50	4	\$70.00
Class A – Dress Uniform Coat	\$315.09	1	\$383.62
Class A – Dress Uniform Pant	\$71.11	1	\$66.15
Light Blue Dress Uniform Shirt – L/S	\$38.12	1	\$38.00
Dress Uniform Hat with Badge	\$141.99	1	\$93.72
Dress Uniform tie	\$5.15	1	\$5.15
Collar Brass	\$21.00	4	\$84.00
Outerwear Jacket	\$388.34	1	\$388.34
Safety Duty Shoes	\$160.00	1	\$160.00
<i>Total Cost Uniforms Issued per each Fire and EMS Recruit</i>			\$2344.07

c. Does FEMS provide personal escape system equipment for any members? What is the cost per unit?

In FY22 the Department was able to secure personal escape systems for each riding position and will continue to look towards purchasing enough to equip each individual member.

BUDGETED PERSONAL PROTECTIVE EQUIPMENT AND UNIFORMS			
BUDGETED PERSONAL ESCAPE SYSTEM ISSUED FY22			
Description	Unit Price	Quantity	Total Cost
Personal Escape System	\$513.99	500	\$256,995.00

d. How does FEMS track the condition of PPE over its lifespan? What triggers replacement of PPE for members?

The Department tracks PPE over its lifespan in several ways, including:

1. quarterly Sunday inspections of all PPE and uniform items. Deficiencies are reported to the Logistics Division for repair and replacement;
2. Biennial PPE cleaning where all PPE is sent out for professional cleaning and inspection; and
3. Quarterly Deputy Fire Chief inspections of specific firehouses.

Replacement of PPE occurs due to condemnation for age and damage.

Marine Firefighting Unit

60. Please provide an update on FEMS’ efforts to replace the fireboat in accordance with the 2017 BDA Global Report recommendations. Has a firm been selected?

The Department has four fireboats of varying capabilities within the Marine Firefighting Unit. Funding for a marine architect to design the replacement for Fireboat 1, the *John Glenn*, is included in the FY22-27 Capital Improvement Plan. The technical review panel has submitted all information to the Office of Contracting and Procurement (OCP) and is awaiting their action to move forward with awarding a firm. Once a firm is selected, work on the schematics will commence.

61. Please provide an update on the Washington DC Waterways Working Group’s work to add Common Place Names, navigational waypoints, and Aids to Navigation to the Computer-Assisted Dispatch (CAD) System. Is there an established timeline for completion?

The Department has identified navigational waypoints using geographic information system (GIS) data for referencing by the CAD. The common place names and additional navigational waypoints are being reviewed and vetted through the working group and Fire and EMS’s Special Operations Division. There currently is not an established timeline. OUC will develop the timeline.

62. Please provide an update on full-scale exercises to simulate fire involving water taxis, mass evacuations, and multiagency hazardous material waterway response in FY23 and FY24, to date, including the date of each exercise and number of FEMS employee participants.

MARINE FIRE SIMULATION EXERCISES		
Date	Exercise	Fire and EMS participants
October/November 2022	Shipboard firefighting, maritime hazmat/damage control	±30

May 15-17, 2023	Mutual aid incidents involving Woodrow Wilson Bridge (with MD and VA)	±15
October 24-26, 2023	Large area night search and rescue (with Alexandria Fire Department)	±15
November 27-30, 2023	Shipboard firefighting, maritime domain awareness	±80

Coordination with OUC

63. How does the Department evaluate whether the Office of Unified Communications (“OUC”) properly dispatches FEMS personnel according to dispatching protocol?

a. What actions did FEMS undertake in FY23 and FY24, to date, to ensure that OUC properly codes for which calls should be considered ALS or BLS?

In FY23, the Department, in collaboration with the OUC, undertook significant efforts to refine the Criteria Based Dispatch (CBD) system. This initiative, led by the Department’s Office of Medical Director (OMD), brought together a diverse team from both the Department and OUC, including executive leaders, supervisors, call-takers, dispatchers, department members, and chiefs.

The primary goal was to align response levels and resources more accurately with the nature of emergency calls, using evidence-based methods and historical response data from CAD and electronic patient care reporting systems, supported by peer-reviewed literature. This led to a comprehensive overhaul of the CBD guidelines, resulting in a substantial reduction in the number of advanced life support (ALS) event types, an increase in basic life support (BLS) event types, and clearer protocols for transferring calls to the Nurse Triage Line (NTL).

The impact of these changes has been significant. Prior to the implementation of the new guidelines on April 18, 2023, approximately 65% of EMS calls that required transport were dispatched at the right level (i.e., BLS calls remained BLS, ALS calls remained ALS). Post-implementation, this accuracy increased to around 80%. While it is understood that no EMS system can achieve 100% accuracy due to the inherent variability in emergency situations, this improvement is notable. It reflects a substantial enhancement in the efficiency of resource allocation, particularly in retaining vital ALS resources for the calls that truly necessitate them.

Building on this success, in Q1 of FY24, the Department has been collaborating with OUC to integrate these improvements into the new call-taking software, PowerPhone. This transition represents a significant effort, requiring a dedicated team to adapt the CBD questions for compatibility with PowerPhone. The goal is to maintain the enhanced dispatch level accuracy achieved in FY23. This project involves ongoing collaboration with OUC and their vendor, focusing on software configuration, extensive testing, and comprehensive retraining for call-takers and dispatchers to ensure optimal performance with the new system.

b. Please describe the Department’s efforts in FY23 and FY24, to date, to conduct quality control reviews of 10-33s.

The Department created a committee composed of invested parties, including Local 36, Local 3721, Metropolitan Police Department (MPD), OUC, and the Fire and EMS Safety Office, to develop a set of evaluation criteria that allows the Department to better understand key details and trends of 10-33s experienced, including call type, incident time, and warning signs, to help identify where existing or new trainings the Department has developed in empathetic or crisis communications could be useful, how the members mitigated the incident, and any other factors they identify as appropriate.

64. How did FEMS work with OUC in FY23 and FY24, to date, to ensure that individuals who are CPR-trained are connected to a nearby person who needs assistance and to the nearest AED?

In FY23, the Department engaged with OUC to discuss plans to optimize the use of the existing Pulse Point app to include an interface that would allow Pulse Point to provide an internal alerting to OUC call takers of the location of the nearest AED to the address of a cardiac emergency incident. Fire and EMS is working collaboratively with OUC to implement this plan in FY24 pending completion of the implementation of the PowerPhone system.

Miscellaneous

65. Please provide a list of the Department’s pending work orders with the Department of General Services (“DGS”), by FEMS priority.

The Department currently has 323 pending work orders with the Department of General Services. Please see Attachment Q65. Since the last Performance Oversight Hearing, the progress on work orders is as follows:

- Total Work Orders Requested: 3477
- Total Work Orders Completed: 3275
 - Work Orders Completed by Fire and EMS Staff: 2116
 - Work Orders Completed by DGS Staff: 1159

66. Please describe any changes made to Department staging protocols in FY23 and FY24, to date, and their impact on responsiveness to calls for service.

The Department introduced a staging requirement for box alarm responses in September 2018 and implemented updates in February 2020, March 2021, and most recently on December 3, 2023. This policy aims to enhance safety, ensure firefighter accountability, and improve operational discipline. Under the current policy, the first three engine companies, the first truck company, and the assigned Battalion Chiefs can deploy immediately without staging. The remaining units are staged two blocks away using a line approach, except for the fourth engine

company, which stages at the appropriate water source for the second due engine company. Additional companies in staging are deployed by the incident commander as needed, depending on the incident circumstances. This policy has proven effective in enhancing efficiency and safety, controlling operational tempo, and ensuring adherence to command-and-control requirements.

The inception of this policy in 2018 was a response to a troubling pattern of accidents resulting from speeding on the fire ground. These incidents, including three instances of fire trucks colliding and one in which a firefighter was crushed between two firetrucks, prompted a reevaluation of operations. Collaborative efforts with unions and managers have led to ongoing updates and adjustments to the standard operating guidelines (SOGs) and training.

Further enhancements to these procedures are anticipated with additional updates to firefighting SOGs and Incident Command System (ICS) procedures for structure fires. These improvements will encompass response policies tailored for specific building types, such as high-rise and commercial buildings. Staging policies will continue to be evaluated as crew responsibilities are revised, aiming for better standardization of resource deployments. The goal is to achieve a disciplined structural fire operation with tangible accountability. Achieving this goal will entail defining standards through proper communication and expectations.

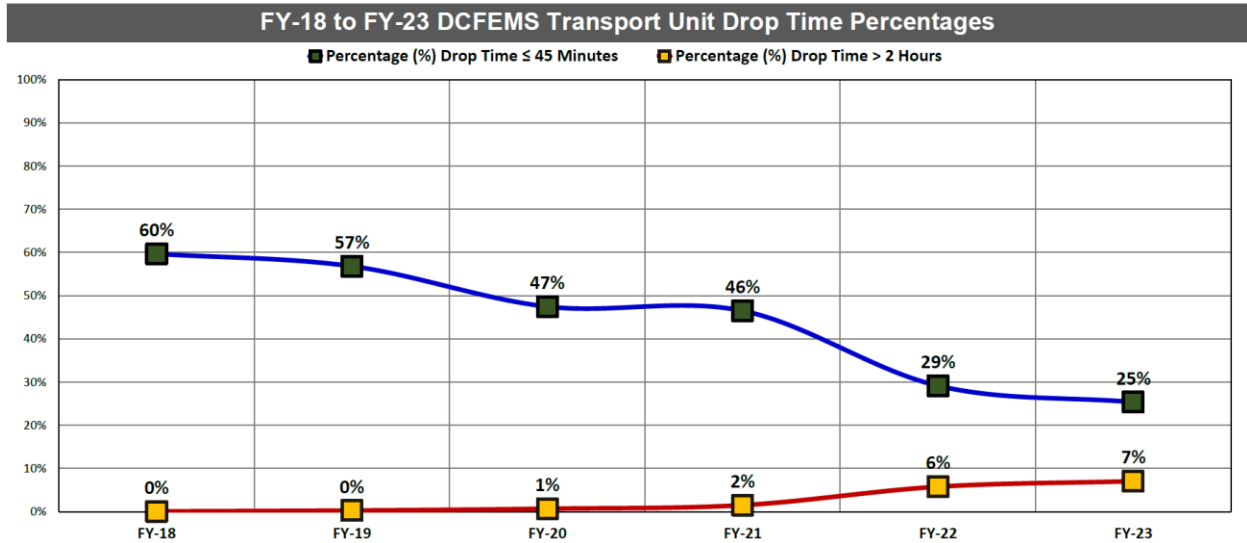
67. How is FEMS working with DC Health to decrease hospital drop times?

Transport unit availability and the length of hospital drop times are representative indicators of EMS system health in the District. Extended drop times – the amount of time transport units are committed from the time of arrival at a hospital emergency department to the point the hospital assumes care of the patient – drive down unit availability and the Department’s overall readiness while largely being outside the control of the Department.

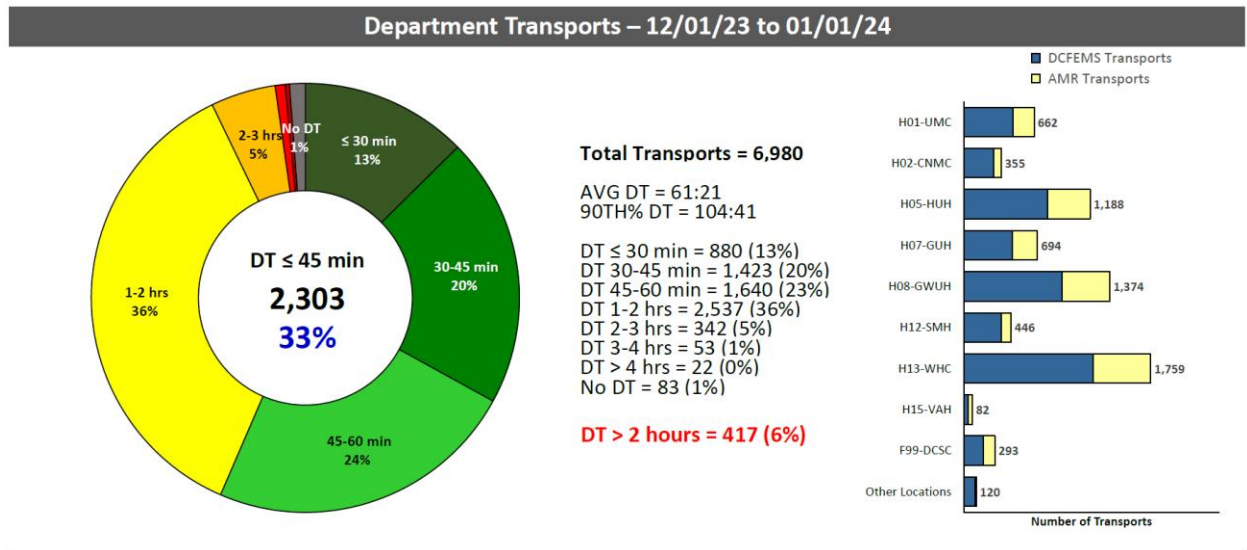
Starting in March 2016, the Department began tracking transport unit availability to better monitor EMS system capacity. Advanced life support (ALS) medic units and basic life support (BLS) ambulances both respond to fire and EMS calls. Each dispatched EMS call is assigned a medic unit or ambulance (or together, transport units) to provide patient transport if needed. Response time to EMS calls by transport units is dependent on unit location and response conditions. Response time is also dependent on the number of transport units available for responding to EMS calls. When transport unit availability is low, they often travel farther distances to EMS calls, increasing response times. In some cases – for example, highest priority EMS calls with “immediately life threatening” patient conditions – lengthy response times increase patient risk.

A key driver of transport unit availability is the drop time. The Department measures drop times for its ALS and BLS units as well as for the units of the third-party BLS transport provider, AMR. Because AMR transports only BLS patients, its wait times at hospitals tend to be longer on average than Department units. The Department’s drop time goal is transfer of care within 45 minutes for all units (while there is no national standard, many jurisdictions

seek transfer in 20 minutes or less.) In FY23, Department transports met this measure just 25% of the time.

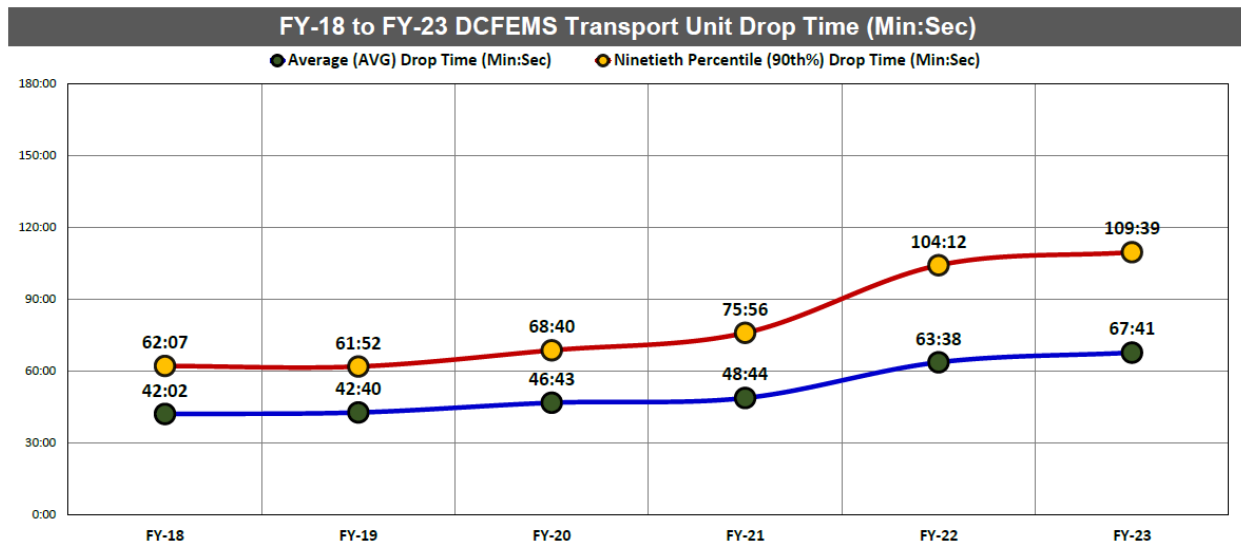


In December 2023, Department and AMR units transferred care in 45 minutes or less 33% of the time.



Fundamentally, long drop times are a function of delayed transfer of care to hospitals, outside of the Department’s direct span of control. Delayed transfer of care may be caused by several factors. Lower acuity patients may wait longer to be transferred to emergency department care due to patient volume within the ED, higher acuity patients taking system priority, limited available bed capacity, or inadequate staffing.

Prior to COVID, the Department’s average drop times were generally in the 40–45-minute range. In FY23, the average drop time for Department and AMR units was over 67 minutes.



The Department uses several strategies internally to mitigate the effects of long drop times. Supervisors are dispatched to facilities with extended waits to attempt to effect transfers of care. EMS Liaison Officers embedded at the OUC manage hospital destinations to ensure equitable emergency department distribution. Effective April 6, 2023, the Department began a six-month Hospital Liaison Officer (HLO) pilot program. The intent was to use District resources to “quarterback” patient care on the hospitals’ behalf and to release Fire and EMS and AMR units more quickly to go back into service during the regular summer surge of call volume. The HLO evaluated the patient’s condition, and if the patient met certain criteria, he/she was transferred directly to the waiting room. The Department ultimately placed HLOs in three facilities and saw drop times improve citywide before discontinuing the pilot on October 24, 2023.

Fire and EMS has also engaged government and external partners to address long drop times. The Department has begun meeting with the Deputy Mayor for Public Safety and Justice, the Deputy Mayor for Health and Human Services, and the Department of Health (DC Health), to identify root causes and develop a whole-of-government strategy to help alleviate hospital overcrowding, delayed transfer of care, and long drop times. Externally, the Office of the Medical Director meets regularly with the leaders of the hospital emergency departments. The Fire and EMS Chief and Medical Director have also regularly met with the leadership of the D.C. Hospital Association on the issue.

68. The Department recently issued General Order 2023-80, regarding new Standard Operating Guidelines (SOGs) for structural firefighting. The Fire Fighters Association has raised concerns that the new SOGs will lead to safety risks for firefighters.

Effective December 3, 2023, the Department implemented a revised policy governing the Initial Rapid Intervention Crew (IRIC) and Rapid Intervention Company (RIC) with a primary focus on member safety. The modification clarified the responsibilities of the first arriving fire suppression company when operating in an “immediately dangerous to life and health” (IDLH)

environment under the IRIC section. It specifically outlined the roles of two members positioned outside the IDLH in assisting with a mayday situation involving the rest of the crew prior to the arrival of the RIC.

In the RIC section of the policy, rapid intervention responsibilities were reassigned from the fifth arriving engine company to the third arriving engine company. These adjustments were the result of a comprehensive evaluation by a working group, which included input from all stakeholders.

a. Please provide the Department’s perspective on this issue.

In FY22 and 23, Fire and EMS conducted a comprehensive self-assessment of Health and Safety programs, by assessing Departmental compliance with National Fire Protection Association (NFPA) 1500, the Standard on Fire Department Occupational Safety, Health, and Wellness Program. This standard specifies the minimum requirements for an occupational safety and health program for fire departments or organizations that provide rescue, fire suppression, emergency medical services, hazardous materials mitigation, special operations, and other emergency services. This assessment process involved stakeholders from across the agency and from both labor unions. During the process, the Department identified a deficiency in policies and practices in Rapid Intervention.

This policy represents the Department’s best attempt to make sure a rescue team dedicated to Fire and EMS members is put in place as soon as possible and considering the unique factors present in the District of Columbia. This policy satisfies the intent of national standards and makes Department employees and District residents safer.

b. Please describe the process the Department undertook to arrive at these SOGs.

The Fire and EMS Chief commissioned a working group to develop policy and standard practice solutions that ensure rescue teams are in place for members should something go wrong during fire and rescue operations. This working group sought input from all levels of the organization and included both labor unions. The working group reviewed best practices from around the country. Ultimately the working group presented a list of options to the Fire Chief who selected the policy the Department has moved forward with.

The collaborative effort spanned over 12 months and aimed to align the Department with NFPA 1500 standards, prioritize the safety of operating members, and maintain consistency in structural fire operations given the challenges unique to the District.

After training members on the new policy, the Department implemented the revised policy. As part of the implementation, a working group reviews each Working Fire Dispatch, Multiple Alarm, or other applicable incident to assess the impacts of

changes in the policy. The working group includes Chief Officers and union representatives. To date these reviews have not identified any negative impacts.

69. What is the Department’s current staffing factor?

The Department’s current staffing factor is 1.41.

a. When was the last time the Department adjusted the staffing factor?

The last time the Department adjusted the staffing factor was in 2018.

b. How did the Department determine the staffing factor?

The staffing factor is determined by taking the number of hours required for an operations employee in a year, then subtracting hours for leave, required training, and details out of operations, and then comparing that to the “seat time” needed to fully staff a 24-hour shift. This calculation results in a need for 1.41 FTEs, or 0.41 above 1 FTE, to fill each operations seat without using overtime at 1.5x hourly pay.