

ORGANIZATION AND OPERATIONS

1. Please provide the agency'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 DC 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 our residents and visitors, the DC Fire and EMS Department strives for excellence in emergency preparedness, education, and response, to enhance our customer focused innovative initiatives as industry leaders, while overcoming expanding risks.

2. Please provide a complete, up-to-date organizational chart for the agency and each division within the agency, including the names and titles of all senior personnel.

See Attachment Q2.

a. Please include an explanation of the roles and responsibilities for each division and subdivision within the agency.

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, provides

administration, coordination, and management of intergovernmental relations, along with other activities supporting Department emergency and business operations.

- 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 **Strategy and Impact Division** (Chief Strategy and Impact Officer/Deputy Chief of Staff) is responsible for community engagement, community risk reduction, external affairs, and accountability practices. The Division develops and implements strategic priorities for operational and community-based activities and supports 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 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 **EMS Community Outreach Office** provides community education and awareness programs 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, including administration and coordination of the telephonic emergency department diversion program for low-acuity patients (Nurse Triage Line).

The **Professional Development Bureau** is responsible for services supporting the professional development of employees, 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, advanced life support (ALS) and basic life support (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 BLS patients, along with other activities supporting Department emergency and business operations.
- The **Special Operations Division (Deputy Fire Chief of Homeland Security and 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 (CBRE) 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 provide 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, ALS patient transport, administration of third-party provider (TPP) BLS patient transport services, and emergency communications 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 (FLOs) 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 (OMD)** 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 **OMD Chief of Staff** is responsible for management, administration, and coordination of OMD office activities for the Medical Director, including Continuous Quality Improvement (CQI) Peer Review functions, controlled medications, and the Mobile Integrated Health Team, along other activities supporting Department EMS operations.
 - The **CQI 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 **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, operational employees, 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 Department by impartially and accurately investigating all matters of serious misconduct or possible criminal activities involving Department 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.

b. Please include a list of the employees (name and title) for each subdivision and the number of vacant, frozen, and filled positions for each subdivision. For vacant positions, please indicate how long the position has been vacant and the date on which the vacant position was posted for re-hiring, if applicable.

For the list of employees, see Attachment Q4. The table below lists vacant non-uniformed positions.

VACANT POSITIONS				
Position Number	Title	Sub-Division	Date of Vacancy	Date Posted for Re-Hire
00002795	HEAVY MOBILE EQUIPMENT MECHANI	APPARATUS DIVISION	6/16/2024	11/25/2024
00003905	HEAVY MOBILE EQUIP MECH	APPARATUS DIVISION	11/3/2024	12/19/2024
00021216	HEAVY MOBILE EQUIP MECH	APPARATUS DIVISION	4/18/2021	11/26/2024
00026365	HEAVY MOBILE EQUIP MECH	APPARATUS DIVISION	11/3/2024	12/19/2024
00083132	PROGRAM SUPPORT ASSISTANT (SERVICE WRITER)	APPARATUS DIVISION	9/20/2024	11/27/2024

VACANT POSITIONS				
Position Number	Title	Sub-Division	Date of Vacancy	Date Posted for Re-Hire
00097337	HEAVY MOBILE EQUIP MECH FORMN	APPARATUS DIVISION	3/24/2024	Not used
00112034	HEAVY MOBILE EQUIPMENT MECHANI	APPARATUS DIVISION	**	12/4/2024- Currently titled as Maintenance Mechanic
00022888	BUDGET ANALYST	BUDGET DIVISION	12/3/2024	**
00008988	LEAD PROGRAM ANALYST	CHIEF OF STAFF ADMINISTRATIVE SUPPORT OFFICE	8/11/2024	12/20/2023
00016881	PROGRAM ANALYST	COMPLIANCE OFFICE	8/21/2024	12/12/2024
00037131	HUMAN RESOURCES SPECIALIST	HUMAN RESOURCES DIVISION	3/9/2024	2/28/2024
00092272	RESOURCE ALLOCATION ANALYST	COMPLIANCE REVIEW DIVISION	6/2/2024	8/12/2022
00015832	MAINTENANCE MECHANIC	EMS FLEET AND PROPERTY CHANGE-OVER OFFICE	9/8/2024	12/4/2024
00018055	PHARMACY TECHNICIAN	EMS OPERATIONS ADMINISTRATIVE OFFICE	6/16/2024	Pending to post
00113879	COMMUNITY OUTREACH SPECIALIST	INTER-AGENCY	10/1/2024	Originally position number 00106841 - that posted on 5/26/2022. Currently filled, effective 6/24/2024.
00113881	COMMUNITY OUTREACH SPECIALIST	INTER-AGENCY	10/1/2024	9/17/2024
00113882	COMMUNITY OUTREACH SPECIALIST	INTER-AGENCY	10/1/2024	9/17/2024
00113883	COMMUNITY OUTREACH SPECIALIST	INTER-AGENCY	10/1/2024	Pending to post (position title change to Advanced Practitioner Provider)
00113884	COMMUNITY OUTREACH SPECIALIST	INTER-AGENCY	10/1/2024	Pending to post (position title change to Advanced Practitioner Provider)
00077800	PARALEGAL SPECIALIST	LABOR RELATIONS OFFICE - FB0	8/25/2024	Currently filled.
00082461	ASSISTANT MEDICAL DIRECTOR	OFFICE OF THE MEDICAL DIRECTOR	5/30/2024	Currently filled. Recruitment was managed by EOM.
00003133	PROGRAM ANALYST	OPERATIONS - ENGINE COMPANIES	4/9/2023	Not reposted.

VACANT POSITIONS				
Position Number	Title	Sub-Division	Date of Vacancy	Date Posted for Re-Hire
00106628	COMPLIANCE & REVIEW OFFICER	OPERATIONS - ENGINE COMPANIES	2/1/2023	Currently filled.
00007210	HUMAN RESOURCES SPECIALIST	PAYROLL OFFICE	3/10/2024	This position was converted to Human Resources Manager.
00016256	HEAVY MOBILE EQUIP MECH FORMN	APPARATUS DIVISION	8/31/2024	11/25/2024
00028796	PROGRAM ANALYST	PROGRAM ANALYSIS AND DATA ANALYTICS OFFICE	8/17/2024	Pending to post
00083149	TRAINING INSTRUCTOR	TRAINING ACADEMY - FB0	12/4/2024	Not reposted
			TOTAL VACANT	27

Note: Positions listed as currently filled in the “Date Posted for Re-Hire” column are vacant; there are recruitment actions taking place on these positions, but they are not technically filled at this time.

**Date not available.

For uniformed positions, the hiring process follows the guidelines set forth in the District Personnel Manual (DPM) regarding the registry of eligible hires and suitability requirements. The timeline for filling vacancies varies based on these regulatory steps and the structured hiring process in place.

- **Firefighter/EMT Positions:** Vacancies in this category are addressed through multiple academy classes scheduled throughout the year. Once candidates are deemed eligible through the hiring process, they are placed in the next available class.
- **Firefighter/Paramedic Positions:** These positions are filled through a direct-hire process using a continuously posted position description on <https://careers.dc.gov>. Once an applicant completes the necessary steps for hire, the Department integrates them into the next available training class.
- **Training Process:** The Department runs Firefighter/EMT and Firefighter/Paramedic training classes on a rolling basis, ensuring a continuous pipeline of qualified personnel. Firefighter/Paramedic hires also participate in a hybrid training model that aligns with EMT training.

- c. Has your agency experienced a hiring freeze at any point in FY 2024 or FY 2025? If yes, please indicate the dates of the freeze.*

No hiring freeze in FY 2024 or FY 2025.

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

The Department focused the scope and the role of the Deputy Chief of Staff Office by creating a Strategy and Impact Division to incorporate the functions of the Media and Community Relations Division (Communications Office), the EEO/Diversity Office, and EMS Community Outreach under the Deputy Chief of Staff/Director of Strategy and Impact. The Division's goal is to reimagine how the Department dedicates resources to support community engagement and risk reduction and ultimately improving public safety and patient outcomes.

Street Calls was renamed the Mobile Integrated Health (MIH) Team. The MIH Team continues to engage high volume utilizers, lift assist, and opioid overdose patients. The MIH name represents the activities of the program and is consistent across the EMS industry.

- 3. Please list each new program implemented by the agency during FY 2024 and FY 2025, to date. For each initiative please provide:*

- a. A description of the initiative, including when it began and when it was completed or is expected to be completed;*
- b. The funding required to implement the initiative; and*
- c. Any documented results of the initiative.*

See response on the following page.

NEW PROGRAMS					
FY	Program/Initiative	Description	Timeline	Funding	Results
FY24	Whole Blood Initiative	The Department launched a groundbreaking low-titer O Whole Blood (LTOWB) transfusion program for hemorrhagic shock at trauma scenes. Hospital data is being utilized and analyzed to assess patient outcomes and recovery progress.	In progress. Ongoing	FY24: \$379,000	Since program inception, the Department has administered over 200 transfusions with a 94.3% survival rate (excluding traumatic cardiac arrest) for patients receiving pre-hospital whole blood treatment.
FY24	Paramedic Program	This program was designed to create the District's first Paramedic School through a partnership between Fire and EMS and a local university.	In progress; program scheduled to start spring semester 2026.	FY24: \$1.24M FY25: \$2.18M	In Q1, the Department fully executed the MOU with UDC-CC, found a lead clinical partner (Howard University Hospital (HUH)), and agreed on a list of individuals to invite to be on the Advisory Committee. In Q2, the Department formally announced the partnership and plan to hold a public listening session, and UDC-CC will hire their program director and update their existing MOU with HUH to include paramedic student rotations.
FY25	World Pride	The Department will develop and execute events and communications in conjunction with World Pride 2025 and the fiftieth anniversary of LGBTQ+ Pride in the District.	In progress. Scheduled to finish 9/30/2025.		The Department participated in the initial citywide Interagency World Pride Coordinating Committee meetings and will convene internal and external stakeholders closer to the dates.
FY25	Good Neighbor Campaign	Each engine company engages with its	In progress. Scheduled to finish 9/30/2025.		Through weekly firehouse visits, the Department has

NEW PROGRAMS					
FY	Program/Initiative	Description	Timeline	Funding	Results
		surrounding neighborhood and key community stakeholders.			socialized the idea of community risk reduction and shared the importance and value of having hyper local and relevant demographic information about residents and visitors. The Department also began to explore data around its most common patients.
FY25	Training for Suitability Board members	The Suitability Board reviews and approves applications for new recruits. The Department will create training for Suitability Board members to reduce bias and enhance inclusive hiring.	In progress.		The course design is complete. There will be an interactive presentation on understanding bias, cultural competence, and generational dynamics in firefighting recruitment selection. This will be from an outside vendor and delivered in 1.5 hours. The OGC will cover interpreting chapters 4 and 8 of the District Personnel Manual and how being a Safety Sensitive agency affects the selection process. Several Assistant Fire Chiefs will then hold an interactive session based on their ideas and experiences. At the end of the course there will be several case examples presented by the Agency Recruiting Office.
FY25	Public Access AEDs	Provide reimbursements/ grants for purchase and placement of AEDs in publicly accessible locations.	In progress.		The AED Coordinator, in conjunction with the OMD data analysts, have created a list of idealized locations to deploy public access AEDs.

NEW PROGRAMS					
FY	Program/Initiative	Description	Timeline	Funding	Results
FY25	Ambulance Patient Offload Times Reduction	<p>The Department will collaborate with its partners at DC Health's Health Systems and Preparedness Administration to create a data-driven feedback system shared with receiving hospital emergency departments across the District to achieve a reduction in the 90th percentile ambulance patient offload times (APOT) to less than one hour.</p>	In progress. Scheduled to finish Q2 FY26.		<p>The APOT Quality Improvement Initiative work group continues to hold biweekly meetings to discuss strategy, share learning between organizations, and drive system level improvements to reduce APOT. Every Wednesday morning APOT data reports are sent out to every hospital in the collaborative. As of Jan 15, 2025, the District's 90th percentile APOT was 01h:03m.</p> <p>See also response to Question 46.</p>

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); and*
- f. Whether the position must be filled to comply with federal or local law.*

Please note the date that the information was collected.

See Attachment Q4.

5. Please provide a list of all memoranda of understanding (“MOUs”) entered into by your agency during FY 2024 and FY 2025, to date, as well as any MOUs currently in effect. For each, indicate the date on which the MOU was entered and the termination date (if applicable).

See response on the following page.

FY24 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	DC Department of Human Resources (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	Office of Unified Communications (OUC)	09/08/23	\$6,960.42	10/02/23
FY24-M0003	DCHR to provide Fire and EMS with retirement adjudication services for its operational employees 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	DC Department of Employment Services (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	Department of For-Hire Vehicles (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 Office of Unified Communications in facilitating access to the DC Citywide Radio System and customized Computer Aided Dispatch interfacing and/or Mobile Data Computer	10/1/2023-9/30/2024	OUC	10/10/23	\$152,408.92	10/17/23

FY24 MOUs						
Tracking #	Details	Duration	Other Agencies	Date Rec'd	Total Funds	Chief Signed
	services as well as Custom Support Services.					
FY24-M0008	Notification of multi-agency MOU for the cost of services for the Office of Unified Communications providing Citywide Radio Services to its vendor, American Medical Response (AMR).	9/1/2024-10/7/2025	OUC	09/30/23	\$53,198.67	10/16/23
FY24-M0009	Fire and EMS will provide HeartSavers CPR/AED training to up to 220 OUC employees.	10/1/2023-9/30/2024	OUC	10/19/23	\$12,100.00	11/08/23
FY24-M0010	OCFO will facilitate credit and debit transactions for revenue collections through Merchant Identification	10/1/2023-9/30/2024	Office of Finance and Treasury (OCFO)	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	Homeland Security and Emergency Management Agency (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	Office of Deputy Mayor for Planning and Economic Development (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	Department of Behavioral Health (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	District of Columbia Water and Sewer Authority (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	10/1/2023-9/30/2024	DOES	10/24/23	\$253,632.00	12/12/24

FY24 MOUs						
Tracking #	Details	Duration	Other Agencies	Date Rec'd	Total Funds	Chief Signed
	the sum of \$250,000.00 to local university to partner with Fire and EMS in the creation of a paramedic program.					
FY24-M0016	HSEMA requested Fire and EMS to administer the Terrorism Liaison Officer Program, Planning, Training and Exercise Support project in accordance with Subaward 1FBH3.	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.	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 WMATA Metro Integrated Command and Communications (formerly Rail Operations Command Center).	1/1/2024-12/31/2024	Metropolitan Council of Governments	12/15/23	\$682,271.20	01/26/24
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	DC Department of Parks and Recreation (DPR)	12/29/23	\$3,300.00	01/17/24
FY24-M0021	OSSE, Fire and EMS, and DOB with respect to fire safety of child development centers, child development homes and expanded child development homes.	10/1/2023-9/30/2024	Office of the State Superintendent of Education (OSSE) and Department of Buildings (DOB)	01/24/24	\$95,000.00	02/15/24
FY24-M0022	Fire and EMS in coordination with DGS will use funds in DGS' Interagency fund account to pay for Capital Interagency FTE to review/monitor/inspect the installation of specialized Mechanical/Electrical/Plumbing components and systems	1/1/2024-9/30/2024	Department of General Services (DGS)	02/12/24	\$93,069.00	02/15/24

FY24 MOUs						
Tracking #	Details	Duration	Other Agencies	Date Rec'd	Total Funds	Chief Signed
FY24-M0023	Fire and EMS and MPD to share occupational and ancillary healthcare services (PFC).	10/1/2023-9/30/2024	Metropolitan Police Department (MPD)	02/28/24	\$6,500,180.96	03/12/24
FY24-M0024	Fire and EMS and Department of Behavioral Health have collaborated to create the Overdose Response Team Initiative.	Effective date last party signs to 9/30/2025	DBH	03/15/24	\$499,049.11	04/08/24
FY24-M0025	Fire and EMS and OCTO to assist Fire and EMS to migrate existing legacy on-premise systems, data feeds, scripts, integrations, applications and visualizations to Microsoft Azure platform.	10/1/2023-9/30/2024	Office of the Chief Technology Officer (OCTO)	03/18/24	\$150,000.00	03/21/24
FY24-M0026	Fire and EMS and Office of the Inspector General to allow OIG employees to receive CPR Certification (48 employees).	Date of execution to 9/30/2024	Office of the Inspector General (OIG)	03/27/24	\$4,080.00	04/25/24
FY24-M0027	DCSAA to transfer funds to Fire and EMS for providing emergency medical coverage for 1 State Volleyball Championship, 2 State Soccer Tournament Championships, 6 Championship Football Games, 1 girls' wrestling invitational, 12 Championship Tournament Basketball games, 1 wrestling Championship, 1 State Softball Championship, 1 State Baseball Championship and 2 State Outdoor Track and Field Championship Meets.	11/1/2023-9/30/2024	DC State Athletic Association (DCSAA)	04/05/24	\$0.00	08/08/24
FY24-M0028	MOU specifies terms and conditions under which Fire and EMS and OCME work together after a Fire and EMS employee is exposed to bodily fluids of a decedent.	Five years from 3/15/2024, renewed each year	Office of the Chief Medical Examiner (OCME)	04/09/24	\$0.00	04/15/24
FY24-M0029	Fire and EMS and DGS first amendment to FY24-MOU0022 to fund a Capital Interagency FTE to review/monitor/inspect the installation of specialized	Effective as of effective date	DGS	05/03/24	\$0.00	05/09/24

FY24 MOUs						
Tracking #	Details	Duration	Other Agencies	Date Rec'd	Total Funds	Chief Signed
	Mechanical/Electrical/Plumbing for new Fleet Maintenance and Logistics Facility.					
FY24-M0030*	Fire and EMS and the American Federation of Government Employees, Local 3721 to update Street Calls Mobile Integrated Health (MIH) Team's availability and working conditions		American Federation of Government Employees, Local 3721	05/15/24	\$0.00	
FY24-M0031**	Fire and EMS and The International Association of Firefighters Local 36 to update Street Calls Mobile Integrated Health (MIH) Team's availability and working conditions		International Association of Firefighters, Local 36	05/15/24	\$0.00	
FY24-M0032	Fire and EMS and the DBH agreed that DBH will maintain the ongoing funding of eight Community Outreach Specialist FTEs, a 9-1-1 response-capable paramedic buprenorphine induction program.	Effective date last party signs to 9/30/2025	DBH	05/21/24	\$2,074,327.39	06/17/24
FY24-M0033	Fire and EMS wants to redesign, develop and launch a new website.	10/1/2023-9/30/2024	OCTO	06/12/24	\$60,000.00	06/17/24
FY24-M0034	Fire and EMS is electing to fund the A/V requirements and additional furniture. DGS is contributing \$1,535,424.27 towards the requirement leaving a balance for Fire and EMS to fund.	Effective date last party signs to 9/30/2024	DGS	06/13/24	\$323,136.02	06/19/24
FY24-M0035	DC Health has requested the services of Fire and EMS to conduct Heartsaver® CPR, AED, and First Aid training and certification for its Medical Reserve Corps (MRC) volunteers who have elected to participate in its Community Bystander Initiative.	5/1/2024-9/30/2024	Department of Health (DC Health)	06/14/24	\$5,950.00	06/20/24
FY24-M0036	Fire and EMS to reimburse OCTO for licensing costs of it's usage of Microsoft licenses for FY24 including 110 G5 Licenses.	5/9/2024-9/30/2024	OCTO	06/24/24	\$33,767.80	07/01/24
FY24-M0037	Modification 1 to DOES MOU to add an additional \$50,000.00 in funding for ten (10) District residents to attend the 2024 Cadet Program	10/1/2023-9/30/2024	DOES	6/25/2024	\$50,000.00	06/28/24

FY24 MOUs						
Tracking #	Details	Duration	Other Agencies	Date Rec'd	Total Funds	Chief Signed
FY24-M0038	First amendment to MOU between Fire and EMS and The Office of the Deputy Mayor for Planning and Economic Development to establish a Fiscal Year 2024 special event relief fund.	12/21/2023-9/30/2024	DMPED	06/30/24	\$125,000.00	08/15/24
FY24-M0039	Update - Fire and EMS and JBMHH Fire and ES establishing the terms under which they will provide each other mutual aid and support as allowed under the authority and provisions derived from federal and state laws.		Joint Base Myer-Henderson Hall Fire and Emergency Services (JBMHH Fire and ES)	07/11/24	\$0.00	
FY24-M0040	Fire and EMS to reimburse OCTO for the licensing costs of Fire and EMS' usage of Microsoft licenses for FY24.	5/29/2024-9/30/2024	OCTO	07/31/24	\$33,767.80	08/21/24
FY24-M0041	Fire and EMS to provide CPR/AED and First Aid training to DBH employees, specifically crisis responders with the Community Response Team (CRT).	9/1/2024-9/30/2024	DBH	08/01/24	\$4,000.00	08/14/24
FY24-M0042	ORM makes funds available to Fire and EMS for the actual cost of repair and replacement of District property damaged or destroyed.	Effective date last party signs to 9/30/2024	DC Office of Risk Management (ORM)	08/12/24	\$237,265.86	08/14/24
FY24-M0043***	DCPS to provide auditorium space for graduation of recruits and security officers on 7/11/2024 and 7/12/2024.	Effective date fully executed to 9/30/2024	DC Public Schools (DCPS)	08/13/24	\$733.32	
FY24-M0044	Recruit underrepresented groups including women, people of color and District of Columbia residents to training (specifically the paramedic program) and employment in Emergency Medical Services (Fire and EMS).	Effective date last party signs to 9/30/2024	Innovation Team at DC OCTO	08/16/24	\$0.00	08/22/24
FY24-M0045	Fire and EMS to provide inspectors to serve as LSC inspectors and to conduct annual LSC inspections in Intermediate Care Facilities.	10/1/2023-9/30/2024	DC Health	08/21/24	\$66,074.20	08/26/24

FY24 MOUs						
Tracking #	Details	Duration	Other Agencies	Date Rec'd	Total Funds	Chief Signed
FY24-M0046	Fire and EMS to provide training for 50 HSEMA staff members in First Aid, AED usage and CPR certification training.	Effective date last party signs to 9/30/2024	HSEMA	08/28/24	\$4,250.00	09/16/24
FY24-M0047	Modification Number 1 to MOU FY24-M0013 - \$60,000.00 to be reallocated to purchase buprenorphine for individuals with Opioid use disorder and other medications, medical supplies and equipment.	Effective date last party signs to 9/29/2024	DBH	08/29/24	\$60,000.00	09/12/24
FY24-M0048	Modification #1-Fire and EMS and MPD to share occupational and ancillary healthcare services (PFC).	10/1/2023-9/30/2024	MPD	09/11/24	\$7,012,561.21	09/16/24

**FY24-M0030 canceled/closed 5/23/2024 by GC.*

***FY24-M0031 canceled/closed 5/23/2024 by GC.*

****FY24-M0043 canceled/closed 8/23/2024 by GC.*

FY25, TO DATE MOUs						
Tracking #	Details	Duration	Other Agencies	Date Rec'd	Total Funds	Chief Signed
FY25-M0001	DOES is providing funding for twenty (20) District residents to attend the 2025 Cadet Program that provides comprehensive firefighter training, emergency medical technician instruction and certification, and workplace literacy.	10/1/2024-9/30/2025	DOES	09/10/25	\$1,241,341.00	09/13/24
FY25-M0002	Fire and EMS and the DBH agree that DBH will support the existing DBH/Fire and EMS Mobile Integrated Health Initiative by funding two Advanced Practice Provider (APP) FTEs, one (1) case worker FTE and two (2) Community Outreach Specialist FTEs.	10/1/2024-9/30/2025	DBH	09/11/24	\$799,476.73	09/27/24
FY25-M0003	Intra-District transfer of funds from DDOT for reimbursable duty services provided on the Open Streets even Saturday, October 5, 2024, on 7th Street requiring road closures and traffic detours.	10/1/2024-9/30/2025	District Department of Transportation (DDOT)	09/13/24	\$16,580.00	09/27/24

FY25, TO DATE MOUs						
Tracking #	Details	Duration	Other Agencies	Date Rec'd	Total Funds	Chief Signed
FY25-M0004	First Amendment to Fire and EMS and DFHV agreement 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 9/30/2025	DFHV	09/27/24	\$10,000.00	10/02/24
FY25-M0005	This agreement will maintain funding of four (4) Community Outreach specialists FTEs and community outreach activities in support of OUD and STUD harm reduction and service connection.	10/1/2024-9/29/2025	DBH	09/27/24	\$558,239.00	10/02/24
FY25-M0006	OSSE, Fire and EMS and DOB with respect to fire safety of child development centers, child development homes and expanded child development homes.	10/1/2024-9/30/2025	OSSE and DOB	10/01/24	\$95,000.00	01/16/25
FY25-M0007	HSEMA requested Fire and EMS to administer the Rail Operations Control Center (ROCC) Fire Liaison Program Manager project in accordance with Subaward 1FBUA4.	9/1/2024-10/7/2025	HSEMA	09/30/24	\$202,806.00	12/16/24
FY25-M0008	HSEMA requested Fire and EMS to administer the Terrorism Liaison Officer Program, Planning, Training and Exercise Support project in accordance with Subaward 1FBSH4.	9/1/2024-10/7/2025	HSEMA	09/30/24	\$40,000.00	12/17/24
FY25-M0009	Modification No. 1 to DC Health has requested the services of Fire and EMS to conduct Heartsaver® CPR, AED, and First Aid training and certification for its MRC volunteers who have elected to participate in its Community Bystander Initiative.	10/1/2024-1/31/2025	DC Health	10/07/24	\$0.00	10/10/24
FY25-M0010	DCHR to provide Fire and EMS with executive level learning and development opportunities for Fire and EMS's senior level employees- Executive Leadership Program.	10/17/2024-6/25/2025	DCHR	10/08/24	\$26,262.30	10/10/24

FY25, TO DATE MOUs						
Tracking #	Details	Duration	Other Agencies	Date Rec'd	Total Funds	Chief Signed
FY25-M0012	DC Health seeks to ensure that despite the commercialization of the COVID-19 vaccine, District residents who are homebound will continue to have the opportunity to have access to vaccines.	Effective day MOU fully executed to 6/30/2025	DC Health	10/16/24	\$500,000.00	12/10/24
FY25-M0013	Fire and EMS and UDC to create a partnership to build a program to train individuals in paramedicine (Paramedic Program).	10/1/2024-9/30/2026	University of the District of Columbia (UDC)	10/22/24	\$1,972,500.00	11/21/24
FY25-M0014	DCSAA to transfer funds to Fire and EMS for providing emergency medical coverage for 1 State Volleyball Championship, 2 State Soccer Tournament Championships, 6 Championship Football Games, 1 girls' wrestling invitational, 12 Championship Tournament Basketball games, 1 lacrosse championship, 1 wrestling Championship, 1 State Softball Championship, 1 State Baseball Championship and 2 State Outdoor Track and Field Championship Meets.	10/1/2024-9/30/2024	DCSAA	10/24/24	\$18,682.50	11/08/24
FY25-M0015	Modification No. 4 to Memorandum of Understanding between Fire and EMS and OUC for 311 Call Center and Service Request Handling Services.	10/1/2024-9/30/2025	OUC	11/04/24	\$7,446.67	11/21/24
FY25-M0016	Fire and EMS will provide HeartSavers Infant, Child and Adult CPR/First Aid training for up to 360 CFSA Resource Parents.	10/1/2024-9/30/2025	DC Child and Family Services Agency (CFSA)	11/21/24	\$30,600.00	12/23/24
FY25-M0017	A Tenant Improvement Allowance has been awarded with the In-Lease renewal at 899 North Capitol Street, NE to include renovations for Fire & EMS who is requesting a change order, above contract scope.	Effective day parties sign to 9/30/2025	DGS	01/14/25	\$716,586.00	

FY25, TO DATE MOUs						
Tracking #	Details	Duration	Other Agencies	Date Rec'd	Total Funds	Chief Signed
FY25-M0018	Fire and EMS and IAFF Local 36 agree for 11-1-2024 to 10-31-2025 on the selection process for Special Operations FF/EMT and Special Operations FF/Paramedic.	Expires 10/31/2025	International Association of Fire Fighters, Local 36	01/21/25	\$0.00	01/23/25
FY25-M0019	Agreement between DMPED and Fire and EMS whereby DMPED agrees to transfer funds in the amount not to exceed \$400,000.00 to Fire and EMS to support the costs associated with the various festivals and special events to be held throughout Fiscal Year 2025.	Effective day parties sign to 9/30/2025	DMPED	01/24/25	\$400,000.00	01/29/25
FY25-M0020	Fire and EMS and Office of the Chief Technology Officer to assist Fire and EMS to migrate existing legacy on-premise systems, data feeds, scripts, integrations, applications and visualizations to Microsoft Azure platform.	10/1/2024-9/30/2025	OCTO	01/28/25	\$18,700.00	

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.
- c. Please note if the agency is currently in bargaining and, if so, 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	Expired CBA. New CBA is expected to be implemented in FY25	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 FY25.	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 agency's FY 2024 Performance Accountability Report.

See Attachment Q7.

BUDGET AND FINANCE

8. Please provide a chart showing the agency's approved budget and actual spending, by division, for FY 2024 and FY 2025, to date. In addition, please describe any variance between fiscal year appropriations and actual expenditures for each program and activity code.

FY24 BUDGET AND SPENDING					
Activity Code	Division	Approved Budget	Expenditures	Available Balance	Variance Explanation
A0101	Agency Financial Operations Department	\$2,009,135	\$2,003,180	\$5,956	\$1.4 million is due to a late Medicaid payment. The
C0100	No Cost Center	\$0	\$(47,332)	\$47,332	

FY24 BUDGET AND SPENDING					
Activity Code	Division	Approved Budget	Expenditures	Available Balance	Variance Explanation
P1501	EMS Operations Division	\$(738,370)	\$2,747,718	\$(3,486,088)	remaining approximately \$1 million is due to a FY24 Q4 Emergency Planning and Security Fund payment that was received after September 30 but applied to FY24.
P1502	EMS Bureau	\$(662,228)	\$36,767	\$(698,995)	
P1601	EMS Medical Director	\$2,304,797	\$866,678	\$1,438,119	
P1701	Chief of Staff Administrative Office	\$3,952,653	\$3,639,496	\$313,158	
P1801	Fire-Rescue-EMS Operations Division	\$198,955,741	\$184,675,796	\$14,279,946	
P1802	Special Operations Division	\$7,910,856	\$7,737,590	\$173,265	
P1803	Operations Bureau	\$3,073,314	\$3,384,318	\$(311,005)	
P1901	Human Resources Office	\$2,376,417	\$2,146,869	\$229,548	
P1902	Medical Services Office	\$4,187,939	\$4,353,949	\$(166,010)	
P1903	Professional Development Bureau	\$12,677,885	\$18,485,460	\$(5,807,575)	
P2001	Property - Logistics Division	\$6,759,940	\$7,160,719	\$(400,780)	
P2002	Risk Management Division	\$1,864,148	\$1,601,834	\$262,314	
P2003	Services Bureau	\$19,362,496	\$22,371,307	\$(3,008,812)	
P2101	Technical Services Administrative Office	\$1,181,874	\$1,019,915	\$161,959	
P2102	Fire Prevention Division	\$4,380,179	\$5,492,629	\$(1,112,450)	
P2103	Fire Investigations Division	\$3,293,851	\$3,006,911	\$286,940	
P2104	Technical Services Bureau	\$7,206,523	\$7,001,470	\$205,053	
	Total	\$280,097,150	\$277,685,273	\$2,411,877	

FY25, TO DATE BUDGET AND SPENDING					
Activity Code	Division	Approved Budget	Expenditures	Available Balance	Variance Explanation
A0101	Agency Financial Operations Department	\$2,255,747	\$664,016	\$1,591,731	Fiscal Year in Progress
C0100	No Cost Center	\$-	\$61,762	\$(61,762)	
P1501	EMS Operations Division	\$20,931,154	\$2,424,704	\$5,754,133	
P1502	EMS Bureau	\$13,580,510	\$3,065,369	\$10,515,141	
P1601	EMS Medical Director	\$5,210,035	\$770,977	\$3,468,835	
P1701	Chief of Staff Administrative Office	\$3,417,210	\$1,003,790	\$2,411,192	

FY25, TO DATE BUDGET AND SPENDING					
Activity Code	Division	Approved Budget	Expenditures	Available Balance	Variance Explanation
P1702	Executive Office of the Fire and EMS Chief	\$973,243	\$8,270	\$964,973	
P1801	Fire-Rescue-EMS Operations Division	\$212,263,686	\$56,292,645	\$155,971,041	
P1802	Special Operations Division	\$11,926,391	\$2,126,584	\$9,672,367	
P1803	Operations Bureau	\$3,370,501	\$874,262	\$2,496,239	
P1901	Human Resources Office	\$2,563,170	\$382,522	\$2,045,415	
P1902	Medical Services Office	\$8,740,356	\$1,054,697	\$1,068,530	
P1903	Professional Development Bureau	\$14,904,166	\$4,819,460	\$10,021,577	
P2001	Property - Logistics Division	\$9,850,562	\$1,993,351	\$2,671,556	
P2002	Risk Management Division	\$10,590,279	\$287,654	\$9,340,758	
P2003	Services Bureau	\$30,825,688	\$7,467,139	\$19,574,155	
P2101	Technical Services Administrative Office	\$1,274,714	\$327,225	\$947,488	
P2102	Fire Prevention Division	\$5,828,601	\$1,406,884	\$4,421,718	
P2103	Fire Investigations Division	\$2,896,556	\$796,298	\$2,100,258	
P2104	Technical Services Bureau	\$8,150,376	\$1,619,769	\$5,822,216	
	Total	\$369,552,943	\$87,447,377	\$250,797,560	

9. Please list any reprogrammings, in, out, or within, related to FY 2024 or FY 2025 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; and
- e. The reprogrammed use of funds.

FY24 REPROGRAMMING LIST						
Fiscal Year	Fund	Date Entered	Reprog. Number	In/Out/ Within	Rationale	Amount
2024	Federal	11/14/2023	15	WITHIN	Executive Leadership Training	\$38,373
2024	Federal	11/17/2023	16	WITHIN	Mask Room / SCBA contract	\$117,840
2024	Federal	12/4/2023	24	WITHIN	DCHR SUITABILITY	\$89,640
2024	Federal	12/4/2023	28	WITHIN	DCHR Police and Firefighters Retirement and Relief Board (PFFRRB)	\$124,670
2024	Federal	12/4/2023	35	WITHIN	Promotional exams	\$200,000
2024	Federal	12/4/2023	36	WITHIN	Office of Finance and Treasury (OFT) MOU Merchant Fees	\$36,880
2024	Federal	12/14/2023	57	WITHIN	Whole Blood Program	\$379,243
2024	Federal	2/6/2024	107	WITHIN	Drone program IT hardware acquisition	\$29,068
2024	Federal	2/26/2024	129	WITHIN	Leading with Awareness Training	\$150,000
2024	Federal	3/1/2024	55	WITHIN	Compliance notices and other shipping services	\$15,000
2024	Federal	3/4/2024	78	WITHIN	IT software maintenance	\$98,000
2024	Local	3/22/2024	13	IN	From UP0 to fund CBA and Pay Parity agreements	\$26,601,073
2024	Federal	4/19/2024	33	WITHIN	Legal Services -Settlements	\$80,565
2024	Federal	5/20/2024	32	WITHIN	Hiring Exam	\$235,999
2024	Federal	5/20/2024	46	WITHIN	HR - staff/member recognition, court reporting & Sparks Program	\$90,000
2024	Federal	5/22/2024	45	WITHIN	Fleet maintenance and repair	\$250,000
2024	Local	6/6/2024	30	OUT	To Office of Labor Relations and Collective Bargaining (OLRCB) to support labor relations initiatives	\$41,774
2024	Federal	6/17/2024	54	WITHIN	Fleet maintenance and repairs	\$1,800,000
2024	Federal	6/17/2024	59	WITHIN	IT contract support	\$270,000
2024	Federal	7/9/2024	69	WITHIN	Gym equipment	\$226,000
2024	Federal	7/11/2024	79	WITHIN	RTS (Telecom) - DC NET	\$16,000
2024	1010001	7/11/2024	134	OUT	To MPD for Overtime	\$10,295,828
2024	Federal	8/20/2024	84	WITHIN	Overtime	\$1,395,000
2024	Local	8/29/2024	53	WITHIN	Website development	\$60,000
2024	Federal	9/3/2024	85	WITHIN	Microsoft Licenses	\$33,768
2024	Local	10/10/2024	34	WITHIN	Fleet System - Telematics	\$181,440
2024	Local	10/10/2024	54	WITHIN	Police and Fire Clinic	\$512,381

FY25, TO DATE REPROGRAMMING LIST						
Fiscal Year	Fund	Date Entered	Reprog. Number	In/Out/ Within	Rationale	Amount
2025	Federal	10/7/2024	1	WITHIN	Logistics Office - updated cost center for tracking	\$1,616,070
2025	Local	10/25/2024	1	WITHIN	P-card to Police and Fire Clinic	\$272,705
2025	Federal	11/5/2024	2	WITHIN	Logistics Office - updated cost center for tracking	\$2,326,561
2025	Federal	1/8/2025	3	WITHIN	Correction to Assistance to Firefighters Grant	\$1

10. Please provide a complete accounting for all intra-District transfers received by or transferred from the agency during FY 2024 and FY 2025, to date, including:

- a. Buyer agency and Seller agency;**
- b. The program and activity codes and names in the sending and receiving agencies' budgets;**
- c. Funding source (i.e., local, federal, SPR);**
- d. Description of MOU services;**
- e. Total MOU amount, including any modifications; and**
- f. The date funds were transferred to the receiving agency.**

INTERAGENCY - FY24 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	\$25,000	N/A in DIFS
BE0 D.C. DEPARTMENT OF HUMAN RESOURCES	AMP011	HUMAN RESOURCE SERVICES - GENERAL	MEDICAID PUBLIC PROVIDER RECOVERY GRANT	FB0 - BE0 - DCHR SUITABILITY SCREENING PROJECT	\$89,640	N/A in DIFS
BE0 D.C. DEPARTMENT OF HUMAN RESOURCES	AMP012	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
BE0 D.C. DEPARTMENT OF HUMAN RESOURCES	AMP026	CERTIFICATION TRAINING	MEDICAID PUBLIC PROVIDER RECOVERY GRANT	FB0 - BE0 - ELT, EXECUTIVE LEADERSHIP TRAINING	\$38,373	N/A in DIFS
FA0 METROPOLITAN POLICE DEPARTMENT	AMP011	EMPLOYEE WELLNESS	LOCAL FUNDS	FB0.FA0.PFC.POLICE AND FIRE CLINIC	\$2,705,809.96	N/A in DIFS
FA0 METROPOLITAN POLICE DEPARTMENT	AMP011	EMPLOYEE WELLNESS	MEDICAID PUBLIC PROVIDER	FB0.FA0.PFC.POLICE AND FIRE CLINIC	\$430,6752	N/A in DIFS

INTERAGENCY - FY24 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			
KT0 DEPARTMENT OF PUBLIC WORKS	AMP005	CONTRACTING AND PROCUREMENT MANAGEMENT	LOCAL FUNDS	FB0 – KT0 – FLEET MANAGEMENT	\$240,755	N/A in DIFS
KT0 DEPARTMENT OF PUBLIC WORKS	AMP005	CONTRACTING AND PROCUREMENT MANAGEMENT	LOCAL FUNDS	FB0 – KT0 – SOLID WASTE DISPOSAL AND RECYCLING	\$450	N/A in DIFS
KT0 DEPARTMENT OF PUBLIC WORKS	AMP005	CONTRACTING AND PROCUREMENT MANAGEMENT	MEDICAID PUBLIC PROVIDER RECOVERY GRANT	FB0 – KT0 – FLEET MANAGEMENT	\$60,467	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	AMP012	CUSTOMER SUPPORT	LOCAL FUNDS	FB0 - TO0 - RTS TELECOM PROJECT - DC NET	\$31,000	N/A in DIFS
TO0 OFFICE OF THE CHIEF TECHNOLOGY OFFICER	AMP012	CUSTOMER SUPPORT	LOCAL FUNDS	FB0 - TO0 - Fire and EMS WEBSITE DESIGN	\$60,000	N/A in DIFS
TO0 OFFICE OF THE CHIEF TECHNOLOGY OFFICER	AMP012	CUSTOMER SUPPORT	MEDICAID PUBLIC PROVIDER RECOVERY GRANT	FB0 - TO0 - RTS TELECOM PROJECT - DC NET	\$16,000	N/A in DIFS
TO0 OFFICE OF THE CHIEF TECHNOLOGY OFFICER	AMP012	HARDWARE/SOFT WARE SUPPORT	LOCAL FUNDS	FB0 - TO0 - DASHBOARD AND INTEGRATION DEVELOPMENT	\$34,491	N/A in DIFS
TO0 OFFICE OF THE CHIEF TECHNOLOGY OFFICER	AMP012	HARDWARE/SOFT WARE SUPPORT	MEDICAID PUBLIC PROVIDER RECOVERY GRANT	FB0 - TO0 - DASHBOARD AND INTEGRATION DEVELOPMENT	\$115,509	N/A in DIFS
TO0 OFFICE OF THE CHIEF TECHNOLOGY OFFICER	AMP012	CLOUD AND SUBSCRIPTION SERVICES	MEDICAID PUBLIC PROVIDER RECOVERY GRANT	FB0 - TO0 - MICROSOFT LICENSES	\$33,768	N/A in DIFS
UC0 OFFICE OF UNIFIED	AMP012	CUSTOMER SUPPORT	LOCAL FUNDS	FB0 - OUC CUSTOM RADIO SERVICES	\$157,847	N/A in DIFS

INTERAGENCY - FY24 FIRE AND EMS AS BUYER AGENCY						
Seller Agency	Program (Parent Level 1)	Program (Parent Level 1) Description	Fund Description	Description	Amount	Date of Transfer
COMMUNICATIONS						
UC0 OFFICE OF UNIFIED COMMUNICATIONS	AMP012	CUSTOMER SUPPORT	LOCAL FUNDS	FB0 - UC0 - AMR RADIO SERVICES - THIRD PARTY AMBULANCE TRANSPORTATION	\$53,199	N/A in DIFS
UC0 OFFICE OF UNIFIED COMMUNICATIONS	AMP012	CUSTOMER SUPPORT	LOCAL FUNDS	FB0 - UC0 311 SERVICE REQUEST MANAGEMENT SYSTEM (SRMS)	\$6,960	N/A in DIFS
AM0 DEPARTMENT OF GENERAL SERVICES	AMP019	PROPERTY, ASSET, AND LOGISTICS MANAGEMENT - GENERAL	MEDICAID PUBLIC PROVIDER RECOVERY GRANT	FB0-AM0 - 899 N.CAPITOL STREET MOVE - EXCESS COSTS	\$323,136	N/A in DIFS
AT0 OFFICE OF THE CHIEF FINANCIAL OFFICER	AMP005	CONTRACTING AND PROCUREMENT - GENERAL	MEDICAID PUBLIC PROVIDER RECOVERY GRANT	FB0 - AT0 - MERCHANT SERVICE FEES PROJECT	\$36,879	N/A in DIFS
AT0 OFFICE OF THE CHIEF FINANCIAL OFFICER	AFO017	AGENCY FINANCIAL AUDIT SUPPORT	LOCAL FUNDS	FB0 - AT0 - SINGLE AUDIT FEE PROJECT	\$1,500	N/A in DIFS
Grand Total					\$8,510,206	

INTERAGENCY - FY24 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,SHSP23.1FBSH 3.TERRORISM LIAISON OFFICER PROGRAM, PLANNING, TRAINING, AND EXERCISE SUPPORT	\$40,000	N/A in DIFS
BN0 HOMELAND SECURITY AND EMERGENCY MANAGEMENT AGENCY	AMP010	GRANTS ADMINISTRATION - GENERAL	FEDERAL GRANTS	BN0.UASI23.1FBUA 3.RAIL OPERATIONS CONTROL CENTER (ROCC) FIRE LIAISON PROGRAM MANAGER	\$202,806	N/A in DIFS

INTERAGENCY - FY24 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.HMPG23.FEMA -4520-DR-DC- 0004.EMERGENCY OPERATIONS GENERATORS PROJECT – HARBOR PATROL, FIRE STATION 5 AND FIRE STATION 25	\$392,582	N/A in DIFS
CF0 DEPARTMENT OF EMPLOYMENT SERVICES	O05201	AMERICAN JOB CENTER OPERATIONS	FEDERAL GRANTS	CF0.FCP23N.FIRE CADET PROGRAM - DOES	\$707,276	N/A in DIFS
EB0 OFFICE OF THE DEPUTY MAYOR FOR PLANNING AND ECONOMIC DEVELOPMENT	R02701	BUSINESS DEVELOPMENT	LOCAL FUNDS	EB0 TO FB0_ SPECIAL EVENTS RELIEF FUND	\$275,000	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	\$651,818	N/A in DIFS
EP0 EMERGENCY PLANNING AND SECURITY FUND'	P00401	EMERGENCY PLANNING AND SECURITY FUND	CONTINGENC Y RESERVE	EP0 - Fire and EMS (FB0) - EPSF	\$1,393,200	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 NT OF EDUCATION	E02802	EARLY CHILDHOOD EDUCATOR PAY EQUALITY PROGRAM	FEDERAL GRANTS - COVID-19	DEL Fire and EMS MOU WITH OSSE REVISED	\$39,747	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	\$363,519	N/A in DIFS
RM0 DEPARTMENT OF BEHAVIORAL HEALTH	H05201	DIRECTOR AND COMMISSION SUPPORT	OPIOID ABATEMENT REPORT	DBH/Fire and EMS OPIOID USE DISORDER (OUD) RESPONSE STRATEGY	\$193,662	N/A in DIFS

INTERAGENCY - FY24 FIRE AND EMS AS SELLER AGENCY						
Buyer Agency	Program (Parent Level 1)	Program (Parent Level 1) Description	Fund Description	Description	Amount	Date of Transfer
AM0 DEPARTMENT OF GENERAL SERVICES	O01201	CAPITAL CONSTRUCTION	LONG TERM / G.O. / I.T. BONDS	Fire and EMS FLEET MAINTENANCE RESERVE FACILITY -MEP FTE- 100052	\$143,899	N/A in DIFS
FX0 OFFICE OF THE CHIEF MEDICAL EXAMINER	AFO003	AGENCY BUDGETING AND FINANCIAL MANAGEMENT SERVICES	LOCAL FUNDS	FX0. PUBLIC SAFETY AND JUSTICE CLUSTER (PSJC) SHARED SERVICES MOU	\$10,000	N/A in DIFS
RJ0 CAPTIVE INSURANCE AGENCY	O06404	SUBROGATION ACTIVITY	SUBROGATION FUND	RJ0_MOU WITH Fire and EMS SUBROGATION FUNDING	\$237,266	N/A in DIFS
Grand Total					\$4,660,774	

INTERAGENCY - FY25, TO DATE, 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	\$145,000	N/A in DIFS
AT0 OFFICE OF THE CHIEF FINANCIAL OFFICER	AMP005	CONTRACTING AND PROCUREMENT - GENERAL	MEDICAID PUBLIC PROVIDER RECOVERY GRANT	FB0 - AT0 - MERCHANT SERVICE FEES PROJECT	\$37,986	N/A in DIFS
BE0 D.C. DEPARTMENT OF HUMAN RESOURCES	AMP011	HUMAN RESOURCE SERVICES - GENERAL	LOCAL FUNDS	FB0 - BE0 - DCHR SUITABILITY SCREENING PROJECT	\$96,793	N/A in DIFS
BE0 D.C. DEPARTMENT OF HUMAN RESOURCES	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
BE0 D.C. DEPARTMENT OF HUMAN RESOURCES	AMP026	CERTIFICATION TRAINING	LOCAL FUNDS	FB0 - BE0 - ELT, EXECUTIVE LEADERSHIP TRAINING	\$38,373	N/A in DIFS
FA0 METROPOLITAN POLICE DEPARTMENT	AMP011	EMPLOYEE WELLNESS	LOCAL FUNDS	FB0.FA0.PFC.POLICE AND FIRE CLINIC	\$2,431,134	N/A in DIFS
FA0 METROPOLITAN POLICE DEPARTMENT	AMP011	EMPLOYEE WELLNESS	MEDICAID PUBLIC PROVIDER	FB0.FA0.PFC.POLICE AND FIRE CLINIC	\$4,435,955	N/A in DIFS

INTERAGENCY - FY25, TO DATE, 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			
KT0 DEPARTMENT OF PUBLIC WORKS	AMP005	CONTRACTING AND PROCUREMENT MANAGEMENT	LOCAL FUNDS	FB0 – KT0 – SOLID WASTE DISPOSAL AND RECYCLING	\$450	N/A in DIFS
KT0 DEPARTMENT OF PUBLIC WORKS	AMP009	AGENCY FLEET PREVENTATIVE MAINTENANCE	LOCAL FUNDS	FB0 – KT0 – FLEET MANAGEMENT	\$631,325	N/A in DIFS
TC0 DEPARTMENT OF FOR-HIRE VEHICLES	P00607	EMS DEMAND REDUCTION	LOCAL FUNDS	FB0 - TC0 - NTL - NON-EMERGENCY MEDICAL TRANSPORT	\$50,000	N/A in DIFS
TO0 OFFICE OF THE CHIEF TECHNOLOGY OFFICER	AMP012	CUSTOMER SUPPORT	LOCAL FUNDS	FB0 - TO0 - RTS TELECOM PROJECT - DC NET	\$25,000	N/A in DIFS
UC0 OFFICE OF UNIFIED COMMUNICATIONS	AMP012	CUSTOMER SUPPORT	LOCAL FUNDS	FB0 - OUC CUSTOM RADIO SERVICES	\$152,409	N/A in DIFS
UC0 OFFICE OF UNIFIED COMMUNICATIONS	AMP012	CUSTOMER SUPPORT	LOCAL FUNDS	FB0 - UC0 - AMR RADIO SERVICES	\$26,599	N/A in DIFS
UC0 OFFICE OF UNIFIED COMMUNICATIONS	AMP012	CUSTOMER SUPPORT	LOCAL FUNDS	FB0 - UC0 311 SERVICE REQUEST MANAGEMENT SYSTEM (SRMS)	\$7,447	N/A in DIFS
JR0 OFFICE OF DISABILITY RIGHTS	AMP005	CONTRACTING AND PROCUREMENT MANAGEMENT	LOCAL FUNDS	FB0 – JR0 – SIGN LANGUAGE INTERPRETATION	\$3,500	N/A in DIFS
				Grand Total	\$8,206,641	

INTERAGENCY - FY25, 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	\$585,595	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	LOCAL FUNDS	FX0.PSJC SHARED SERVICES MOU	\$10,000	N/A in DIFS

INTERAGENCY - FY25, 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
		MANAGEMENT SERVICES				
AM0 DEPARTMENT OF GENERAL SERVICES	O01201	CAPITAL CONSTRUCTION	LONG TERM / G.O. / I.T. BONDS	Fire and EMS FLEET MAINTENANCE RESERVE FACILITY -MEP FTE- 100052	\$143,899	N/A in DIFS
KA0 DISTRICT DEPARTMENT OF TRANSPORTATION	AMP072	STRATEGIC PLANNING - GENERAL	LOCAL FUNDS	KA0 - FB0: OPEN STREET EVENTS	\$20,000	N/A in DIFS
SB0 INAUGURAL EXPENSES	P03612	INAUGURATION FUNDS - Fire and EMS	FEDERAL PAYMENTS - INAUGURATION	SB0-Fire and EMS	\$5,355,582	N/A in DIFS
UC0 OFFICE OF UNIFIED COMMUNICATIONS	AMP026	TRAINING AND DEVELOPMENT - GENERAL	PREPAID WIRELESS 911 CHARGES	UC0.Fire and EMS AED TRAINING	\$12,100	N/A in DIFS
				Grand Total	\$6,137,177	

11. Please identify any special purpose revenue accounts maintained by, used by, or available for use by your agency during FY 2024 and FY 2025, 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 2024 and FY 2025, to date; and***
- e. Expenditures of funds, including the purpose of each expenditure, for FY 2024 and FY 2025, to date.***

See the response on the following page.

FY24 SPECIAL PURPOSE REVENUE FUND DESCRIPTION, REVENUE AND EXPENDITURES							
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 more than 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.	\$0	\$2,000,000	\$0
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.	\$0	\$0	\$0
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 Memoranda of Agreement (MOAs) with non-District governmental entities, such as the Metropolitan Washington Council of Governments (COG),	Non-DC government agencies.	\$677,505	\$715,919	\$0

FY24 SPECIAL PURPOSE REVENUE FUND DESCRIPTION, REVENUE AND EXPENDITURES							
Fund Detail	Fund Detail Title	Description	Fee and How It Is Set	Who Pays?	FY24 Revenue Collected	FY24 Expenditures	Fund Balance
		expenditures in support of such services.	Washington Metropolitan Area Transit Authority (WMATA), State of Maryland, and Commonwealth of Virginia.				
1060228	Fire and EMS Training Fund	Fees are charged to cover the costs of DC Fire and EMS training programs provided to non-DC government agencies, individuals, and organizations. These fees are used to pay for DC 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 DC Fire and EMS website range from \$55 for "HeartSaver CPR/AED" courses to \$85 for "CPR/AED/First Aid." There is also a \$75 fee for CPR Certification. Hands Only CPR/AED courses are free.	Non-DC government agencies, organizations, and individuals.	\$40,629	\$40,629	\$0
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.	\$605,190	\$605,190	\$0

FY24 SPECIAL PURPOSE REVENUE FUND DESCRIPTION, REVENUE AND EXPENDITURES							
Fund Detail	Fund Detail Title	Description	Fee and How It Is Set	Who Pays?	FY24 Revenue Collected	FY24 Expenditures	Fund Balance
			There is also an over-the-counter permit fee of \$150.				
				AGENCY TOTAL	\$1,323,324	\$3,361,738	\$0

SPECIAL PURPOSE REVENUE FY25 FUND DESCRIPTION, REVENUE AND EXPENDITURES TABLE - DATA THROUGH December 2024							
Fund Detail	Fund Detail Title	Description	Fee and How It Is Set	Who Pays?	FY25 Revenue Collected	FY25 Expenditures	Fund Balance
1060016	EMS Reform Fund	Reimbursement for pre-hospital medical care and transport by Fire and EMS or a District-contractor more than 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.	\$0	\$0	\$0

SPECIAL PURPOSE REVENUE							
FY25 FUND DESCRIPTION, REVENUE AND EXPENDITURES TABLE - DATA THROUGH December 2024							
Fund Detail	Fund Detail Title	Description	Fee and How It Is Set	Who Pays?	FY25 Revenue Collected	FY25 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.	\$0	\$0	\$0
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 Memoranda 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.	\$0	\$0	\$0
1060228	Fire and EMS Training Fund	Fees are charged to cover the costs of DC Fire and EMS training programs provided to non-DC government agencies, individuals, and organizations. These fees are used to pay for DC 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	The Mayor establishes fees through rulemaking. The current fees listed on the DC Fire and EMS website range from \$55 for "HeartSaver CPR/AED" courses to \$85 for "CPR/AED/First Aid." There is also a \$75 fee for CPR Certification. Hands Only CPR/AED courses are free.	Non-DC government agencies, organizations, and individuals.	\$5,708	\$12,633	\$0

SPECIAL PURPOSE REVENUE							
FY25 FUND DESCRIPTION, REVENUE AND EXPENDITURES TABLE - DATA THROUGH December 2024							
Fund Detail	Fund Detail Title	Description	Fee and How It Is Set	Who Pays?	FY25 Revenue Collected	FY25 Expenditures	Fund Balance
		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.	\$62,738	\$0	\$0
				AGENCY TOTAL	\$68,446	\$12,633	\$0

12. 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; and*
- 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	\$625,914	The design of the new facility is currently in Schematic Design (SD). The Department expects this will complete the entire design process and will be ready to submit for Department of Buildings (DOB) permit in FY26 Q1.
AM0.BRM29C.TRAINING ACADEMY REDEVELOPMENT STUDY	100029	\$5,207,760	Procurement for architectural services for first phase of project issued. Received 12 submissions that are under Technical Evaluation Panel (TEP) review. Notice of award for selected architectural firm for Phase 1 to be issued by FY25 Q3.
AM0.BRM39C.GENERATOR REPLACEMENT	100031	\$1,041,915	Phase 1 of the project was completed in FY24. Phase 2 generators have been procured and are expected to be installed before the end of FY25. Procurement for Phase 3 is expected to be issued in FY25 Q3 with final completion/installation in FY26.
AM0.FMF01C.FLEET MAINTENANCE RESERVE FACILITY	100052	\$50,569,470	Demo/hazmat phase of work is complete. General Contractor (GC) bids submitted and TEP is expected to submit their scoring in February 2025. GC selection and Council package expected to be submitted in Q3 for review/approval. Phase 2 (site work and civil) expected to begin before the end of FY25 and continue through FY27.
AM0.LC837C.RELOCATION OF ENGINE COMPANY 26	100091	\$1,368,251	Request For Space (RFS) to be issued by DGS to identify site for lease/purchase in Q2 FY25.
AM0.LF239C.Fire and EMS SCHEDULED CAPITAL IMPROVEMENTS	100095	\$880,936	This is the blanket project for 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	\$42,938	Fire apparatus is being ordered as planned.

CAPITAL PROJECTS			
Project Name	Project Number	Available to Spend	Status Update and Timeframe
FB0.206AMC.AMBULANCE VEHICLES - FEMS	100408	\$24,100,127	Ambulances are being ordered as planned.
FB0.206AVC.ADMINISTRATIVE VEHICLES - FEMS	100409	\$1,062,473	Administrative vehicles are being ordered as planned.
FB0.206CVC.COMMAND VEHICLES - FEMS	100410	\$4,766,454	Command vehicles are being ordered as planned.
FB0.206LTC.LADDER TRUCKS - FEMS	100411	\$6,647,228	Ladder trucks are being ordered as planned.
FB0.206PTC.PUMPERS - FEMS	100412	\$35,775,735	Pumper trucks are being ordered as planned.
FB0.206RSC.RESCUE SQUAD VEHICLES - FEMS	100413	\$17,404,357	Rescue squads are being ordered as planned.
FB0.206RVC.OTHER RESPONSE VEHICLES - FEMS	100414	\$2,806,298	Other response vehicles are being ordered as planned.
FB0.FEP00C.FEMS SAFETY EQUIPMENT PURCHASES	100415	\$49,482	Safety equipment is being ordered as planned.
FB0.LCE00C.LIFESAVING CARDIAC EQUIPMENT FUND	100417	\$634,128	Cardiac equipment is being ordered as planned.
FB0.NFB01C.NEW FIRE BOAT-1	100418	\$22,852,240	The procurement for design of the new fireboat is with OCP.
Grand Total		\$175,835,705	

13. Please provide a complete accounting of all federal grants received for FY 2024 and FY 2025, to date, including the amount, the purpose for which the funds were granted, whether those purposes were achieved and, for FY 2024, the amount of any unspent funds that did not carry over.

See the response on the following page.

GRANT AWARDS (FY24 and FY25, TO DATE)								
Grant Name	Period of Performance	Award Amount	FY24 Expenditures	FY25 Expenditures to 12/31/2024	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	\$154,701.00	\$-	Rail safety oversight	Federal Transit Administration (FTA)	Yes	N/A
2021 State Safety Oversight Grant (DC-2021-020)	8/31/2021 - 9/30/2024	\$181,291.00	\$181,291.00	\$-	Rail safety oversight	Federal Transit Administration (FTA)	Yes	N/A
2022 State Safety Oversight Grant (DC-2022-021)	9/19/2022 - 9/30/2025	\$307,151.00	\$307,151.00	\$-	Rail safety oversight	Federal Transit Administration (FTA)	Yes	N/A
2023 State Safety Oversight Grant (DC-2023-011)	9/22/2023 - 9/30/2024	\$315,954.00	\$248,920.25	\$-	Rail safety oversight	Federal Transit Administration (FTA)	In progress	N/A
2024 State Safety Oversight Grant (DC-2024-004)	7/1/2024 - 12/31/2025	\$320,719.00	\$48,932.25	\$-	Rail safety oversight	Federal Transit Administration (FTA)	In progress	N/A
2022 Assistance to Firefighters Grant (AFG) - Program (EMW-2022-FG-00892)	8/14/2023 - 8/13/2025	\$143,622.72	\$5,321.00	\$-	Health and safety of the public and firefighting personnel against fire and fire-related hazards	Federal Emergency Management Agency (FEMA)	In progress	N/A
2023 Port Security Grant Program - (EMW-2023-PU-00478)	9/1/2023 - 8/31/2026	\$70,500.00	\$690.75	\$-	Port Security Grant Program	Federal Emergency Management Agency (FEMA)	In progress	N/A

14. Please list each contract, procurement, lease, and grant (“contract”) awarded, entered into, extended and option years exercised, by your agency during FY 2024 and FY 2025, 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 or not the contract was competitively bid;*
- f. The name of the agency’s contract monitor and the results of any monitoring activity;*
- g. Funding source; and*
- h. Whether the contract is available to the public online.*

See Attachment Q14.

15. Please provide the details of any surplus in the agency’s budget for FY 2024, including:

- a. Total amount of the surplus; and*

The total amount of the surplus is \$2,411,734, which amounts to less than 1% (0.87%) of the budget.

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

Approximately \$1.4 million is due to a late Medicaid payment. The remaining approximately \$1 million is due to an FY24 Q4 Emergency Planning and Security Fund payment received after September 30 but applied to FY24.

16. For FY 2024 and FY 2025 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
FY24	31	25	7
FY25, to date	7	3	0
Total	38	28	7

LAWS, AUDITS, AND STUDIES

17. 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 2024 or FY 2025, to date.

To the best of the Department's knowledge, there were no such investigations, audits, or reports on the Department or any employee of the Department or any investigations, studies, audits, reports on the Department or any employee of the Department completed during FY24 or FY25, to date.

18. Please list any reports the agency is required by law to prepare and whether the agency has met these requirements.

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.	Compliant.
Performance Report (D.C. Code § 1-614.13)	<p>(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.</p> <p>(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</p>	Compliant.

DC CODE AND DCMR REQUIRED REPORTS		
Statutes	Reporting Requirement	Compliance
	performance measure, and the immediate supervisor or superior of the management employee or employees.	
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.	Compliant.
Expenditure Report (D.C. Code § 2-218.53)	<p>(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:</p> <ul style="list-style-type: none"> • The name of the vendor from which the goods or services were purchased. • 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> <p>(1) The information required to be included in the quarterly reports (with calculations for the fiscal year).</p>	Compliant.

DC CODE AND DCMR REQUIRED REPORTS		
Statutes	Reporting Requirement	Compliance
	<p>(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</p> <p>(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>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. (6) In-service time, or uptime, data for Department ambulances, engines, and ladder trucks. (7) Aggregate Department response time data. (8) Aggregate patient care and outcomes data. (9) Changes to protocols or policies to reroute non-emergency calls. (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 (11) Other key performance indicators and workload measures as appropriate. 	The Department will submit this report through the Executive in 2025.
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	1930 statute. This is not a practice of the Department.

DC CODE AND DCMR REQUIRED REPORTS		
Statutes	Reporting Requirement	Compliance
	time and remove any name or names from among such selections.	
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 operational employees 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 operational employees 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 operational employees 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. 	The Department will submit this report through the Executive in 2025.
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 operational employees 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 nature of the grievance filed and the nature of those grievances that are substantiated. 	The Department will submit this report through the Executive in 2025.
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>	The Department will submit this report through the Executive in 2025.

DC CODE AND DCMR REQUIRED REPORTS		
Statutes	Reporting Requirement	Compliance
	<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. 	
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.	Compliant.

a. Are there any required regular reports that the agency 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.

The Department does not believe any of the requirements are overly burdensome and has no recommendations at this time.

19. Please list all lawsuits filed in FY 2024 and FY 2025 to date that name the agency 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 FY24 AND FY25, TO DATE		
No	Lawsuit Caption	Description of Case
U.S. District Court		
1	Danaryae Lewis v. District of Columbia, 2024 CV 00971	<u>Employment Law</u> : African American female Emergency Medical Technician asserts race discrimination (disparate treatment) claims based on allegations the Department referred her misconduct to the Trial Board for termination when Caucasian and Hispanic employees committing similar misconduct were not.

LAWSUITS FILED IN FY24 AND FY25, TO DATE		
No	Lawsuit Caption	Description of Case
2	Whitney Ward v. District of Columbia, 2024 CV 02806	<u>Employment Law</u> : African American female Fire Investigator asserts race and gender discrimination, hostile work environment, sex harassment and retaliation claims under Title VII and the D.C. Human Rights Act.
Superior Court of the District of Columbia		
3	Tesfamichael, Mehret Tekeste v. District of Columbia, et al., 2024 CA B-3480	<u>Negligence</u> : personal injury lawsuit arises from a May 22, 2022, collision between a Department vehicle and a civilian vehicle in the 2800 block of Bladensburg Road, NE.
4	James Warren Jr. v. District of Columbia, et al., 2024 CAB 4190	<u>Negligence</u> : personal injury lawsuit arises from a May 23, 2023, collision between Department apparatus and a civilian vehicle near the intersection of Florida Avenue and 6th Street, NE.
5	Allen A Clarke v. District of Columbia, 2024 SCB 001300	<u>Negligence</u> : property damage lawsuit arises from February 14, 2024, motor vehicle collision near 43 Hamilton Street NW.
6	The Heritage Foundation, <i>et al.</i> v. District of Columbia, 2023-CAB-007139	<u>Equitable Claim</u> : appeal of FOIA request production.
District of Columbia Court of Appeals		
7	Cesar, Traes v. D.C. Fire and EMS, et al, 24-CV-484	<u>Discipline Process Appeal</u> : Former Emergency Medical Technician seeks appellate court reversal of Superior Court Order finding that the Department applied the correct version of the District Personnel Manual in his Trial Board matter.
8	Dargan, Harold v. D.C. Office of Employee Appeals, et al, 24-CV-1001	<u>Discipline Process Appeal</u> : Former Paramedic who failed to maintain DC Health credentials seeks appellate court reversal of Superior Court Order finding that the Department terminated his employment in accordance with applicable law.
Office of Employee Appeals		
9	Mohamed Ahmed v. D.C. Fire and EMS, OEA Matter No. 1601-0022-25	<u>Discipline Process Appeal</u> : Former employee seeks reversal of Trial Board termination decision
10	Joshua Taborn v. D.C. Fire and EMS, OEA Matter No. 1601-0005-25	<u>Discipline Process Appeal</u> : Former employee seeks reversal of Trial Board termination decision
11	Khalid Bullock v. D.C. Fire and EMS, OEA Matter No. 1601-0083-24	<u>Discipline Process Appeal</u> : Former employee seeks reversal of Trial Board termination decision
12	Joshua Taborn v. D.C. Fire and EMS, OEA Matter No. 1601-0080-24	<u>Discipline Process Appeal</u> : Employee seeks reversal of suspension
13	William Stinson, Jr. v. D.C. Fire and EMS, OEA Matter No. 1601-0041-24	<u>Discipline Process Appeal</u> : Former employee seeks reversal of Trial Board termination decision
14	Thomas Mitchem v. D.C. Fire and EMS, OEA Matter No. 1601-0034-24	<u>Discipline Process Appeal</u> : Former employee seeks reversal of Trial Board termination decision
15	Christopher Potts v. D.C. Fire and EMS, OEA Matter No. 1601-0027-24	<u>Discipline Process Appeal</u> : Former employee seeks reversal of Trial Board termination decision
16	Reginald Seace, III v. D.C. Fire and EMS, OEA Matter No. 1601-0026-24	<u>Discipline Process Appeal</u> : Former employee seeks reversal of Trial Board termination decision
17	Christopher Sullivan v. D.C. Fire and EMS, OEA Matter No. 1601-0031-24	<u>Discipline Process Appeal</u> : Former employee seeks reversal of Trial Board termination decision

LAWSUITS FILED IN FY24 AND FY25, TO DATE		
No	Lawsuit Caption	Description of Case
18	Christopher Sullivan v. D.C. Fire and EMS, OEA Matter No. 1601-0030-24	<u>Discipline Process Appeal</u> : Former employee seeks reversal of Trial Board termination decision
19	LaQuinn Phillips v. D.C. Fire and EMS, OEA Matter No. 1601-0012-24	<u>Discipline Process Appeal</u> : Former employee seeks reversal of Trial Board termination decision
20	Keyon Lomax v. D.C. Fire and EMS, OEA Matter No. 1601-0011-24	<u>Discipline Process Appeal</u> : Former employee seeks reversal of Trial Board termination decision
21	Reginald Seace, III v. D.C. Fire and EMS, OEA Matter No. 1601-0010-24	<u>Discipline Process Appeal</u> : Former employee seeks reversal of Trial Board termination decision
22	Deonte Toyer v. D.C. Fire and EMS, OEA Matter No. 1601-0006-24	<u>Discipline Process Appeal</u> : Former employee seeks reversal of Trial Board termination decision
23	Elijah Costello v. D.C. Fire and EMS, OEA Matter No. 1601-0001-24	<u>Discipline Process Appeal</u> : Former employee seeks reversal of Trial Board termination decision
24	Quinton Taylor v. v. D.C. Fire and EMS, OEA Matter No. J-0003-24	<u>Discipline Process Appeal</u> : Probationer seeks reversal of Fire and EMS Chief termination decision
District Court of Charles County, Maryland		
25	Redin Juarez v. Sean Celestine et al, D-042-CV-24-013678	<u>Negligence</u> : personal injury lawsuit arises from a November 22, 2022 collision between a Department ambulance and a civilian vehicle in the 1500 block of Massachusetts Avenue NW.

20. Please list all settlements entered into by the agency or by the District on behalf of the agency in FY 2024 and FY 2025 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).

JUDGMENTS AND SETTLEMENTS			
No	Name	Description	Settlement Amount
1	Anajae Boyd v. District of Columbia, 22-CV-3741 (U.S. District Court D.C.)	Sex harassment and retaliation claims resolved	\$250,000.00
2	Eve Bulford v. District of Columbia, 2022 CA 001318 B (D.C. Superior Court)	Gender and Pregnancy Discrimination claims resolved	\$100,000.00
3	Elizardo Ramirez Guerra v. District of Columbia, 2020 CA 000117 V (D.C. Superior Court)	Motor vehicle accident negligence claims resolved	\$95,000.00
4	Shania Hill v. District of Columbia, 2022 CA 000894 V (D.C. Superior Court)	Motor vehicle accident negligence claims resolved	\$25,000.00

21. Please list any administrative complaints or grievances that the agency received in FY 2024 and FY 2025 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 2024 or FY 2025 to date, describe the resolution.

ADMINISTRATIVE COMPLAINTS AND GRIEVANCES DISPOSITIONS		
Disposition	FY24	FY25, to date
Denied	17	
Resolved/Closed	5	1
Sustained	4	
Transferred to EEO	1	
Withdrawn	1	
Pending		5

Grievance resolutions were the result of successful communications between management and employees and/or dismissal of disciplinary actions. Grievances are processed according to 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. Relevant criteria include whether the allegation falls into a protected class as defined by the DC Human Rights Act or Federal law or 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, reviews 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.

FY24 ADMINISTRATIVE COMPLAINTS AND GRIEVANCES				
Number	Complaint Type	Date Received	Resolution	Internal/External
EEO-24-1	Discrimination - Appearance	10/3/2023	Unsubstantiated	Internal
EEO-24-3	Allegations of a Hostile Work Environment	11/16/2023	Partially Substantiated - Partially Unsubstantiated	Internal
EEO-24-4	Allegations of a Hostile Work Environment	11/16/2023	Partially Substantiated - Partially Unsubstantiated	Internal
EEO-24-5	Discrimination - Labor Organization Affiliation, and Sexuality	12/8/2023	Unsubstantiated	Internal

FY24 ADMINISTRATIVE COMPLAINTS AND GRIEVANCES				
Number	Complaint Type	Date Received	Resolution	Internal/External
EEO-24-6	Discrimination - Race and Sex	1/3/2024	Substantiated	Internal
EEO-24-7	Discrimination - Age, Gender, and Race	2/6/2024	Substantiated	External
EEO-24-8	Harassment	2/16/2024	Substantiated	Internal
EEO-24-9	Workplace harassment/hostile work environment, discrimination based on sex/gender, discrimination based on family responsibilities, discrimination based on race	3/13/2024	Unsubstantiated	Internal
EEO-24-10	Allegations of a Hostile Work Environment	4/9/2024	Substantiated	External
EEO-24-11	Discrimination - Race	5/11/2024	Unsubstantiated	Internal
EEO-24-12	Allegations of a Hostile Work Environment	7/15/2024	Unsubstantiated	Internal
EEO-24-13	Discrimination - Race	8/21/2024	Partially Substantiated - Partially Unsubstantiated	Internal
EEO-24-15	Discrimination - Family Responsibilities	9/3/2024	Unsubstantiated	Internal
EEO-24-7	Discrimination - Age, Gender, and Race	2/6/2024	Substantiated	External
EEO-24-8	Harassment	2/16/2024	Substantiated	Internal

No administrative complaints or grievances have been filed in FY25 Q1.

WORKPLACE ISSUES AND EQUITY

22. 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 2024 and FY 2025, to date, and whether and how those allegations were resolved.

The Department investigates allegations of sexual harassment or misconduct committed by or against its employees in compliance with Mayor's Order 2023-131.

FY24 SEXUAL HARASSMENT COMPLAINTS				
Number	Complaint Type	Date Received	Resolution	Internal/External
EEO-24-2	Sexual Harassment	10/6/2023	Substantiated	Internal
EEO-24-9	Sexual Harassment	3/13/2024	Unsubstantiated	Internal
EEO-24-14	Sexual Harassment	9/20/2024	Substantiated	Internal & External Parties Involved

The Department received no sexual harassment complaints in FY25 Q1.

23. 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?

- **Recruitment initiatives:** The Recruitment Office has appointed a dedicated team member to devise expansive programs, schedule events, and host orientation sessions that resonate with a broad cross-section of individuals. These strategies actively encourage candidates from throughout the District and the nation. Recruiters attend national and local conferences and visit various institutions locally and nationally, including in both urban and suburban areas. The Department has also expanded its recruitment initiatives to ensure it is reaching District residents who may not otherwise consider the fire service or careers in health care, ensuring future firefighters, paramedics, and EMTs reflect the communities they serve. The Department has accomplished this by sending adjunct recruiters to community events, schools, and other non-traditional venues. It has also expanded programming to introduce the Department to young people through experiential learning like Camp Spark. Recruitment efforts are designed to attract qualified applicants of all races.
- **ACTION (Attract, Captivate, Teach, Inspire, Orient, Nourish) Program:** The ACTION Program helps young adults prepare for a rewarding career in the fire service with classroom training and hands-on lessons. ACTION candidates work with Department staff to learn both firefighting techniques and leadership skills, all while having fun and earning community service hours. As part of the program, ACTION candidates participate in required community activities and attend Department functions, which gives them the opportunity to assist the organization and gain a better understanding of the Department outside of emergency response. ACTION participants are part of the Marion Barry Summer Youth Employment Program (thus are District residents, meaning they are predominantly youth of color).
- **Racial Equity Action Plan:** As part of Departmental strategic planning, the Department establishes administrative goals which align with Fire and EMS strategic objectives while supporting citywide statutory requirements and regulatory commitments. Two of the performance plan’s strategic objectives (“Embrace a supportive work environment focused on creating a safe, competent, and professional workforce team” and “Build collaborative relationships within our community to improve service delivery”) formed the foundation for the development of the Racial Equity Action Plan.

See also the response to question 24.

24. In FY24 and FY25, to date, what are two ways that your agency has addressed racial inequities internally or through the services you provide?

- **Retention initiatives:** The Department hosted two discussions on mental health among first responders and the communities they serve. The first was during February 2024 (Black History Month), focused on the mental health challenges of African American first responders, and was open to the public. The second, in conjunction with national EMS Week, was a video discussion focused on further discussion of the mental health challenges first responders face, particularly in the high-call volume battalions in the District. This was a discussion panel made up of various civilian and uniformed employees of the Department.
- **Culturally competent EMS and community risk reduction programs:** In FY24, the Department conducted “Leading with Awareness” training for most personnel to provide tools for improving both patient care and trust, and internal relationships, through communication. The Department published its Racial Equity Action Plan in FY24. The Department’s Mobile Integrated Health Team (formerly Street Calls) expanded operational hours of service to better serve the underlying causes of disparities in health outcomes District-wide.

In FY25 Q1, the Department began a planned reorganization of functions to coordinate community risk reduction activities within the Office of the Fire and EMS Chief. The goal will be to use data to drive community education and awareness programs, including for hands-only cardiopulmonary resuscitation (Hands on Hearts), the automated external defibrillator registry and voucher program, and others.

See also the response to question 23.

AGENCY-SPECIFIC QUESTIONS

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

DEMOGRAPHIC DISTRIBUTION OF DEPARTMENT											
DIVISION	TOTAL	MALE	FEMALE	BLACK	HISPANIC	WHITE	ASIAN/ PAC. ISL.	NATIVE HAWAIIAN	AM. INDIAN	ALL OTHER ASIAN /VIE	DC RES.
Apparatus	43	38	5	28	3	6			1	5	15
Battalion Safety Office	6	5	1	3		2				1	1
Chief of Staff	7	2	5	5		2					7
Communications	7	5	2	4		3					5
Compliance	4	1	3	3		1					1
EEO	1	1		1							
Emergency Communications	16	11	5	14	2						6
EMS Fleet	17	10	7	9	2	4				2	7
EMS Operations	87	54	33	43	5	36			1	2	23
EMS Quality Assurance	13	6	7	8		5					6
Fire Inspection	37	19	18	28		8				1	13
Fire Investigation	20	17	3	10	1	9					6
Fire Prevention	3		3	3							2
General Counsel	18	14	4	7		8	1			2	5
Grants Management	1		1			1					
Health Safety	4	2	2	2		1				1	3
Homeland Security	7	5	2	3		4					1
Human Resources	7	1	6	7							2
Information Technology	15	7	8	11	1	1	1			1	3
Inter-Agency	3	2	1	1						2	2
Internal Affairs	8	5	3	7		1					4
Office of the Medical Director	4	2	2	3		1					2
Operations	1708	1517	191	702	68	785	14	1	6	132	532
Payroll	1		1	1							
Police and Fire Clinic	5	2	3	4	1						4
Professional Development	8	6	2	4		3				1	2

DEMOGRAPHIC DISTRIBUTION OF DEPARTMENT											
DIVISION	TOTAL	MALE	FEMALE	BLACK	HISPANIC	WHITE	ASIAN/ PAC. ISL.	NATIVE HAWAIIAN	AM. INDIAN	ALL OTHER ASIAN /VIE	DC RES.
Program Analysis	3	3		1		2					1
State Safety	1	1				1					
Support Services	3	3				3					1
Training Academy	126	104	22	79	5	33	2		2	5	70
Total	2183	1843	340	991	88	920	18	1	10	155	724

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

26. For each month during FY 2024 and FY 2025 to date, please provide attrition for sworn personnel, by reason for separation.

ATTRITION BY REASON FOR SEPARATION (FY24-FY25, TO DATE)							
Month	Death	Removal	Resignation	Retirement- Disability	Retirement- Voluntary	Term. during prob/trial	Termination
Oct-23			7	2			5
Nov-23				2	5	1	2
Dec-23			1		18	1	
Jan-24			4	1	2		5
Feb-24			5		1	2	
Mar-24	1		5	2	3		3
Apr-24			7	1	1	3	
May-24			8	1			
Jun-24	1		4		1	1	1
Jul-24			2	1	2		
Aug-24			4	1	5		1
Sep-24			5	1	4		1
Oct-24			5	1	4		
Nov-24			1	1	1		1
Dec-24			6		10		1
Total	2	0	64	14	57	8	20

27. Please describe the Department's efforts in FY 2024 and FY 2025 to date, to decrease its reliance on overtime.

a. How much did the Department budget for overtime in FY 2024 and FY 2025 to date?

b. How much did the Department receive in re-programmings for overtime in FY 2024 and FY2025 to date?

c. How much did the Department spend on overtime in FY 2024 and FY 2025 to date?

OVERTIME BUDGET AND SPENDING				
Fiscal Year	Original Budget	Reprogrammings & Other Adjustments	Revised Budget	Total Expenditure
2024	\$22,562,502	\$17,723,667*	\$40,286,169	\$43,875,091
2025, to date	\$23,795,825	\$0	\$23,795,825	\$11,563,574

* 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 tracks overtime use at the individual, divisional, and Departmental level. The Department is also in the final stages of completing integration between the Telestaff staffing management system with the PeopleSoft system administered by the Office of Pay and Retirement Services. Approximately 65% of overtime costs come from backfilling vacated operational seats due to leave, details, or training. The remaining overtime costs are attributed to fleet repair and maintenance, training, special events, logistics, and continuation of duty. In addition, the Department's authorized staffing level remains below the staffing factor. From FY22 to FY24, total overtime hours remained relatively stable; costs have increased significantly due to the FY23 CBA and Pay-Parity Agreement with IAFF Local 36.

28. Please describe the Department's efforts in FY 2024 and FY2025 to date to ensure that paid family leave is utilized according to agency or District protocols.

To ensure that Paid Family Leave (PFL) is used according to agency and District protocols, during FY24 and FY25, to date, the Department has placed an emphasis on training. The Family and Medical Leave Act (FMLA) Coordinator attended all offerings by DCHR related to the District's existing and updated Family and Medical Leave policies and procedures. Additionally, the Department FMLA Coordinator has launched an internal training program for newly promoted officers. This program equips the officers with all information related to PFL so they are able assist employees with obtaining it, as well as identify patterns of misuse and know how to appropriately escalate those matters to the FMLA Coordinator. The Department has received positive feedback from the officers who have participated in the training, so, in FY25, the Department is working to make this training available to all operational employees regardless of rank.

Staffing

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

In addition to efforts to start a Paramedic Program in partnership with the University of the District of Columbia (see the response to question 30), training for apparatus maintenance from the manufacturer is standard when new equipment is delivered. Employees 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
	District EOC Liaison Orientation
	Decision Making for Complex Coordinated Terrorist Attacks
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
	<ul style="list-style-type: none"> • Vehicle Rescuer: Awareness/Operations/Technician

	<ul style="list-style-type: none"> 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
	Certified Public Manager (CPM) Program
College of Southern Maryland	Paramedic Certification Training (EMT to Paramedic)
George Washington University – Medical Faculty Associates	Paramedic Certification Training (EMT to Paramedic)
Associates in Emergency Care	Paramedic Certification Training (EMT to Paramedic)
Good Fellowship Ambulance & EMT Training Institute	Paramedic Certification Training (EMT to Paramedic)
Carroll Community College	Paramedic Certification Training (EMT to Paramedic)
Delaware Tech Community College	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 Prevention Division	Fire Inspector III
O2X Human Performance	Human Performance Training
	<ul style="list-style-type: none"> Strength and Conditioning Nutrition Sleep Stress Mitigation Resilience for Post-Traumatic Stress
Prince William County Resiliency Center	Stress First Aid Peer Support Team Training

30. 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 program in partnership with UDC. The District is the only “state” without a paramedic program to which any EMT can apply. Mayor Bowser committed \$2,177,751, which includes two FTEs to support this effort in the FY25 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.

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, the Department hires an average of 30-35 paramedics per year who have already achieved the National Registry of Emergency Medical Technicians (NREMT) paramedic certification (NRP).

The MOU between the Department and UDC was signed in FY25 Q1, and the Mayor joined Chief Donnelly and UDC President Edington to formally announce the partnership on February 13, 2025.

Meanwhile, the Department is working behind the scenes with UDC to set up the Advisory Committee required for accreditation, and to secure clinical partnerships so students will be able to practice their new skills in a real-life setting.

The Department is also working to deepen community connections with existing and promising EMT programs so that there will be a pipeline. For example, the Department connected DCPS’s Career and Technical Education (CTE) soon-to-open Advanced Technical Center (ATC) in Ward 8 with UDC, as the Ward 8 ATC plans to offer an EMT program.

As the District awaits the opening of the program (tentatively scheduled for spring semester 2026), the Department continues to send EMTs interested in upgrading to become paramedics to other area institutions. The Department supported 11 EMTs through George Washington University’s paramedic program in FY24 (they graduated in FY25 Q2), and will support 12 more starting in May 2025, scheduled to complete in May 2026. In addition, the Department is supporting almost 50 students through three different campuses of Associates in Emergency Care (AEC), scheduled to finish at

various times in FY25 and FY26, two at Carroll Community College, who will finish in FY26, and one each at College of Southern Maryland, Good Fellowship Ambulance and EMT Institute, and Delaware Tech, all scheduled to finish in FY25 or FY26 Q1.

31. How many members are assigned to the recruitment office currently?

Three: a Battalion Chief (Agency Recruiting Officer), a Captain, and a Lieutenant.

a. What is the budget for this office and all recruitment efforts?

Salary and fringe for the three Recruitment office employees total \$507,780. The office reports under the Professional Development Bureau. Travel and training costs are absorbed under the Department's budget.

32. What is the projected cost to recruit, evaluate, and fully train a member of your agency?

The Department's recruitment and hiring process is inherently staff-intensive with sworn and civilian employees and officers engaged at various points throughout the iterative process. This makes accurate accounting difficult without significant assumptions.

Prior to hire, the Department provides personalized physical training to potential applicants for the Candidate Physical Ability Test (CPAT), administers the civil service entrance exam twice annually, conducts background screening, medical and psychological examinations at the Police and Fire Clinic, and suitability interviews with a panel of officers.

Once hired, the Department pays the salary of the new employee, for instructors for recruit training, EMT certification costs, structural personal protective equipment (firefighting gear), uniforms, textbooks, classroom and, if necessary, personalized teaching. The Department also provides physical and mental support throughout the recruit school process.

DC Fire and EMS Cost per recruit	
Item	Cost
CPAT (16 hours with 3 FF/EMT and 1 Lieutenant)	\$3,124
Background Screening	
4 hours with BFC	\$352
12 hours with Capt. or Lt	\$887
PFC Med/Psych (full medical and psych evaluation (cost includes full capitated rate for 10 months))	\$2,557

Suitability Interview (1 hour with 4 BFCs)	\$352
Pro-rated salaries of Recruiting Division (BFC – Recruiting (12 hrs.), Capt. – Recruiting (4hrs), Lt – Recruiting (4hrs))	\$1,647
10 months salary and fringe for Recruit	\$62,184
NPS Costs: uniforms, textbooks, PPE, training materials, etc.	\$22,755
TOTAL	\$93,858

After graduation from the Academy, training for new recruits continues for at least 18 months in the field once they are released to the Operations Division.

33. Please describe any efforts the agency has made to incentivize members to stay beyond their minimum service requirements for pension eligibility.

By offering competitive compensation and benefits package, the Department aims to attract top talent and increase retention rates. The Department understands that when employees feel valued, they are more likely to stay with the organization.

To encourage and motivate the Fire and EMS workforce, the Department provides tuition reimbursement, quality step increases, incentivize the upgrading of medical certifications (e.g., EMTs becoming paramedics), and offer professional development and promotional opportunities. Recognizing and rewarding employee accomplishments is another key aspect of the Fire and EMS approach, as it helps boost morale and improve overall satisfaction.

The Department is dedicated to fostering a culture where all employees feel valued, respected, and prioritized in terms of their well-being, which positively impacts employee retention rates.

By focusing on these key elements, the Department creates a supportive and inclusive environment that contributes to the successful long-term employment and happiness of Department employees.

34. When members part from your agency, do you conduct an exit interview?

Yes. These interviews have two key purposes:

1. Administrative Review: To discuss the next steps regarding benefits, insurance, and compensation, if applicable.
2. Employee Feedback: To allow the departing employees to reflect on their tenure with the agency, share positive experiences, and provide constructive feedback on how the agency can improve.

This approach ensures the Department both addresses practical matters and gathers valuable insights to enhance the agency's work environment.

Employee Wellness

35. How does the agency assess employee burnout?

Burnout in this occupation is taken very seriously, and the Department manages it using best practices, including leveraging industry standards and evidence-based interventions.

The Department has a robust leave program in accordance with the District Personnel Manual (DPM). Employees are encouraged to use leave to decompress from the rigors of the job. Additionally, the Department has an industry-leading peer support program available 24 hours a day to assist in processing traumatic events. In 2023, the Department committed additional resources by hiring an in-house Behavioral Health Clinician, who provided 691 one-on-one consultations in calendar year 2024. The Department peer support program and clinician have collaborated well and engaged with approximately 246 operational employees (including other agencies and jurisdictions) after potentially traumatic events for debriefings in a one-year period.

The Department routinely issues surveys to employees to assess burnout, and in 2024, the Department began a comprehensive behavioral health screening during each operational employee's annual physical. This screening is aligned with the National Fire Protection Association's (NFPA's) Standard 1582, as well as the *Diagnostic and Statistical Manual of Mental Disorders*, fifth edition (DSM-5).

In addition, the coaching and feedback process uses the company officer as a first-hand assessor. Fire and EMS finds that leveraging the relationships between officers and their teams allows for more consistent evaluation of the signs of burnout since these officers work directly with their operational employees on shift and have knowledge of their day to day routines, personality, and overall disposition.

According to research, signs of burnout can be either obvious or subtle, thus by taking a multi-faceted, forward approach Fire and EMS tries to address burnout more proactively by assessing operational employees for burnout across multiple channels and through several media, including face-to-face interactions, clinical sessions, and confidential surveys.

36. What efforts are being made for cancer screenings? What other initiatives is the department taking in identifying occupational diseases?

In 2024, the Department began offering physicals fully compliant with NFPA 1582, “Standard on Comprehensive Occupational Medical Program for Fire Departments.” These research and evidence-based physicals are considered the “gold standard” for maintaining a healthy workforce. A portion of this standard includes recommended cancer screenings. Operational employees are now offered the following screenings as part of their annual physical:

- skin cancer
- oral cancer
- lung cancer
- breast cancer
- cervical cancer
- testicular cancer
- prostate cancer
- colorectal cancer
- bladder cancer
- thyroid cancer

In addition, the Department offered all operational employees esophageal cancer screening in 2024. The Department provides these opportunities to encourage operational employees to seek care early and often throughout their careers. The tests offered are grounded in scientific research that demonstrates firefighters are more likely to develop certain types of cancer given their occupational exposures.

The Department has incorporated an annual stress test as part of all Department physicals to identify cardiac health issues. This ensures that operational employees are tested for any cardiac anomalies and that they have baseline tests for comparison in the future. The Department is currently researching opportunities and evidence-based guidelines for adding calcium scores and other relevant cardiac tests to build out a more robust cardiac health program. Additional research is necessary before Fire and EMS can fully develop this program, as it exceeds the current NFPA standard.

37. Please describe the Department’s member wellness activities in FY 2024 and FY2025 to date, including mental health supports and the O2X program and any related expenditures.

The Department operates a robust wellness program that includes the behavioral health clinician, four full-time O2X personnel, an infectious control specialist, programs at the Police and Fire Clinic, the peer support program, and related initiatives tailored to the Department’s workforce based on national and local initiatives to enhance firefighter health and safety.

Behavioral Health

As the Department moves further into FY25, the Health and Safety Division is spearheading an all-inclusive wellness approach that includes “Wellness Wednesday” visits in the firehouses from Peer Support and Behavioral Health. See the response to Question 35 for more information.

O2X

- **Firehouse Engagement and Awareness**
 - In 2024 and 2025, O2X brought programs directly to firehouses during shifts to improve accessibility.
 - **Firehouse Visits**
 - FY24 Q2: 52 visits
 - FY25 Q1: 171 visits
 - **Traveling Treatment (T2) Battalion Days**
 - Launched in August to educate employees on O2X services.
 - 8 T2 Days completed, serving 114 employees.
 - Long-term goal: Conduct T2 Days semi-monthly, providing services to all shifts twice a year.
 - **Battalion Wellness Days**
 - Each battalion visited at least once in FY24 Q4 or FY25 Q1.
 - Activities included workouts, mobility sessions, nutrition briefs, training consultations, and manual therapy.
- **Injury Prevention and Return-to-Work Support**
 - **Return-to-Work Cases**
 - Supported over 400 employees in CY24 (both on- and off-duty injuries).
 - Focused on prevention rather than relying solely on treatment.
 - **Recruit Training Success**
 - 16th recruit class graduated injury-free.
 - 134 recruits successfully completed operational suitability—the highest number in a calendar year.
 - Recruits improved test times by an average of 1:23, demonstrating gains in both physical

02X METRICS (CY24 ¹)		
Type	Item	Number
On Site at Training Academy	Recruits run through Operational Suitability	134
	Cadet training sessions	>100
	Recruit training sessions	720
	Recruit classes successfully graduated with no injuries	4
Rehabilitation	Therapeutic treatment sessions	>1400
	Return to work sessions	>400
	Therapeutic exercise sessions	632
	Home exercise programs created	455
	Operational employees successfully returned to work	27
Across the Department	Firehouse visits (all battalions) for consultations, cooking demos, manual therapy, group workouts, mobility sessions, and wellness checks	>400
	Weight rooms built	5

See the O2X Annual Report for more detailed information (Attachment Q37).

38. How much funding was expended in FY 2024 and FY2025 to date to implement the Fire and Emergency Medical Services Employee Presumptive Disability Amendment Act of 2012 (D.C. Law 19-331)?

In FY24, the Department spent \$204,824.71 to implement the Presumptive Disability Amendment Act. To date in FY25, zero dollars have been disbursed.

b. Was any funding reprogrammed from the PFC contract or presumptive disability funding for other uses, either internal or external to the Department? If so, please describe.

There was no funding reprogrammed.

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

PRESUMPTIVE DISABILITY DETERMINATIONS		
Presumptive Type	FY24	FY25, to date
Cardiac	7	1
Cancer	2	1
Infectious Disease	0	0

¹ O2X reporting is based in calendar years.

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

Yes. For FY24, 387 injury claims were filed, which resulted in 67,758.5 hours of lost time at an expense of \$3,220,842.81. The following table includes the injuries (broken down by rank) that occurred in the performance of duty in FY24. Lost time injuries for FY25, to date, have not yet been calculated.

LOST TIME FY24		
Title	Hours	Amount
Battalion Chief Paramedic	808	\$70,790.35
Battalion EMS Supervisor	526	\$33,338.23
Battalion Fire Chief	1051	\$80,063.11
Battalion Fire Chief Paramedic	306	\$27,977.00
Captain	2224	\$145,197.16
Captain Paramedic	1690	\$121,358.19
Deputy Fire Chief	0	\$0.00
Deputy Fire Chief Paramedic	192	\$16,669.57
Fire Arson Investigator (Armed)	1236	\$65,604.98
Fire Inspector	0	\$0.00
Fire Inspector Paramedic	1588	\$89,502.58
Fire Inspector Tech Paramedic	0	\$0.00
Firefighter EMT	30353	\$1,203,051.53
Firefighter Paramedic	5912.75	\$253,495.78
Firefighter Paramedic Tech	238.5	\$10,708.26
Firefighter Tech	9022.75	\$411,610.45
Lieutenant	8860	\$502,863.42
Lieutenant Paramedic	218	\$12,074.60
Sergeant	2043	\$101,104.52
Sergeant Aide	0	\$0.00
Sergeant Paramedic	1489.5	\$75,433.08
Grand Total	67758.5	\$3,220,842.81

Service Delivery

40. Please provide monthly FEMS response time data, by classification of incident, corresponding NFPA standard, and fiscal year, for FY 2024 and FY2025 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.*

See response on the next page.

EMS RESPONSE TIME MEASURES															
Measure	Oct23	Nov23	Dec23	Jan24	Feb24	Mar24	Apr24	May24	Jun24	Jul24	Aug24	Sep24	Oct24	Nov24	Dec24
Percentage of high priority EMS calls when a first responding EMT arrived in 5 minutes or less.	58.1%	57.8%	56.6%	53.8%	56.5%	54.9%	54.0%	54.1%	54.2%	52.4%	54.1%	53.2%	58.3%	58.7%	57.2%
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.	49.3%	50.5%	48.6%	46.0%	48.7%	47.4%	46.2%	42.0%	45.9%	44.5%	41.2%	39.2%	43.7%	44.5%	42.6%
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.	58.7%	62.4%	55.1%	57.8%	59.7%	59.3%	62.8%	54.7%	61.3%	55.3%	57.5%	53.7%	56.1%	50.5%	54.5%
Percentage of high priority EMS calls when a Fire and EMS transport unit arrived in 9 minutes or less.	80.2%	80.4%	78.1%	75.2%	79.9%	80.2%	79.8%	80.4%	78.7%	79.3%	80.4%	77.6%	84.7%	85.5%	84.5%

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.*

See the response on the next page.

FIRE RESPONSE TIME MEASURE															
Measure	Oct23	Nov23	Dec23	Jan24	Feb24	Mar24	Apr24	May24	Jun24	Jul24	Aug24	Sep24	Oct24	Nov24	Dec24
Percentage of structure fire calls when a first responding fire engine arrived in 5 minutes 20 seconds or less.	93.3%	93.2%	96.0%	93.3%	92.8%	91.7%	91.8%	97.2%	91.6%	95.3%	96.6%	91.7%	93.5%	95.2%	96.7%
Percentage of structure fire calls when a first alarm assignment arrived in 9 minutes 20 seconds or less.	78.1%	84.4%	83.6%	86.4%	89.3%	87.0%	89.1%	85.4%	83.5%	87.0%	85.2%	85.1%	84.9%	85.6%	86.7%

41. How many BLS and ALS calls did FEMS receive in FY 2024 and FY2025 to date, by month?

EMS CALLS BY MONTH (FY24)			
Month	BLS Calls	ALS Calls	Total EMS Calls
October 2023	9,392	4,892	14,284
November 2023	8,845	4,361	13,206
December 2023	9,144	4,548	13,692
January 2024	8,959	4,289	13,248
February 2024	8,227	4,169	12,396
March 2024	8,708	4,619	13,327
April 2024	8,735	4,820	13,555
May 2024	8,851	5,457	14,308
June 2024	8,958	5,168	14,126
July 2024	9,422	5,064	14,486
August 2024	8,993	4,946	13,939
September 2024	8,706	5,280	13,986
Total Calls	106,940	57,613	164,553

EMS CALLS BY MONTH (FY25 TO DATE)			
Month	BLS Calls	ALS Calls	Total EMS Calls
October 2024	8,850	5,343	14,193
November 2024	8,043	5,001	13,044
December 2024	9,039	5,315	14,354
Total Calls	25,932	15,659	41,591

42. What is the rate of BLS transports by ALS providers for FY 2024 and FY2025 to date, and vice versa?

ALS level of service transport includes paramedic assessment and/or monitoring during transport, and two or more ALS procedures such as cardiac monitoring, IV insertion, medication administration, or other procedures.

BLS level of service transports include EMT or paramedic assessment and/or monitoring during transport.

In both FY24 and FY25 to date, less than 1% of the transports of each type could not be uniquely identified by level of service.

TRANSPORTS BY LEVEL OF SERVICE AND UNIT TYPE (FY24 AND FY25 Q1)								
Unit Type	FY24		FY25 Q1		FY24		FY25 Q1	
	ALS	% of ALS transports	ALS	% of ALS Transports	BLS	% of BLS Transports	BLS	% of BLS Transports
ALS Medic Unit	17,807	91%	4,094	93%	1,667	9%	304	7%
BLS Ambulance	3,591	12%	1,453	14%	26,785	88%	9,095	86%

43. Please list each engine company in the District by volume of calls in FY 2024 and FY2025 to date.

TOTAL RESPONSES (CALLS) BY ENGINE COMPANY (FY24)									
ENG Company	EMS Calls	FIRE Calls	OTH Calls	TOTAL Calls	EMS/ Day	FIRE/ Day	OTH/ Day	TOTAL/ Day	CALL RANK
E01	869	1,210	150	2,229	2	3	< 1	6	29
E02	1,779	1,474	42	3,295	5	4	< 1	9	19
E03	2,531	1,520	490	4,541	7	4	1	12	11
E04	1,476	1,672	29	3,177	4	5	< 1	9	23
E05	803	829	28	1,660	2	2	< 1	5	31
E06	2,446	1,961	46	4,453	7	5	< 1	12	12
E07	2,622	1,164	207	3,993	7	3	< 1	11	16
E08	2,595	1,571	107	4,273	7	4	< 1	12	13
E09	1,877	1,777	51	3,705	5	5	< 1	10	18
E10	4,609	1,895	92	6,596	13	5	< 1	18	1
E11	3,053	1,601	69	4,723	8	4	< 1	13	9
E12	1,390	1,175	36	2,601	4	3	< 1	7	27
E13	2,046	913	224	3,183	6	2	< 1	9	22
E14	2,239	982	37	3,258	6	3	< 1	9	20
E15	3,666	1,708	159	5,533	10	5	< 1	15	5
E16	2,436	1,687	74	4,197	7	5	< 1	11	15
E17	1,834	1,033	40	2,907	5	3	< 1	8	24
E18	2,532	1,628	56	4,216	7	4	< 1	12	14
E19	3,303	1,738	155	5,196	9	5	< 1	14	8
E20	1,398	1,027	180	2,605	4	3	< 1	7	26
E21	1,337	1,522	24	2,883	4	4	< 1	8	25
E22	2,246	933	46	3,225	6	3	< 1	9	21
E23	901	962	28	1,891	2	3	< 1	5	30
E24	2,485	1,281	27	3,793	7	4	< 1	10	17
E25	3,673	1,389	187	5,249	10	4	< 1	14	7
E26	3,469	1,050	82	4,601	9	3	< 1	13	10
E27	3,756	1,368	185	5,309	10	4	< 1	15	6
E28	529	889	27	1,445	1	2	< 1	4	32
E29	506	509	7	1,022	1	1	< 1	3	33
E30	4,795	1,554	61	6,410	13	4	< 1	18	2
E31	1,442	908	139	2,489	4	2	< 1	7	28
E32	4,257	1,598	124	5,979	12	4	< 1	16	3

TOTAL RESPONSES (CALLS) BY ENGINE COMPANY (FY24)									
ENG Company	EMS Calls	FIRE Calls	OTH Calls	TOTAL Calls	EMS/ Day	FIRE/ Day	OTH/ Day	TOTAL/ Day	CALL RANK
E33	4,284	1,284	122	5,690	12	4	< 1	16	4
Total Calls	79,184	43,812	3,331	126,327	216	120	9	345	ALL

TOTAL RESPONSES (CALLS) BY ENGINE COMPANY (FY25 TO DATE)									
ENG Company	EMS Calls	FIRE Calls	OTH Calls	TOTAL Calls	EMS/ Day	FIRE/ Day	OTH/ Day	TOTAL/ Day	CALL RANK
E01	211	275	22	508	2	3	< 1	6	28
E02	381	349	7	737	4	4	< 1	8	21
E03	573	371	35	979	6	4	< 1	11	14
E04	291	400	4	695	3	4	< 1	8	24
E05	167	240	13	420	2	3	< 1	5	31
E06	509	470	1	980	6	5	< 1	11	13
E07	602	302	48	952	7	3	< 1	10	16
E08	617	461	44	1,122	7	5	< 1	12	8
E09	452	425	10	887	5	5	< 1	10	18
E10	996	488	19	1,503	11	5	< 1	16	2
E11	632	384	25	1,041	7	4	< 1	11	10
E12	241	247	7	495	3	3	< 1	5	29
E13	420	239	44	703	5	3	< 1	8	23
E14	495	250	27	772	5	3	< 1	8	20
E15	888	472	57	1,417	10	5	< 1	15	3
E16	552	461	2	1,015	6	5	< 1	11	11
E17	416	236	22	674	5	3	< 1	7	25
E18	554	388	14	956	6	4	< 1	10	15
E19	649	377	74	1,100	7	4	< 1	12	9
E20	382	242	32	656	4	3	< 1	7	26
E21	353	353	5	711	4	4	< 1	8	22
E22	556	232	11	799	6	3	< 1	9	19
E23	194	224	5	423	2	2	< 1	5	30
E24	571	340	4	915	6	4	< 1	10	17
E25	703	364	90	1,157	8	4	< 1	13	7
E26	658	288	40	986	7	3	< 1	11	12
E27	836	365	50	1,251	9	4	< 1	14	5
E28	129	235	5	369	1	3	< 1	4	32
E29	117	142	5	264	1	2	< 1	3	33
E30	1,183	445	19	1,647	13	5	< 1	18	1
E31	409	205	28	642	4	2	< 1	7	27
E32	932	455	20	1,407	10	5	< 1	15	4
E33	886	332	21	1,239	10	4	< 1	13	6
Total Calls	17,555	11,057	810	29,422	191	120	9	320	ALL

44. 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 FY 2024 and FY2025 to date.

In December 2023, Fire and EMS participated in a workgroup with DC Health, the Department of Behavioral Health (DBH), and the Office of the Chief Medical Examiner (OCME) to standardize opioid-related case definitions, establish data-sharing protocols, and define key performance indicators. This collaboration resulted in the Opioid Overdose Dashboard, a publicly accessible tool on Open Data DC that provides comprehensive data on fatal and non-fatal overdoses, including transports, fatalities, naloxone distribution, and harm reduction efforts.

The dashboard is available at <https://opendata.dc.gov/apps/DCGIS::opioid-overdose-dashboard>.

Along with sharing real-time electronic patient care report (ePCR) data with DBH, the Department participates in biweekly clinical meetings with DBH and the DC Stabilization Center vendor, dedicating one session per month to high-utilization and repeat overdose cases to coordinate individualized care plans.

Suspected Opioid Overdoses

- In FY24, the Department treated 4,381 suspected opioid overdoses.
- In FY25 Q1, the Department treated 1,309 suspected opioid overdoses.

From FY24 through FY25 Q1, the Department identified 421 individuals who experienced multiple suspected opioid overdoses.

Opioid overdose surveillance is managed by DC Health through the Overdose Detection Mapping Application Program (ODMAP), which receives Fire and EMS case data automatically via a secure feed. All relevant overdose data is available on the Opioid Overdose Dashboard.

45. How much funding did FEMS expend in FY 2024 and FY2025 to date on Naloxone? How much was budgeted in FY 2024 and FY2025 to date?

Fire and EMS takes a comprehensive approach to budgeting by allocating funds for all emergency medications and medical supplies collectively. This ensures flexibility and responsiveness in meeting the evolving needs of call types and the communities the Department serves. In FY24, \$589,961 was encumbered with Cardinal Health for the purchase of emergency medications. Additionally, \$400,000 was encumbered with

Medline for the purchase of a combination of medical supplies and emergency drugs. See table below for expenditures on Naloxone.

FY24 PURCHASED NALOXONE			
Description	Unit Price	Quantity	Total Cost
Cardinal Health - PO697308, PO702147	\$20.08	9550	\$191,854.00
Medline - PO705646, PO708828	\$34.78	1100	\$38,260.20
Total FY24 Procurements			\$230,114.20

FY25, TO DATE PURCHASED NALOXONE			
Description	Unit Price	Quantity	Total Cost
Cardinal Health - PO715626	\$20.08	2900	\$58,231.80
Boundtree - PO721191	\$39.09	1000	\$39,099.00
Total – Current FY25 Procurements			\$97,330.80

46. How have patient outcomes changed in FY 2024 and FY2025 to date? Please provide any relevant data tracked by the Department, including cardiac arrest survival rates.

The Department continues to see strong out-of-hospital cardiac arrest (OHCA) survival rates, particularly for the Utstein population (bystander-witnessed, non-traumatic cardiac arrests presenting in ventricular fibrillation). In FY23, the Department achieved a record-high 44% survival rate (compared to the national average of 28%). In FY24, the survival rate was 37%, still significantly exceeding the national benchmark. While this reflects a slight decline, these percentages are based on small sample sizes, where just a few outcomes can notably influence overall rates. Improvements in cardiac arrest care management—including protocol updates, new technologies, targeted training, and specialized roles—have driven these high survival rates.

Beyond cardiac arrest care, Fire and EMS has emerged as a national leader in prehospital blood transfusion, expanding treatment for patients in hemorrhagic shock from medical (e.g., GI bleeds, peri-partum hemorrhage) and trauma-related causes (e.g., penetrating injuries, motor vehicle collisions). Since launching the Low-Titer Type-O Whole Blood (LTOWB) program on April 2, 2024, the Department has transfused 209 units—an average of one unit every 30 hours—with zero reported complications. Most recipients are Black males with penetrating trauma, and when excluding patients already in cardiac arrest upon EMS arrival, 94% survived to hospital discharge.

Fire and EMS has been at the forefront of prehospital blood transfusion innovation, presenting at national conferences, collaborating with international medical leaders, and supporting other fire/EMS agencies in launching their own programs.

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 OHCA locally allowing for quality improvement efforts and benchmarking capability to improve care and increase survival.

Starting in October 2020 (FY21), the Department changed its 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 FY24 and FY25 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 calendar year). The rates in the figures below will be updated on the Department website (<https://fems.dc.gov/page/cardiac-arrest>) after CARES data closes.

Cardiac Arrest Outcome (FY-24)

Utstein Results – Cardiac Etiology (PENDING CLOSURE)

DCFEMS Data

Cardiac Etiology Survival Rates	
Overall:	5.9% (695)
Bystander Wit'd:	11.3% (247)
Unwitnessed:	2.5% (395)
Utstein (1):	36.5% (52)
Utstein Bystander (2):	32.4% (37)

Bystander Intervention Rates	
CPR:	45.2% (527)
Public AED Use:	10.0% (120)

NATIONAL Data

Cardiac Etiology Survival Rates	
Overall:	7.9% (111,908)
Bystander Wit'd:	12.6% (43,112)
Unwitnessed:	2.9% (56,832)
Utstein (1):	28.1% (13,604)
Utstein Bystander (2):	31.6% (8,162)

Bystander Intervention Rates	
CPR:	41.5% (83,317)
Public AED Use:	13.9% (14,310)

Cardiac Arrest Outcome (FY-25)

Utstein Results – Cardiac Etiology (PENDING CLOSURE)

DCFEMS Data

Cardiac Etiology Survival Rates	
Overall:	7.2% (166)
Bystander Wit'd:	15.9% (44)
Unwitnessed:	3.5% (114)
Utstein (1):	35.0% (20)
Utstein Bystander (2):	50.0% (12)

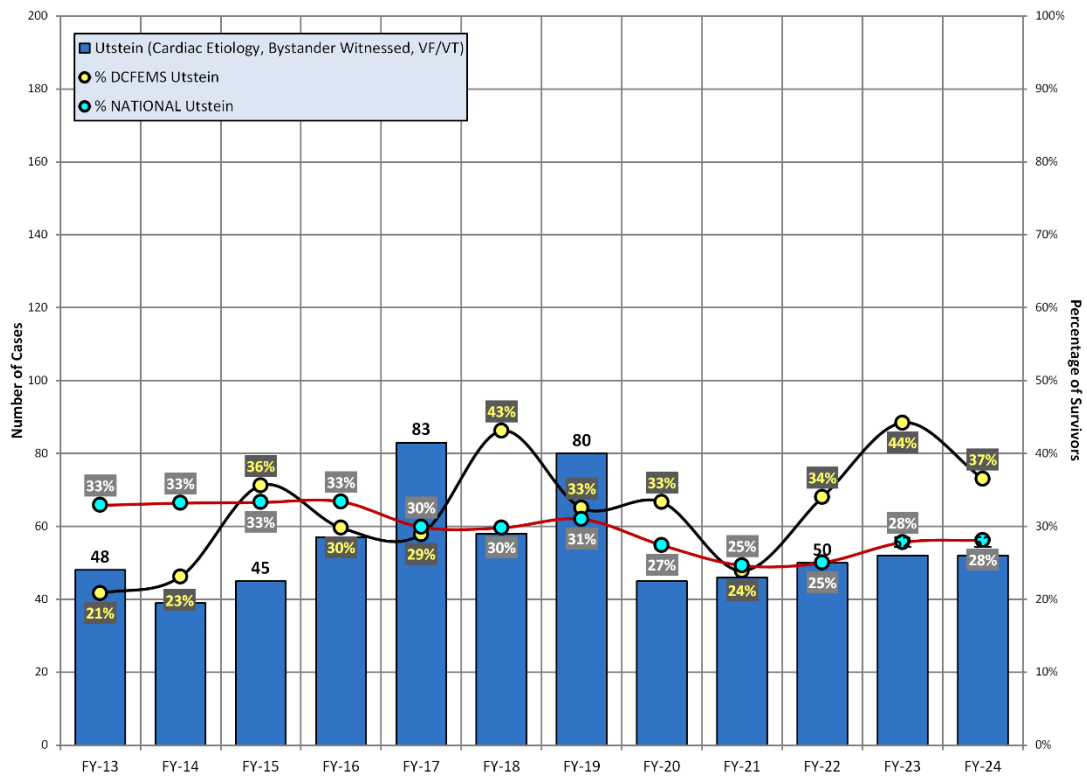
Bystander Intervention Rates	
CPR:	21.2% (132)
Public AED Use:	3.8% (26)

NATIONAL Data

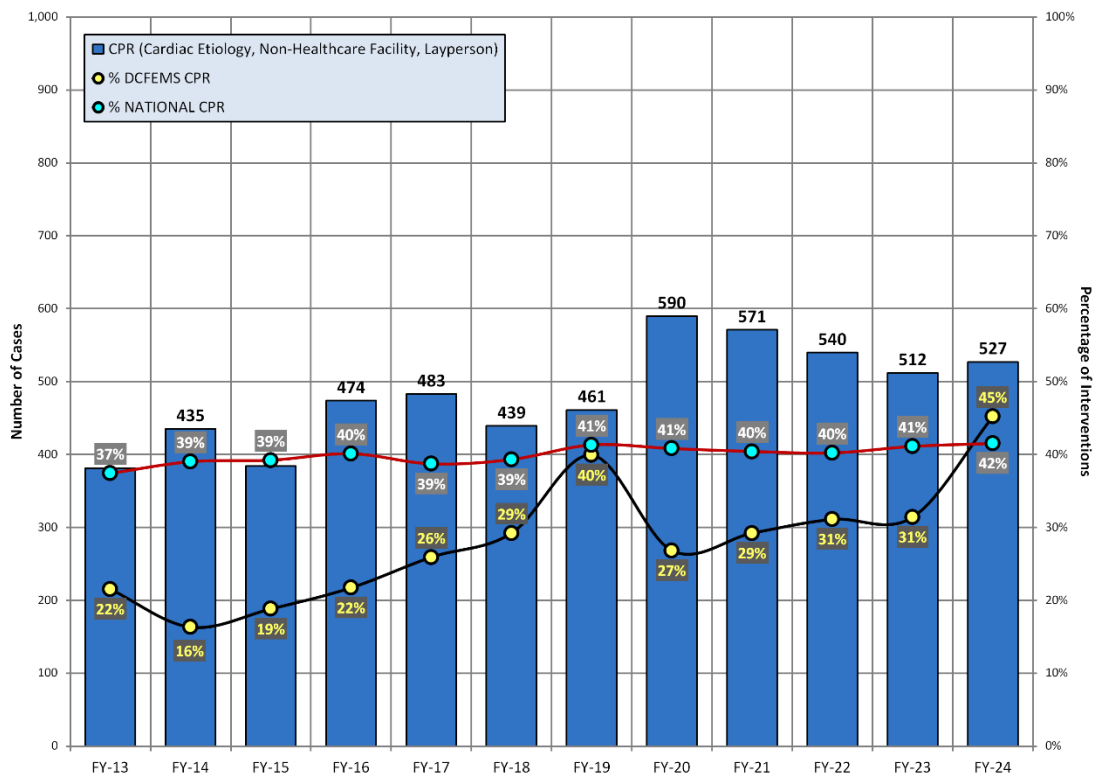
Cardiac Etiology Survival Rates	
Overall:	6.9% (29,017)
Bystander Wit'd:	11.0% (11,292)
Unwitnessed:	2.6% (14,591)
Utstein (1):	24.8% (3,534)
Utstein Bystander (2):	28.1% (2,153)

Bystander Intervention Rates	
CPR:	42.1% (21,777)
Public AED Use:	13.4% (3,576)

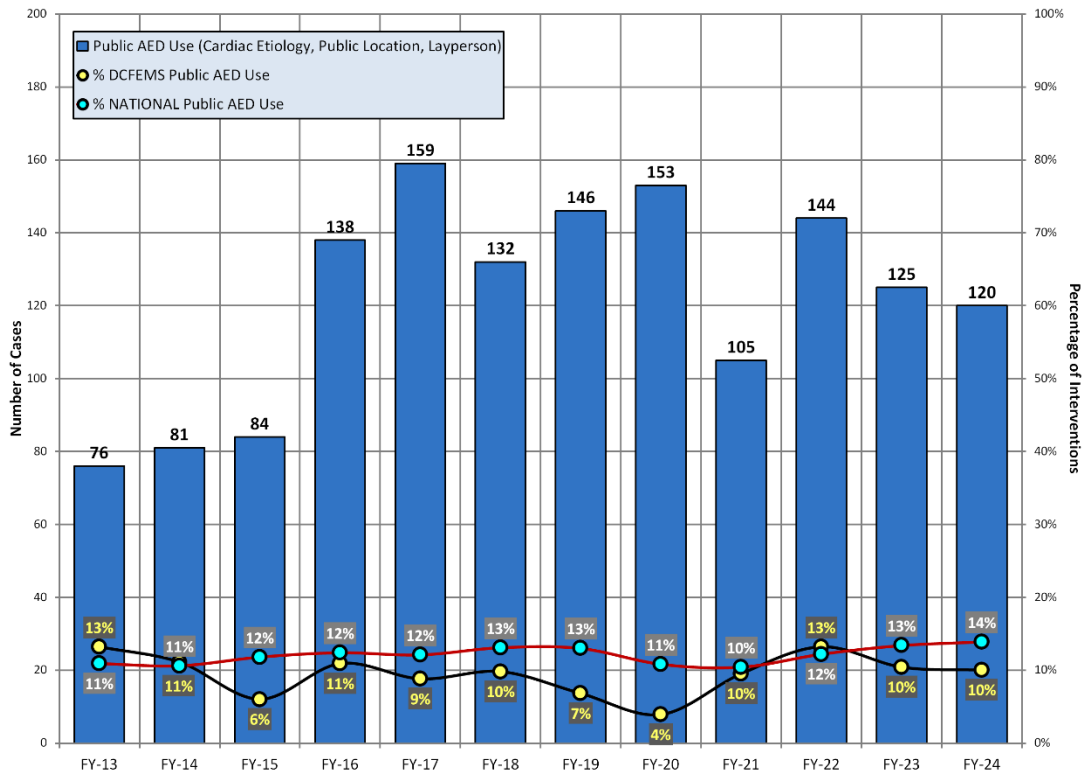
DCFEMS Survival Rate (Cardiac Etiology, Bystander Witnessed, VF/VT) – Utstein 1



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



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



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

The Right Care, Right Now Nurse Triage Line continues to operate.

c. How, specifically, did FEMS use the funding allocated for the NTL in FY 2024 and FY2025 to date?

NTL PROGRAM BUDGET		
	FY 24	FY25 (anticipated)
AMR (Nurse staffing and operations)	\$936,894	\$965,110
Nurse Triage Outreach Funds	\$95,000	\$42,000
Department of For-Hire Vehicles (private and uninsured transport)	\$35,000	\$20,000
NEMT Contract	0	\$115,000
Total	\$1,044,043.72	\$1,157,110

d. Please provide the number of calls diverted to the NTL each day in FY 2024 and FY 2025 to date, as well as the number of calls returned from a nurse.

In FY24, out of 5,741 calls triaged, there were a total of 3,584 diversions (62%) through the NTL. In FY24, NTL sent 1,998 calls back to BLS and 159 calls back to ALS.

In FY25 to date, out of 1,777 calls triaged, there have been 928 diversions (52%) through the NTL. Of those, NTL sent 680 calls back to BLS and 28 calls back to ALS.

e. How has the NTL impacted overall call volume?

The Department measures the effectiveness of the NTL based on the number of transports diverted from emergency departments rather than the reduction in 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 3,584 fewer EMS transports to hospitals. If trends stay the same as with previous Medicaid MCO data, then 62% of “diverted” NTL referrals remain out of the emergency department (ED) for a full seven-day period.

f. Has any funding in the FY 2024 and FY 2025 budgets been reprogrammed from the NTL for other uses, either internal or external to the Department or within OUC? If so, please describe.

No.

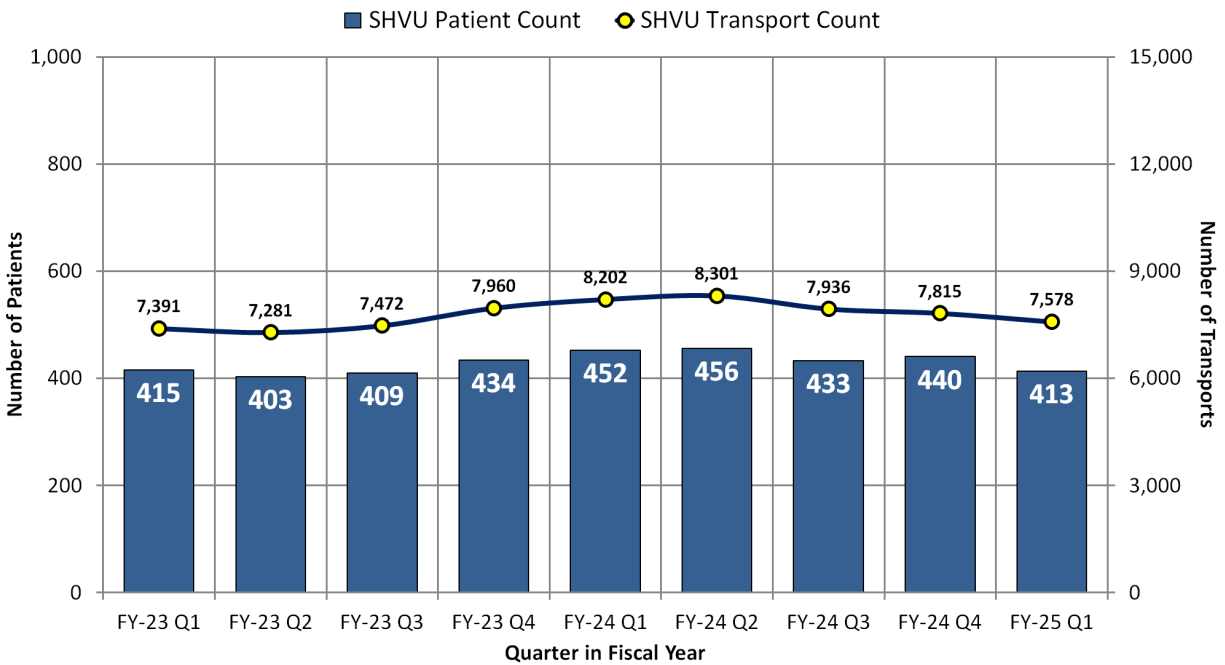
48. How does FEMS measure utilization of its services by high-volume and super high-volume consumers? Please provide any relevant data.

The Department defines Super High-Volume Users (SHVU) as patients it transports ten or more times in a year. SHVU utilization is measured each quarter, for the previous 12 months. The FY24 SHVU utilization rate was 440 patients (or .9% of all patients) accounting for 7,815 transports (or 10.3% of all transports). For FY24 Q4 SHVU counts, 2,086 (or 2.7%) of 78,061 transport records could not be uniquely identified by patient name. The FY25 Q1 SHVU utilization rate was 413 patients (or .9% of all patients) accounting for 7,578 transports (or 10.0% of all transports). For FY25 Q1 SHVU counts, 2,370 (or 3.0%) of 80,173 transport records could not be uniquely identified by patient name.

SUPER HIGH-VOLUME USERS (FY24 Q4 comprising data 9/1/23 – 8/31/24)				
Number of Transports	Number of Patients	Percentage of Patients	Number of Transports	Percentage of Transports
1 to 2	43,268	89.7%	49,051	64.6%
3 to 4	3,135	6.5%	10,331	13.6%
5 to 9	1,419	2.9%	8,778	11.6%
10 or more	440	0.9%	7,815	10.3%
Totals	48,262	100%	75,975	100%

SUPER HIGH-VOLUME USERS (FY25 Q1 comprising data 1/1/24 – 12/31/24)				
Number of Transports	Number of Patients	Percentage of Patients	Number of Transports	Percentage of Transports
1 to 2	43,460	89.7%	49,253	64.8%
3 to 4	3,186	6.6%	10,576	13.9%
5 to 9	1,377	2.8%	8,595	11.3%
10 or more	413	0.9%	7,578	10.0%
Totals	48,436	100%	76,002	100%

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



- a. *In FY 2024 and FY 2025 to date, how has FEMS worked to divert the use of EMS services by high-volume and super high-volume consumers?*

High-volume EMS users pose a challenge for municipalities nationwide. To address this, Fire and EMS has expanded its Mobile Integrated Health (MIH,

formerly Street Calls) team, which includes paramedics, EMTs, and community outreach specialists, to provide preventive care, education, and follow-ups for non-emergency patients. The team collaborates with case managers, social services, the DBH, and the Department of Aging and Community Living (DACL) to connect frequent EMS users with mental health services, primary care providers, and social workers, addressing the root causes of their reliance on 911. Additionally, the Department has implemented non-emergency transport options for individuals who repeatedly call EMS for non-urgent issues.

Using data-driven analysis, the MIH team proactively identifies high-volume users and conducts targeted outreach to develop personalized interventions. See the response to Question 49 for more information on MIH. By integrating medical care with social support services, the Department is working to break the cycle of repeated EMS use and improve patient outcomes while preserving emergency resources for true emergencies.

49. Please describe the activities and staffing of the Street Calls program in FY 2024 and FY 2025 to date.

Effective July 30, 2024, the Street Calls program was renamed the Mobile Integrated Health (MIH) Team to align with industry standards. This team engages high-volume utilizers, lift assist patients, and opioid overdose survivors, aiming to provide proactive care and reduce unnecessary emergency department transports. MIH provides advanced life support (ALS) coverage from 10:00 a.m. to 8:00 p.m., 365 days a year. The program has been organized into three operational teams: MIH 1 and MIH 2, both ALS-capable with paramedics, EMTs, and community outreach specialists, and MIH 4, a basic life support (BLS)-level team focused on overdose follow-ups, community engagement, and harm reduction efforts. The MIH 3-unit designation has been reserved for future expansion. In FY25, the Department plans to further enhance services by hiring two Advanced Practice Providers (APPs): physician assistants trained to manage low-acuity cases in the field and reduce hospital transports.

Fire and EMS has made strategic investments in vehicles, equipment, and training to strengthen MIH operations. The team now has a dedicated fleet, including newly outfitted emergency response vehicles, expanded medical capabilities, and DC Health-approved pre-hospital buprenorphine protocols—making MIH one of the few EMS programs nationally to administer this treatment. Technology upgrades, such as GIS dashboards, an MIH direct contact line, and electronic patient care reporting enhancements, support efficient service delivery. Additionally, renovations at the Adams Place warehouse provide a permanent MIH facility, including workstations, secure parking, and a team operations center. Through these efforts, MIH continues to evolve as a national leader in mobile healthcare innovation, bridging gaps in care and supporting vulnerable populations.

50. In FY 2024 and FY 2025 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.

Fire and EMS received 857 complaints related to dangerous conditions at residential/commercial buildings in FY24 and 71 in FY25, to date. These are the combined totals of residential/commercial requests as this information is captured in a consolidated format through the Department online reporting system.

a. Of these, how many have been resolved?

Six hundred eighty-seven have been resolved to date.

b. How many remain open?

Two hundred forty-one remain open.

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

Members of the public are encouraged to submit complaints by calling 311, using the Fire Prevention Division main line (202-727-1614), or filling out the fire marshal hotline form (<https://fmhotline.femsdc.com/HotlineForm>).

The Department has engaged in various media campaigns, including on social media and television, to convey its fire safety messaging and service offerings and capabilities. In addition, Fire and EMS staff engage residents through door-to-door campaigns and static displays in high-traffic areas to further convey the message and mission of the Fire Prevention Division and the Department as a whole.

51. Please describe the Department's fire prevention education efforts, including outreach to seniors in FY 2024 and FY 2025 to date.

VULNERABLE POPULATION PRESENTATIONS		
	FY24	FY25 (to 12/31)
Total Presentations	189	38
Daycare – Kindergarten age (individuals)	956	279
Senior citizens (individuals)	1,289	190

Fire Prevention Education Initiatives (FY24–FY25)

- **Youth Fire Safety Education**
 - Continued partnerships with daycare centers and DC Public Schools (DCPS).
 - Delivered in-person and virtual programs for PK3 through elementary students.
 - Covered key topics:
 - Stop, drop, and roll

- Identifying hot vs. safe objects
- Importance of smoke and carbon monoxide alarms
- Home exit drills
- **Senior Fire Safety Education**
 - Partnered with the DACL and community organizations.
 - Provided in-person and virtual presentations focused on:
 - Kitchen hazards
 - Home fire safety
 - Hoarding risks and decluttering tips
- **High-Rise Fire Safety for People with Disabilities**
 - Collaborated with the Mayor’s Office of Deaf, DeafBlind, and Hard of Hearing, HSEMA, and the American Red Cross.
 - Conducted fire safety presentations across all eight wards.

52. Please describe the work of the Department’s educational and street outreach personnel in FY 2024 and FY 2025 to date.

In FY24 and FY25, to date, the Fire Prevention Division conducted 10,480 door-to-door home fire safety visits and smoke alarm installations during All Hands-on Prevention (AHOP) and Return to the Scene (RTS) outreach efforts, which occur in an area that has experienced a major fire tragedy. These visits include handing out literature targeted at the specific community and explaining hazards identified within that community. These initiatives allow Department employees to actively and personally engage District residents and businesses to provide information and equipment at no cost in the form of educational literature, smoke and carbon monoxide alarms, and an offer of a home safety inspection to increase the knowledge and safety of all residents and businesses throughout the District.

53. 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 FY 2024 and FY 2025 to date.

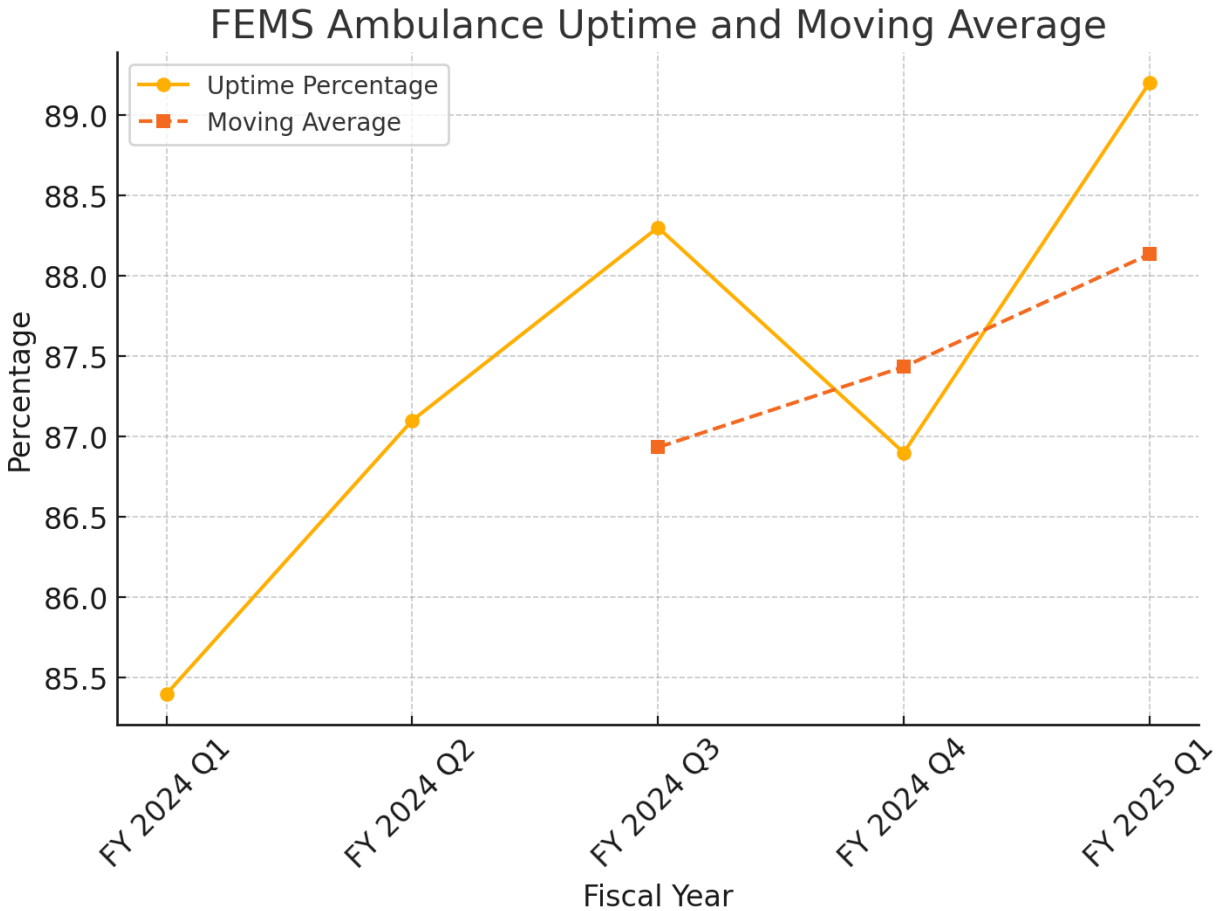
The Department does not provide this service. The District Department of Transportation is responsible for car seat installation through its Car Safety Seat Program, “Project Safe-Child,” in collaboration with the Metropolitan Police Department, Department of Motor Vehicles, and Safe Kids Washington DC.

54. Please provide FEMS ambulance uptime percentage and moving average data, disaggregated by fiscal year, for FY 2024 and FY 2025 to date. Please also describe the two metrics and reflect on the data.

The Department’s ambulance uptime percentage and moving average data show significant improvements from FY24 to FY25. Uptime measures ambulance availability, while the moving average smooths fluctuations to reveal trends. In FY24, the moving average rose steadily from 58.88% in October to 65.33% by fiscal year-end, reflecting consistent monthly improvements. FY25 started stronger, with October’s moving average at 69.56%, over ten points higher than FY24, reaching

72.04% by the end of December. These trends highlight effective maintenance and operational enhancements, demonstrating progress in improving ambulance availability and reliability.

AMBULANCE UPTIME FY24 THROUGH FY25 Q1		
Month	Uptime	Moving Average
Oct-23	58.88%	63.03%
Nov-23	57.51%	62.64%
Dec-23	66.43%	62.89%
Jan-24	65.77%	63.07%
Feb-24	64.60%	63.16%
Mar-24	69.05%	63.49%
Apr-24	68.34%	63.74%
May-24	62.03%	63.66%
Jun-24	64.75%	63.71%
Jul-24	71.82%	64.08%
Aug-24	65.78%	64.15%
Sep-24	69.03%	64.36%
Oct-24	69.56%	64.56%
Nov-24	73.99%	67.79%
Dec-24	72.58%	67.83%



Emergency Medical Services Fees

55. How did the Department collect Emergency Medical Services fees in FY 2024 and FY 2025 to date? Please describe any changes to ambulance billing, such as the transition to the OCFO's CCU.

During FY24 and FY25, to date, the Department has used a third-party billing service (contractor) to bill, process, and collect EMS fees and charges. Ambulance billing payments, including Medicaid supplemental payments are shown in the table below:

AMBULANCE BILLING PAYMENTS (FY24 and FY25 TO DATE)		
Measure	FY24	FY25 TD
Net Collections (Ambulance Billing)	\$69,822,331	\$21,517,873
Medicaid Supplemental Payment (FY-23)	\$38,920,426	N/A
Vendor Fee Payments	\$8,115,424	\$1,667,635
NET District Revenue	\$100,627,333	\$19,850,238

During FY24, the Department completed and submitted the FY23 Medicaid Cost Report to the Department of Health Care Finance (DCHF). Results of the DHCF audited final Cost Report (see Attachment Q55) were as follows:

- The FY23 audited cost of Medical Transportation Services (MTS) provided by the Department was \$279,067,805 (line #8, page 14).
- The FY23 average cost per MTS transport was \$3,456 (line #10, page 15).
- The resulting FY23 Net Federal Participation Amount cost recovery payment made to the Department by DHCF for Medicaid program healthcare plan patient transports (Medicaid supplemental payment) was \$38,920,426 (line #16, page 15).

Beginning in FY24, as originally authorized by the Emergency Medical Services Fees Emergency Amendment Act of 2021, D.C. Act 24-159, D.C. Official Code §§ 5–416(d)(1) and (2), the Department increased ambulance fees and charges (see Attachment Q55) as follows:

- Effective 01/01/2024, EMS transport fees increased to \$1,500 and \$22.50 per mile transported.
- Effective 01/01/2025, EMS transport fees increased to \$1,750 and \$26.25 per mile transported.
- Beginning in FY24, as authorized by the DHCF Office of Rates, Reimbursement, and Financial Analysis (ORRFA), and 29 DCMR 567.4(a), the Department increased ambulance fees and charges billed to Medicaid program healthcare plans (see Attachment Q55) as follows:
 - Effective 02/01/2024, EMS transport fees for Basic Life Support (BLS) emergencies increased to \$2,180.17 and \$34.04 per mile transported.
 - Effective 02/01/2024, EMS transport fees for Advanced Life Support (ALS) emergencies increased to \$2,588.96 and \$34.04 per mile transported.

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

56. Please provide the total amount of EMS fees collected in FY 2024 and FY 2025 to date.

The data below show all ambulance billing payments received during each fiscal year, regardless of patient date of service. The data reflect both payments received in the Department’s ambulance billing bank account and transfers credited to the Department from DHCF (Medicaid program payments). All District government ledger payments

are reconciled by an Office of the Chief Financial Officer (OCFO) controller against contractor patient account management system credited payments. Not included in FY24 data is the FY23 Medicaid supplemental payment of \$38,920,426 (received in FY24), resulting in an authorized vendor fee payment of \$2,335,226 and net District revenue of \$36,585,200.

AMBULANCE BILLING PAYMENTS (FY24 and FY25 to date)		
Measure	FY24	FY25 TD
Adjusted Gross Collections	\$73,077,534	\$21,659,432
Adjusted Net Collections	\$69,822,331	\$21,517,873
Authorized Vendor Fee Payment	\$5,780,198	\$1,667,635
NET District Revenue	\$64,042,133	\$19,850,238

- a. How many times in FY 2024 and FY 2025 to date did the Department collect EMS fees?*

The Department bills for each transport as described.

- b. Please provide the total amount of EMS fees that remain uncollected in FY 2024 and FY 2025 to date.*

The data below only include patient accounts with a date of service during the same fiscal year, thus older dates of service paid during FY24 or FY25, to date are not shown.

AMBULANCE BILLING INFORMATION (FY24 and FY25, TO DATE)		
Measure	FY24	FY25, to date
Number of Accounts	80,326	20,936
Accounts Billing Eligible	80,233	20,929
Gross Charges Billed	\$140,659,065	\$39,296,748
Adjustments	\$46,482,116	\$10,920,809
Write-Offs	59,376	11,982
Full or Partially Paid Accounts	20,857	8,947
Unpaid Accounts	\$23,472,362	\$14,121,576
Unpaid Balances	\$70,704,587	\$14,254,364
Net Payments	80,326	20,936

Agency Fleet

57. 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.**

See Attachment Q57a.

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

As of FY24 through FY25 Q1, the Department leases a total of 47 vehicles, consisting of a diverse range of makes and models to support various operational needs. The fleet includes 17 Ford Fusion sedans, which make up the largest portion of the leased vehicles, followed by six Chrysler Pacifica minivans and six Hyundai Elantra sedans. Additionally, the Department leases three Dodge Ram 1500 trucks, two Chrysler 200 Limited sedans, and two Dodge Grand Caravans. Other leased vehicles include various Ford models, such as the F-150 pickup, Transit 350 and 250 vans, and the electric transit. A Chevrolet Blazer and a Dodge Caravan are also part of the fleet. This mix of sedans, minivans, pickup trucks, and vans ensures the Department can effectively meet its transportation, administrative, and operational requirements. See Attachment Q57b.

- c. How many vehicles are currently out of service? Please disaggregate by vehicle type.**

A total of 82 vehicles are currently out of service:

VEHICLES OUT OF SERVICE	
VEHICLE TYPE	COUNT
Ambulance	31
Engine	24
Truck	16
Support Unit	8
Operational Chief Buggy	3
EMS Supervisor	3
K-9 Vehicle	2
Assigned Response Vehicle	2
Lease Vehicle	1
Foam Unit	1
Twinned Agent Unit	1
Fire Boat	1
Squad	1

58. 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.

The Department has implemented a structured plan to ensure the certification of aerial ladders, engines, fire hoses, ground ladders, nozzles, fire boats, foam units, and brush units. The certification process follows NFPA 1910 standards and relies on third-party vendors, including Underwriter Laboratories (UL) and First Vehicle Services (FVS), to conduct testing and repairs.

FLEET CERTIFICATION						
Total Fleet Size		Frontline		Reserve		Total Certifications (FY24, FY25 TO DATE)
		Certified	Not Certified	Certified	Not Certified	
Aerial Ladder	33	7	9	5	12	12
Engine	68	29	4	19	16	48

Aerial Ladder Certification

The Department's total fleet includes 33 aerial ladders. Among these, seven frontline units and five reserve units have been certified, while nine frontline and 12 reserve units remain uncertified. All 33 aerial ladders have been inspected, with necessary repairs made where required. Twenty-one ladders required varying levels of repair before reinspection, with eight units under five years old receiving warranty-covered repairs. All ladders will be tested in FY25, the goal for certification in FY25 is 70%; the Department will not utilize any ladder with out-of-service criteria. The goal for certification in FY26 is 80% and FY27 is 90%.

Pump (Engine) Certification

The Department has 68 engines, including 33 frontline units and 35 reserves. Of these, 29 frontline units and 19 reserve units are certified, while four frontline and 16 reserve units await certification. All 68 engines have been inspected, with 20 requiring repairs and reinspection. Two of these were under warranty. Certification for all engines is scheduled for completion by FY25 Q4.

Fire Boat, Foam Unit, and Brush Unit Certification

Three fire boats are certified, while one, FB-1 (S-801, the *John Glenn*), is undergoing extensive repairs at the shipyard. The pump repairs for FB-1 are complete, and certification will be conducted before acceptance in FY25 Q2. Both foam units and the single brush unit have been certified.

Hose Testing

Hose testing in FY24 covered over 186,000 feet of fire hose, including 82,690 feet of attack lines and 103,770 feet of supply lines. The Department was unable to secure a contract for nozzle, appliance, and hard sleeve testing in FY24, but testing for these components is scheduled for FY25 Q3. The new contract will include provisions for proper inventory tracking and documentation using Operative IQ, allowing for improved visibility into hose conditions and lifecycle tracking.

Ground Ladder Certification

Ground ladder certification has seen the highest level of compliance, with over 10,000 feet of ground ladders tested in FY24. The Department does not operate any ground ladders that have failed annual testing, ensuring continued compliance.

Testing and Compliance Foreman

To improve testing and compliance oversight, the Department has established a dedicated foreman position. This individual is responsible for scheduling and monitoring testing, coordinating necessary repairs, and ensuring compliance in collaboration with the Operations Division. The foreman will also oversee follow-up testing and maintain accurate records to support NFPA certification requirements. This new foreman position is projected to be filled by FY25 Q3.

Continued Improvement

Looking ahead, the Department will focus on completing aerial ladder, engine, and FB-1 certifications in FY25 Q2-Q3. Mid-year efforts will prioritize hose, nozzle, appliance, and hard sleeve testing. Ongoing compliance will be maintained through structured tracking and scheduling processes facilitated by the compliance foreman and tracked electronically.

This comprehensive approach ensures that the Department remains fully prepared, maintaining the highest levels of safety and readiness through systematic certification and compliance efforts.

59. Please discuss the current apparatus replacement plan, and please provide a chart documenting apparatus procurement and deliveries, by fiscal year, for FY24 and FY25, to date, which includes the apparatus type, cost, placement within the Department, and time between being ordered and delivered.

The current apparatus replacement plan for the Department is structured as a multi-year strategy aimed at maintaining operational readiness by replacing aging vehicles based on life expectancy, maintenance costs, and funding availability. The replacement schedule prioritizes vehicles with the highest need, as determined by a 20-point condition rating system.

At the start of FY25, 139 vehicles were already in need of replacement across various fleet categories. This included ladder trucks, pumpers, ambulances, and command vehicles that have exceeded their expected service life and continue to require extensive maintenance to remain operational.

For FY25, planned procurements include ladder trucks, pumpers, ambulances, and command vehicles, with a total budget allocation of \$17,751,522. The Department anticipates significant investments in ladder trucks and pumpers, with estimated costs of \$13,422,058 and \$15,098,922, respectively. Additionally, ambulances and command vehicles are scheduled for replacement, with budgets of \$4,516,057 and \$2,323,700, respectively.

The time between ordering and delivery varies by apparatus type. Ladder trucks and pumpers currently require a lead time of 36 to 52 months due to manufacturing and supply chain delays, while ambulances typically take 12 to 18 months. Command and administrative vehicles have the shortest procurement timeline, averaging six to nine months. The Department continues to work on optimizing procurement timelines and addressing potential delays due to manufacturing constraints.

See Attachment Q59.

60. What were the achievements of the Apparatus Division in FY 2024 and FY 2025 to date? What are the FY 2025 goals for the Apparatus Division, including goals for improving training of personnel

In FY24 and FY25 to date, the Apparatus Division has made significant advancements in fleet management, maintenance efficiency, and workforce training. The division implemented standard operating procedures (SOPs) to standardize maintenance workflows, improve accountability, and align practices with NFPA standards and manufacturer-recommended guidelines. To further drive performance improvements, a performance improvement coordinator position was established to track key metrics, reduce repair turnaround times, and ensure compliance with established maintenance protocols.

Recognizing the need for enhanced training and procedural refinement, the division engaged a third-party consultant to review and revise the preventative maintenance program. This consultant ensured that all maintenance activities aligned with NFPA standards and apparatus manufacturer recommendations. Following the review, workforce-wide training was conducted to reinforce best practices in diagnosing and repairing fleet apparatus. Additionally, to improve repair efficiency, the division invested in advanced diagnostic equipment, enhancing the ability to properly diagnose and repair vehicles, reducing reliance on external vendors and increasing fleet availability.

Technology integration has played a key role in modernizing fleet operations. The division implemented live telematics via Geotab devices, enabling real-time tracking, diagnostics, and vehicle performance monitoring. These tools provide instant alerts on

maintenance issues, allowing for proactive repairs and reducing unexpected breakdowns. Furthermore, the adoption of Operative IQ has significantly improved asset tracking and reporting, ensuring fleet tools and equipment are accurately accounted for. This system has proven invaluable during events requiring upstaffing and mobilization, enabling rapid response and operational readiness.

For FY25, the Apparatus Division aims to build upon these achievements by continuing to retool the division with the appropriate tools and equipment to complete more repairs in-house. Increasing flexibility in repair operations will be a priority, including equipping Apparatus Division vehicles with the necessary tools to conduct field repairs. Additionally, the division will focus on the complete integration of Operative IQ, enabling operational personnel to complete daily apparatus inspections, with deficiencies automatically routed to the Apparatus Division for review and action. Predictive analytics through live telematics will help prioritize repairs and allow for minor repairs to be completed before they escalate into significant issues, ultimately increasing overall efficiency.

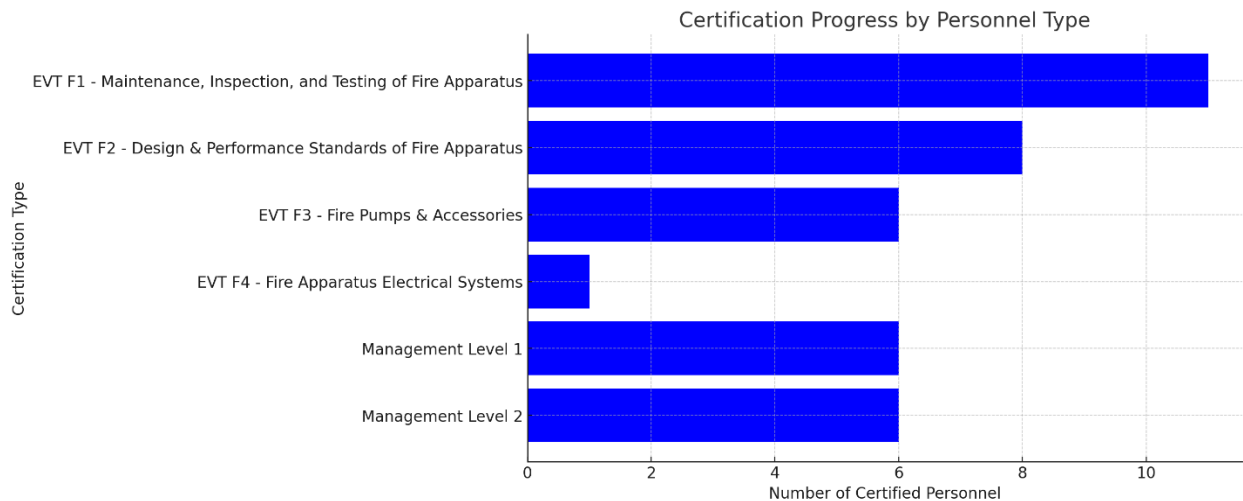
To further enhance personnel training and development, the Apparatus Division will expand Automotive Service Excellence (ASE) and Emergency Vehicle Technician (EVT) training programs, ensuring personnel maintain high technical standards. The performance improvement program will continue to refine maintenance processes, address performance gaps, and ensure best practices are consistently applied. Training partnerships, such as Penn Foster Career School mechanic training and specialized courses like Waterous Pump training, will provide personnel with the necessary technical expertise to maintain and repair fleet apparatus effectively. Additionally, the division will enhance its interview and selection process to ensure that vacancies are filled with the most qualified candidates. These initiatives will foster a culture of continuous learning and professional development while strengthening fleet readiness and operational effectiveness.

By implementing these strategic initiatives, the Apparatus Division will further improve fleet reliability, streamline maintenance operations, and enhance overall efficiency in supporting emergency response efforts.

61. 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.

The Apparatus Division is bound to comply with NFPA 1900 and NFPA 1910 standards as mandated by the D.C. Code, ensuring all personnel meet the certification and training requirements necessary for operational effectiveness and technical proficiency. Technicians focus on obtaining EVT certifications to align with these standards, with 11 certified in EVT F1 (Maintenance, Inspection, and Testing of Fire Apparatus), eight in EVT F2 (Design & Performance Standards of Fire Apparatus), six in EVT F3 (Fire Pumps & Accessories), and one in EVT F4 (Fire Apparatus Electrical Systems). Foremen are required to complete management-level certifications, with six achieving Management Level 1 and another six attaining Management Level 2. ASE

certifications are also critical to meet NFPA requirements for mechanical competencies, though further tracking of specific technician progress in ASE categories is necessary. Emphasis will be placed on increasing EVT F4 certification rates and ensuring comprehensive ASE certification coverage to meet regulatory compliance and enhance personnel capabilities and fleet readiness.



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

The Apparatus Division consists of 40 personnel across various leadership, technical, and support roles to ensure the effective maintenance and management of the Department's fleet. Leadership positions include a Deputy Fire Chief, a Battalion Fire Chief, and a Captain, supported by two Assistant Fleet Management Officers and a Program Improvement Coordinator. The division's technical team is composed of five Heavy Mobile Equipment Foremen, two Heavy Mobile Equipment Mechanic Leaders, and 15 Heavy Mobile Equipment Mechanics, responsible for servicing and maintaining apparatus. Additionally, three Heavy Mobile Equipment Repairers and one Heavy Mobile Equipment Helper provide essential repair and support functions. Program improvement efforts are overseen by two Program Improvement Leaders, while five Program Support Assistants manage administrative and operational support tasks. An IT Specialist ensures the integration of technology and fleet management systems. This diverse workforce structure enables the Apparatus Division to maintain a high level of operational readiness and efficiency.

a. Please list any vacancies and how long each vacant position has been vacant.

- Two Heavy Mobile Equipment Repairer Grade 8 positions have been vacant for four months, with Job ID 28570 officially opened on December 19, 2024.
- A Program Support Assistant Grade 9 position has been unfilled for five months, with Job ID 28365 opened on November 27, 2024.

- A Heavy Mobile Equipment Mechanic Grade 10 position has been vacant for four months, with Job ID 28355 posted on November 26, 2024.
- At the leadership level, a Heavy Mobile Equipment Foreman position has remained open for nine months, with Job ID 28878 posted on January 28, 2025.
- Similarly, the General Foreman position has also been vacant for nine months, with Job ID 28283 opened on November 25, 2024.
- See also the response to Question 2b.

Personal Protective Equipment

63. Please detail all uniform and protective gear procurements in FY 2024 and FY 2025 to date, including how many members were provided uniforms and gear due to the procurement.

The Department has distributed 30,263 uniform items in FY24 and FY25, to date, based on need.

FY24 PROCUREMENTS FOR PERSONAL PROTECTIVE EQUIPMENT	
Contract	FY24 Encumbered Funds
FY24 – LOGISTICS PPE STRUCTURAL COATS, PANTS, AND BOOTS	\$1,989,582.12
FY24 LOGISTICS Firefighting Protective Equipment – Helmets, Hoods, Gloves and Helmet Shields	\$998,801.55
FY24 Logistics Structural Firefighting PPE	\$995,000.00
Total – Current FY24 Procurements	\$3,983,383.67

FY25, TO DATE PROCUREMENTS FOR PERSONAL PROTECTIVE EQUIPMENT	
Contract	FY25 Encumbered Funds
FY25 – LOGISTICS PPE STRUCTURAL COATS, PANTS, AND BOOTS	\$1,928,408.60
FY25 LOGISTICS Firefighting Protective Equipment and Specialized Protective Equipment	\$1,250,000.00
FY25 Logistics Structural Firefighting PPE	\$300,000.00
Total – Current FY25 Procurements	\$3,478,408.60
FY25 Total PPE Budget	\$4,800,000.00
Remaining FY25 PPE Budget Funds to be encumbered	\$1,321,591.40

FY24 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) – PO705382	\$991,547.90
Morgans (DBA Muscatello's) – PO712833	\$500,000.00
Galls, LLC (DBA Muscatello's) – Direct Invoice	\$150,000.00
Total – Current FY24 Procurements	\$1,641,547.90

FY25, TO DATE PROCUREMENTS FOR DRESS UNIFORMS, OUTERWEAR, SAFETY DUTY SHOES, BIKE TEAM UNIFORMS, AND NFPA FIRE RESISTANT STATION WEAR	
Contract	FY25 Encumbered Funds
Morgans (DBA Muscatello's) – PO721027	\$1,849,304.62
Total – Current FY25 Procurements	\$1,849,304.62
FY25 Total Uniform Budget	\$2,326,561.00
Remaining FY25 Uniform Budget Funds to be encumbered in March	\$477,256.38

64. What are FEMS' plans for procurements in the remainder of FY 2025?

There are \$1,321,591.40 remaining PPE budget funds to be encumbered for firefighting helmets, gloves and specialized PPE. There are \$477,256.38 remaining budget funds for dress uniforms, outerwear, safety duty shoes, bike team uniforms, and NFPA fire resistant station wear to be encumbered in March.

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 operational employees through thoughtful uniform purchases and policies. Due to better budget planning and improved fiscal management, the Department satisfied 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	\$115.81	2	\$231.62
Structural Firefighting Helmet	\$471.90	2	\$943.80
Structural Firefighting Gloves	\$122.50	2	\$245.00
Structural Firefighting Boots	\$493.40	2	\$986.80
Structural Firefighting Coat	\$1952.84	2	\$3905.68
Structural Firefighting Pant	\$1686.66	2	\$3373.32
Safety Glasses	\$40.00	1	\$40.00
Firefighting Gear Bag	\$76.00	2	\$152.00
CBRNE GO BAG	\$410.00	1	\$410.00
SCBA Face Piece and Storage Bag	\$330.00	1	\$330.00
Total Cost PPE Issued per each FIRE and EMS Recruit			\$10,618.22

BUDGETED DRESS UNIFORMS AND NFPA FIRE RESISTANT STATION WEAR ISSUED			
Description	Unit Price	Quantity	Total Cost
NFPA Fire Resistant Uniform Pant	\$116.00	4	\$464.00
NFPA Fire Resistant Uniform Shirt – L/S	\$112.00	3	\$336.00
NFPA Fire Resistant Uniform Shirt – S/S	\$98.00	3	\$294.00
Leather Belt	\$41.03	1	\$41.03
Recruit T-Shirts Long or Short (dependent on time of year)	\$17.50	4	\$70.00
Class A – Dress Uniform Coat	\$346.63	1	\$346.63
Class A – Dress Uniform Pant	\$69.33	1	\$69.33
Light Blue Dress Uniform Shirt – L/S	\$44.06	1	\$44.06
Dress Uniform Hat with Badge	\$141.99	1	\$141.99
Dress Uniform tie	\$5.94	1	\$5.94
Collar Brass	\$22.00	4	\$88.00
Outerwear Jacket	\$450.00	1	\$450.00
Safety Duty Shoes	\$168.00	1	\$168.00
Total Cost Uniforms Issued per each Fire and EMS Recruit			\$2,518.98

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

In FY22, the Department purchased personal escape systems for each riding position. In FY25, Fire and EMS plans to purchase enough personal escape systems to equip each individual operational employee.

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. What is the status of the Personal Escape Systems (PES) for all members?

Fire and EMS has encumbered FY25 funds to purchase a PES for every dual role operational employee, beginning Q2 FY25.

BUDGETED PERSONAL PROTECTIVE EQUIPMENT AND UNIFORMS			
BUDGETED PERSONAL ESCAPE SYSTEMS FY25			
Description	Unit Price	Quantity	Total Cost
Personal Escape System	\$661.25	1600	\$1,058,000

Marine Firefighting Unit

65. Please provide an update on Fire and EMS' efforts to replace the fireboat in accordance with the 2017 BDA Global Report recommendations.

a. What is the expected timeline for design and completion of the replacement fireboat?

The Office of Contracting and Procurement (OCP), on behalf of the Department, has executed a letter contract with a vendor in anticipation of submitting a definitized contract to Council for naval architecture and marine engineering services for the design of a fireboat, RFP development, and shipyard evaluations.

The Mayor and Council have provided \$15 million in FY26 and \$7 million in FY27 for design-build of a new Fire Boat 1. The marine engineering firm's research and design of a new boat will inform both the final budget and timeline for completion. This part of the process is expected to take 18 months from contract execution.

b. Please attach the contract for the design of the new fireboat.

See Attachment Q65b.

66. What is the current status of the fireboat "John Glenn"?

The *John Glenn* is in dry dock at a vendor for repairs.

a. Please provide the estimated timeline for the John Glenn to be back in service.

Completion and return home is projected for March of 2025.

b. Please describe the nature of the repairs needed to bring the fireboat back in service. Since the John Glenn was removed from service, what repairs have been made to date to bring the fireboat back in service?

- The steering system is being converted from a mechanical system to a fly-by-wire system.
- The hydraulic portion of the steering system upgrade is 90% complete.
- The electrical portion of the steering system upgrade is 40% complete.
- The port side fire pump drive box needs replacement. This part has been discontinued, and the vendor is sourcing a solution.

- Deck plating still needs to be completed above the engineering and shop spaces.
- The davit arm has delays in its production. The substructure and necessary engineering upgrades will be completed prior to the boat's return and once the davit has been received by the yard, it will be installed on site in the District.

c. Please describe the nature of the delays to date to bring the John Glenn back in service.

While the *John Glenn* is an important resource, it is not the District's primary life safety and rescue vessel, regardless of weather conditions. District first responders have more nimble and faster waterway resources, including airboats, inflatables, and jet skis. The *John Glenn*'s primary mission, when in service, is to pump large volumes of water for fire suppression. While the *John Glenn* has been out of service, Fire and EMS has been using two other vessels to support the pumping of water for fire suppression.

Inspections conducted once in dry dock identified unforeseen structural and mechanical deficiencies, which expanded the scope of repairs needed to meet safety standards. The vessel's age is a significant challenge in obtaining replacement parts. The continued repair and refurbishment of the vessel is inherently encumbered by a combination of factors, each contributing to delays, increased costs, and logistical challenges.

The iterative nature of these discoveries has created a cascading effect on the timeline and financial planning for the project. For example, the end-of-life steering system is being converted from a mechanical system to a fly-by-wire system and had to be manufactured in Europe. The hydraulic portion of the upgrade is 90% complete and the electrical portion of the upgrade is 40% complete.

Additional key repairs include the port side fire pump drive box replacement, and the vendor is attempting to source a solution since the part is discontinued; the deck plating needs to be installed; and the davit arm has production delays.

Further, the design of older vessels often involves a high degree of interdependence between structural, mechanical, and electrical systems. Repairs to one component frequently reveal latent deficiencies in adjacent systems, further expanding the scope of work. The discovery of critical needs, combined with the lead time required for custom fabrication, results in significant and often unpredictable delays. This creates challenges in maintaining a fixed project schedule, allocating resources, and managing costs.

An additional factor is the cost. The repairs have cost approximately \$3 million, and the OCFO has determined they do not qualify for capital funding. As a result, the Department must identify operating funds within its existing budget to pay for the repairs. Without the ability to plan and allocate funds for this multi-year, complex repair and renovation project, new funding must be allocated by Council each fiscal year to ensure the ongoing maintenance and restoration of the vessel.

- d. Please describe what oversight the agency conducts and what steps the agency has taken to ensure that the John Glenn is brought back in service as quickly as possible.*

The Department remains in constant contact with the vendor repairing the *John Glenn*, which is currently projected to return to the District this month. Personnel have also been detailed to the vendor location to monitor and inspect ongoing repairs.

- 67. 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?*

Data points have been identified for navigational waypoints and are in the process of being added to the CAD System. Completion is dependent upon OUC testing and verification of correct data points and corresponding response packages.

- 68. Please provide an update on full-scale exercises to simulate fire involving water taxis, mass evacuations, and multiagency hazardous material waterway response in FY 2024 and FY 2025 to date, including the date of each exercise and number of FEMS employee participants.*

FY24 and FY25, TO DATE MARINE FIRE SIMULATION EXERCISES		
Date	Exercise	Fire and EMS participants (approx.)
10/24-26/2023	Large area night search and rescue operations (with Alexandria Fire Department)	15
4/24/2024	NCR discussion/planning for multi-agency waterway responses	6
8/6/2024	NCR discussion/planning for multi-agency waterway responses	6
9/12/2024	HazMat chemical TTX regarding possible hazardous material incidents in Potomac River around Blue Plains	6
9/16/2024	HazMat chemical TTX regarding possible hazardous material incidents in Potomac River around Blue Plains	6
10/11/2024	Mass evacuation active shooter with US Coast Guard	7

In FY25, the Department plans to drill on mass evacuation and hazardous materials responses utilizing the *John Glenn*.

Coordination with OUC

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

The Department has an on-site liaison who assists and monitors the operations floor with the assistance of a Fire Liaison Officer and Emergency Medical Service Liaison Officers. When members in the field notice that there is a dispatch protocol error (actual or perceived), the member completes a Form CD-1. This form captures the reporting party’s information as well as specific information regarding the possible error or problem found. That information is then investigated by the Fire and EMS OUC liaison with the assistance of the OUC Investigation and Operations staff.

a. What actions did FEMS undertake in FY 2024 and FY 2025 to date to ensure that OUC properly codes for which calls should be considered ALS or BLS?

In FY24 and FY25, to date, the Department has continued to collaborate with OUC to integrate evidence-based improvements into the new call-taking software, PowerPhone. This transition represents a significant effort, requiring a dedicated team to adapt the former criteria-based dispatching (CBD) questions for compatibility with PowerPhone. The goal is to maintain the enhanced dispatch 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. The Department and OUC representatives hold weekly meetings to discuss and address any concerns. OUC has identified a consistent process for change order requests through the Department’s Battalion Chief-Liaison to the OUC to accomplish these changes

b. Please describe the Department’s efforts in FY 2024 and FY 2025 to date to conduct quality control reviews of 10-33s.

The Department established the Responder Safety Committee (a standing joint labor-management committee), which meets quarterly to discuss responder safety issues and recommend policy, training, and equipment updates to enhance member safety. In addition, the Department has established a collaborative relationship with OUC and MPD designed to provide responders with ample notice, knowledge, and preparation for responding to all calls, especially those regarding any previously known violent location, patient, or circumstances. All changes and updates related to responder safety are outlined in Operations Safety Bulletin 22. OUC has also adopted the Department’s recommendations and changes outlined in Communication Operations Bulletin 12 and Operations Safety Bulletin 22. The changes outlined in these policies clearly define how to classify requests for MPD

assistance to ensure appropriate resources are dispatched in a timely manner for the safety of Department members.

70. How did FEMS work with OUC in FY 2024 and FY 2025 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 FY24, the Department partnered with OUC to optimize the use of the existing PulsePoint app by successfully updating and moving AED registry data into the platform (PulsePoint) and activating a PulsePoint/PowerPhone integration. This action allows PulsePoint to use one data source to show both OUC call takers and members of the community who have signed up with the app where the nearest AED is to a cardiac emergency incident.

71. Please describe and provide relevant data for AMR unit availability in FY 2024 and FY 2025 to date.

AMR has been providing consistent service to the Department throughout FY24 and FY25, 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 the 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 FY24 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:

AMR UNIT DISTRIBUTION FY24							
AMR UNIT DISTRIBUTION (FY24 QUARTERS 1 and 2)							
	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday

Current # of Shifts	33	32	32	31	31	33	36
# and Length of Shifts	22 - 12hr 6 - 13hr 5 - 14hr	4 - 9hr 18 - 12hr 4 - 13hr 6 - 14hr	4 - 9hr 19 - 12hr 3 - 13hr 5 - 14hr 1 - 16hr	4 - 9hr 17 - 12hr 3 - 13hr 6 - 14hr 1 - 16hr	4 - 9hr 1 - 10hr 17 - 12hr 3 - 13hr 5 - 14hr 1 - 16hr	4 - 9hr 1 - 10hr 18 - 12hr 5 - 13hr 4 - 14hr 1 - 16hr	25 - 12hr 6 - 13hr 5 - 14hr
Peak # of Ambulances Deployed	23	23	21	22	23	21	24
AMR UNIT DISTRIBUTION (FY24 QUARTERS 3 and 4)							
	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Current # of Shifts	33	29	28	28	28	30	38
# and Length of Shifts	2 - 10hr 1 - 11hr 18 - 12hr 7 - 13hr 5 - 14hr	2 - 11hr 15 - 12hr 4 - 13hr 6 - 14hr 2 - 16hr	3 - 11hr 15 - 12hr 3 - 13hr 6 - 14hr 1 - 16hr	4 - 11hr 14 - 12hr 3 - 13hr 6 - 14hr 1 - 16hr	1 - 10hr 2 - 11hr 14 - 12hr 4 - 13hr 6 - 14hr 1 - 16hr	1 - 10hr 2 - 11hr 15 - 12hr 7 - 13hr 4 - 14hr 1 - 16hr	2 - 11hr 20 - 12hr 8 - 13hr 6 - 14hr 2 - 16hr
Peak # of Ambulances Deployed	24	23	21	20	22	22	28

Annually, the Department submits to Council a report on AMR's performance, which includes a table like the one above. Fire and EMS tracks AMR 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. Please see below a breakdown of the hourly unit availability against the "floor" number of AMR units to be in service daily each month.

FY24 AND FY25, TO DATE AMR UNIT AVAILABILITY		
Month	Compliance With Floor	Non-Compliance With Floor
October 2023	95.8%	4.2%
November 2023	96.3%	3.7%
December 2023	95.8%	4.2%
January 2024	96.8%	3.2%
February 2024	96.8%	3.2%
March 2024	96.2%	3.8%
April 2024	92.0%	8.0%
May 2024	95.8%	4.2%
June 2024	99.8%	0.2%
July 2024	100%	0.0%
August 2024	99.3%	0.7%
September 2024	100%	0.0%
Total FY24	97.05%	2.95%
October 2024*	99.4%	0.6%
November 2024	100%	0.0%
December 2024	99.8%	0.2%

72. Has the OUC-FEMS working group engaged in revising the PowerPhone algorithm to minimize the inappropriate utilization of ALS resources?

The Department continues to work collaboratively with OUC on revising the PowerPhone algorithm to optimize the resources dispatched to each run. The OUC-FEMS working group meets weekly to review and test the dispatch cards in the OUC simulation lab. The use of the simulation lab enables the team to review each question asked by the call taker and the assigned triggers to those specific questions that would indicate whether an ALS or BLS resource should be sent. Once these changes are made, the data is reviewed to help determine if those changes were effective in sending the correct resources.

73. How often do AMR employees undergo background checks and random drug testing after being hired?

AMR checks background information during the hiring process and throughout employees' duration of employment in the following manners:

- Full pre-employment background checks that conform to FBI and local standards;
- Fingerprints at time of employment that provide FBI, local, and national background information;
- Fingerprints re-taken, at minimum, every two years and when EMS credentials are re-certified;
- Driving records reviewed at time of employment;
- Driver's licenses reviewed with an active triggering system that alerts AMR to any changes to an employee's driving record in real-time. The driving record is then reviewed at the time of alert; and
- Proactive policies are in place that require employees to notify AMR of any arrests or changes in certifications, credentials, or other items that can impact their employment status.

Drug testing is conducted in accordance with United States Department of Transportation requirements. Specifically, drug testing is conducted at the time of hiring, for probable cause, at the time of a complaint by the public related to a possible drug concern, and at the time of any accident.

Miscellaneous

74. Please provide a list of the Department's pending work orders with the Department of General Services ("DGS"), categorized by FEMS priority.

The Department has 409 work orders pending with DGS. See Attachment Q74 for the open work orders as of January 31, 2025.

75. Please describe any changes made to Department staging protocols in FY 2024 and FY 2025 to date and their impact on responsiveness to calls for service.

The Department instituted staging for Box Alarm responses in September 2018, with 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. 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.

This policy was established in 2018 to enhance safety on the fire ground by addressing the risks associated with speeding and in response to critical safety failures. These incidents, including three instances of fire trucks colliding and one in which a firefighter was crushed between two fire trucks, 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.

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

Fire and EMS is working closely with DC Health, the DC Hospital Association (DCHA), and hospital leadership to reduce ambulance patient offload times (APOT) and improve patient flow in emergency departments (EDs). In July 2024, Fire and EMS helped establish the DC Hospital APOT Performance Improvement Initiative, a working group dedicated to defining and tracking APOT metrics, implementing hospital-driven solutions, and holding stakeholders accountable. This initiative sets a 24-month goal to reduce the 90th percentile APOT from over 70 minutes to 30 minutes by October 2026, with incremental benchmarks every few months. To support this, biweekly meetings convene hospital, Fire and EMS, and DC Health representatives to assess progress and refine interventions.

To provide real-time operational insights, the Department developed ASTRO (Ambulance Status Tracking for Real-Time Offload), a live dashboard that displays ambulance status at hospitals, allowing EDs to monitor inbound units, waiting times, and patient transfers. Additionally, DC Health has created static hospital-specific APOT dashboards, sent weekly to hospital leadership, enabling them to compare performance and identify bottlenecks. Despite these efforts, only one hospital has presented on their implementation of a process change, highlighting the need for stronger hospital engagement in APOT solutions.

Beyond the APOT initiative, Fire and EMS has taken proactive steps to reduce unnecessary ED transports by expanding alternative care options. The Nurse Triage Line has diverted thousands of low-acuity 911 callers to urgent care, the DC Stabilization Center has redirected over 3,000 patients from EDs, and the MIH team is treating more patients in the field. In FY23, the Department piloted the Hospital Liaison Officer (HLO) program, which decreased drop times by 24% at one hospital and 13% at another, though it was discontinued due to reliance on overtime funding. While Fire and EMS continues to drive these initiatives in concert with DC Health, further progress relies on hospitals actively implementing solutions to improve APOT and patient throughput.

77. 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 Department adjusted the staffing factor 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.



FY24-25 Performance Oversight Hearing Follow-up/Committee Questions

Question/topic	Response		
COMMITTEE QUESTIONS			
1. Reprogramming: According to your agency’s pre-hearing responses, the OCFO determined that funding for the <i>John Glenn</i> ’s repairs did not qualify for capital funding. As a result, the department had to identify operating funds within its existing budget to pay for the repairs. What departmental reprogramming was done to accommodate for the additional costs required to fix the <i>John Glenn</i> ?	Fire EMS John Glenn Dry Dock Repair Costs / Funding Sources		
	FY	Funding Source	Amount
		Local-- all but \$100k funded through reverse Capital PayGo reprogramming from "Other Response Vehicles"	
	22	apparatus capital project	\$ 1,093,654
	23	Medicaid Recovery Grant	\$ 891,505
	24	Medicaid Recovery Grant	\$ 682,716
		Total	\$ 2,667,875
2. New Fireboat: Please provide any details the agency can share about the contract for a new fireboat. a. When is the contract expected to come to Council?	Please see the Department’s response to Question 65 in the Performance Oversight pre-hearing questions. The Department will enter the solicitation and selection process for a new fire boat once design and engineering are complete, provided funding is available in the Capital Improvement Plan. a. The fully executed Letter Contract between the District of Columbia and Crowley Marine Services was returned on March 28, 2025. This contract authorized the vendor to begin work up to \$694,852 if the definitized contract is not executed within 90 days. OCP sends agency contracts to Council.		
3. Pepco Fire: Did Fire and EMS respond at all to the February 21 st , 2025 Pepco Fire in West End? a. If so, what were the protocols for handling this type of Fire? b. If not, please explain the event-type that would have entailed a response from Fire and EMS.	On Friday, February 21, 2025, a 9-1-1 call was received for smoke and fire coming from an underground utility plate near 2100 M Street, NW, street area opposite the U.S. Social Security Administration. The initial call was recorded by the Office of Unified Communications (OUC) at 04:25:51 and dispatched for Engine Company No. 1 to respond at 04:26:12. Fire and EMS arrived at 04:28:23 with smoke coming from the ground of the reported location. Engine Company No. 1 immediately requested PEPCO via the Channel 0-2 dispatcher (OUC). Pepco was confirmed as notified (Operator Meyers from PEPCO) at 04:36:42. At 04:48:25, OUC made an updated notification to PEPCO about additional calls received and reports of fire from the ground. At 04:50:42, Engine Company No. 1 (on the scene) advised they had smoke coming from several underground utility access points. At 04:51:19, PEPCO advised they had a representative enroute with no ETA. After PEPCO arrived on the scene, Engine Company No. 1 remained at the location with MPD units until clearing the incident at 07:36:46. a. The Department was dispatched due to a 9-1-1 call for this incident. Pepco can directly contact either OUC or the Fire Operations Center (FOC). Notifications from Fire and EMS to other agencies is and was completed through the		

Question/topic	Response																																																						
COMMITTEE QUESTIONS																																																							
	<p>FOC. During this incident, the FOC continuously monitored the situation and provided details to the unit on the scene, Fire and EMS leadership, the Homeland Security and Emergency Management Agency (HSEMA), and OUC.</p> <p>b. HSEMA coordinates Executive and community notifications tailored to the specific incident. Fire and EMS participates in door-to-door notifications where appropriate.</p> <p>c. HSEMA reviews each mobilization and is available for further discussion.</p>																																																						
4. Fire Data: Can the agency share the latest data available on the number and type of fires in the District in FY 2024 compared to FY 2023?	<table><tr><th>Table 4A: Fire Calls (Consolidated Types)</th><th>FY23</th><th>FY24</th></tr><tr><td>Structure Fire (All Structures)</td><td>1,767</td><td>1,452</td></tr><tr><td>Electrical Fire (Sparking, etc.)</td><td>206</td><td>90</td></tr><tr><td>Food Fire</td><td>119</td><td>60</td></tr><tr><td>Contained Fire (Appliance, Chimney, etc.)</td><td>286</td><td>346</td></tr><tr><td>Trash Fire (Including Dumpsters)</td><td>524</td><td>596</td></tr><tr><td>Brush Fire (Trees, Bushes, etc.)</td><td>579</td><td>720</td></tr><tr><td>Outside Fire (All Other Outside Fires Including Powerlines)</td><td>1,179</td><td>834</td></tr><tr><td>Other Fire (Including Unauthorized Burnings)</td><td>146</td><td>570</td></tr><tr><td>Smoke Reported (Inside or Outside)</td><td>811</td><td>1,381</td></tr><tr><td>Manhole Fire</td><td>33</td><td>43</td></tr><tr><td>Vehicle Fire (All Types)</td><td>535</td><td>532</td></tr><tr><td>Boat Fire (Any Vessel)</td><td>5</td><td>2</td></tr><tr><td>Metro Fire (Any Metro Facility or Rail Line)</td><td>31</td><td>40</td></tr><tr><td>Metro Smoke Reported (Any Metro Facility or Rail Line)</td><td>7</td><td>6</td></tr><tr><td>Rail Fire (Train - Not Metro)</td><td>1</td><td>1</td></tr><tr><td>MPD Request (Fire Not Specified)</td><td>527</td><td>359</td></tr><tr><td>Total Fire Calls</td><td>6,756</td><td>7,032</td></tr></table> <p>Notes:</p> <p>(1) Dispatched fire calls by call type. Fire calls (as dispatched) indicate smoke and/or flame is or was visible.</p> <p>(2) During FY24, OUC 9-1-1 call-coding shifted from Criteria Based Dispatching (CBD) to Power Phone. The categories shown in the table best span fiscal years and call-coding changes for comparison purposes.</p>	Table 4A: Fire Calls (Consolidated Types)	FY23	FY24	Structure Fire (All Structures)	1,767	1,452	Electrical Fire (Sparking, etc.)	206	90	Food Fire	119	60	Contained Fire (Appliance, Chimney, etc.)	286	346	Trash Fire (Including Dumpsters)	524	596	Brush Fire (Trees, Bushes, etc.)	579	720	Outside Fire (All Other Outside Fires Including Powerlines)	1,179	834	Other Fire (Including Unauthorized Burnings)	146	570	Smoke Reported (Inside or Outside)	811	1,381	Manhole Fire	33	43	Vehicle Fire (All Types)	535	532	Boat Fire (Any Vessel)	5	2	Metro Fire (Any Metro Facility or Rail Line)	31	40	Metro Smoke Reported (Any Metro Facility or Rail Line)	7	6	Rail Fire (Train - Not Metro)	1	1	MPD Request (Fire Not Specified)	527	359	Total Fire Calls	6,756	7,032
Table 4A: Fire Calls (Consolidated Types)	FY23	FY24																																																					
Structure Fire (All Structures)	1,767	1,452																																																					
Electrical Fire (Sparking, etc.)	206	90																																																					
Food Fire	119	60																																																					
Contained Fire (Appliance, Chimney, etc.)	286	346																																																					
Trash Fire (Including Dumpsters)	524	596																																																					
Brush Fire (Trees, Bushes, etc.)	579	720																																																					
Outside Fire (All Other Outside Fires Including Powerlines)	1,179	834																																																					
Other Fire (Including Unauthorized Burnings)	146	570																																																					
Smoke Reported (Inside or Outside)	811	1,381																																																					
Manhole Fire	33	43																																																					
Vehicle Fire (All Types)	535	532																																																					
Boat Fire (Any Vessel)	5	2																																																					
Metro Fire (Any Metro Facility or Rail Line)	31	40																																																					
Metro Smoke Reported (Any Metro Facility or Rail Line)	7	6																																																					
Rail Fire (Train - Not Metro)	1	1																																																					
MPD Request (Fire Not Specified)	527	359																																																					
Total Fire Calls	6,756	7,032																																																					
5. Fire Hazards: How does the agency coordinate with the Department of Buildings (DOB) when it comes to reported fire hazards in buildings? a. For example, there are some buildings in the District, including vacant and blighted buildings, that have	<p>a. The Department of Buildings (DOB) tracks Vacant and Blighted Buildings in the District. The database information is accessed via a dashboard at the FOC, staffed around the clock. Response protocol:</p> <ul style="list-style-type: none">During fire emergencies, personnel use the Dashboard to check addresses.The Dashboard shows any related vacant/blighted properties.This information is relayed to responding units and logged in CAD Notes.<u>Visual indicators</u>: Red crosshatching marks vacant/blighted buildings, yellow for structures within 10 feet.																																																						

Question/topic	Response
COMMITTEE QUESTIONS	
<p>experienced multiple fires. How does Fire and EMS coordinate with DOB to prioritize addressing vacant and blighted buildings that present these kinds of safety hazards?</p> <p>b. What can the District government do to prepare for these increased fire risks?</p> <p>c. What resources does DC Fire and EMS have for residents to help them understand how to prepare for these types of incidents?</p> <p>d. At the HSEMA performance oversight hearing, Director Osborn mentioned that the public should know about signing up for “critical customer lists,” whereby residents can flag to companies like PEPCO that they are particularly vulnerable in the case of an outage.</p> <p>i. Does Fire and EMS coordinate or work at all with public safety agencies on different kinds of critical customer lists?</p>	<ul style="list-style-type: none"> • <u>Data updates</u>: <ul style="list-style-type: none"> • Currently, a static spreadsheet is used for updates. Starting April 1, 2025, updates occur bi-weekly. • An ongoing project aims to automate nightly updates for real-time data view. • Fire and EMS has requested a more streamlined reporting system with verification from DOB inspectors. <p>b. The Department is working with DOB to develop a simplified process to report a Vacant/Blighted building to automatically populate to the GIS Dashboard, report this information to DOB and have a DOB Inspector verify the information and have this information automatically transfer to their system.</p> <p>c. High Risk buildings – high-rise or five-plus stories, or high occupancy buildings – are inspected yearly by the Operations Division. Fire Prevention Division handles further inspections upon request, for complaints, or post-incident.</p> <ul style="list-style-type: none"> • <u>Fire prevention education</u>: Fire Prevention Division and Operations units provide fire safety education and resources. They work with building owners on compliance for tenant safety. • <u>Request assistance</u>: Contact the Fire Prevention Division via email, hotline, or submit a complaint for assistance. <p>d. The FOC maintains constant contact with other District emergency operations centers and public utilities (e.g., Pepco, DC Water, WMATA).</p>
<p>6. Firehouse Repair: Which firehouses are most in need of repair or replacement? Please provide a list identifying the firehouses and indicating the repairs and replacements needed, and since when the</p>	<ul style="list-style-type: none"> • The Mayor’s FY25-30 Capital Improvement Plan indicates the priority of renovation, refurbishment, or replacement of Fire and EMS facilities. All stations are regularly inspected to determine the relative priority of repair or replacement of critical building systems. • Please see the Department’s response, and attachment, to Question 74 of the pre-hearing questions.

Question/topic	Response																																																				
COMMITTEE QUESTIONS																																																					
repair or replacement has been flagged.																																																					
7. Overtime: Please provide all overtime usage numbers, broken down by type of employee for FY 2024, to date.	<table><tr><th>OT Category</th><th>% FY-23 Hours</th><th>% FY-24 Hours</th><th>% FY-25 Hours</th></tr><tr><td>Operational (All Types)</td><td>78%</td><td>67%</td><td>63%</td></tr><tr><td>Special Events</td><td>7%</td><td>9%</td><td>9%</td></tr><tr><td>Training/Training Support</td><td>11%</td><td>16%</td><td>16%</td></tr><tr><td>Apparatus/Fleet Support</td><td>3%</td><td>4%</td><td>5%</td></tr><tr><td>Other (All Types)</td><td>1%</td><td>4%</td><td>7%</td></tr></table> <table><tr><th>OT Category</th><th>FY-23 Hours</th><th>FY-24 Hours</th><th>FY-25 Hours</th></tr><tr><td>Operational (All Types)</td><td>484,770</td><td>389,982</td><td>78,079</td></tr><tr><td>Special Events</td><td>41,065</td><td>51,000</td><td>10,993</td></tr><tr><td>Training/Training Support</td><td>69,906</td><td>92,353</td><td>19,195</td></tr><tr><td>Apparatus/Fleet Support</td><td>17,787</td><td>24,698</td><td>5,920</td></tr><tr><td>Other (All Types)</td><td>7,877</td><td>22,284</td><td>9,119</td></tr><tr><td>Totals</td><td>621,404</td><td>580,316</td><td>123,305</td></tr></table>	OT Category	% FY-23 Hours	% FY-24 Hours	% FY-25 Hours	Operational (All Types)	78%	67%	63%	Special Events	7%	9%	9%	Training/Training Support	11%	16%	16%	Apparatus/Fleet Support	3%	4%	5%	Other (All Types)	1%	4%	7%	OT Category	FY-23 Hours	FY-24 Hours	FY-25 Hours	Operational (All Types)	484,770	389,982	78,079	Special Events	41,065	51,000	10,993	Training/Training Support	69,906	92,353	19,195	Apparatus/Fleet Support	17,787	24,698	5,920	Other (All Types)	7,877	22,284	9,119	Totals	621,404	580,316	123,305
OT Category	% FY-23 Hours	% FY-24 Hours	% FY-25 Hours																																																		
Operational (All Types)	78%	67%	63%																																																		
Special Events	7%	9%	9%																																																		
Training/Training Support	11%	16%	16%																																																		
Apparatus/Fleet Support	3%	4%	5%																																																		
Other (All Types)	1%	4%	7%																																																		
OT Category	FY-23 Hours	FY-24 Hours	FY-25 Hours																																																		
Operational (All Types)	484,770	389,982	78,079																																																		
Special Events	41,065	51,000	10,993																																																		
Training/Training Support	69,906	92,353	19,195																																																		
Apparatus/Fleet Support	17,787	24,698	5,920																																																		
Other (All Types)	7,877	22,284	9,119																																																		
Totals	621,404	580,316	123,305																																																		
8. Exit Interviews: DC Fire and EMS conducts exit interviews when members part from the agency. What are the main reasons that employees give for leaving DC Fire and EMS when they give their feedback?	<p>Please see the Department’s responses to Questions 26 and 34 in the Performance Oversight pre-hearing questions. During the performance period, over four in ten employees (44%) retired either voluntarily or via disability. Approximately 40% resigned. Note these figures include administrative civilians in addition to uniformed employees.</p> <table><tr><th>Attrition by type</th><th>Number</th><th>Percentage</th></tr><tr><td>Death</td><td>2</td><td>1%</td></tr><tr><td>Removal</td><td>0</td><td>0%</td></tr><tr><td>Resignation</td><td>64</td><td>39%</td></tr><tr><td>Retirement-Disability</td><td>14</td><td>8%</td></tr><tr><td>Retirement-Voluntary</td><td>57</td><td>35%</td></tr><tr><td>Term. during prob/trial</td><td>8</td><td>5%</td></tr><tr><td>Termination</td><td>20</td><td>12%</td></tr></table> <p>Due to the subjective, qualitative nature of the Department’s exit interview process, we have not historically compiled this data.</p>	Attrition by type	Number	Percentage	Death	2	1%	Removal	0	0%	Resignation	64	39%	Retirement-Disability	14	8%	Retirement-Voluntary	57	35%	Term. during prob/trial	8	5%	Termination	20	12%																												
Attrition by type	Number	Percentage																																																			
Death	2	1%																																																			
Removal	0	0%																																																			
Resignation	64	39%																																																			
Retirement-Disability	14	8%																																																			
Retirement-Voluntary	57	35%																																																			
Term. during prob/trial	8	5%																																																			
Termination	20	12%																																																			

Question/topic	Response
COMMITTEE QUESTIONS	
	<p>Absent a retroactive review of each former employee's exit file, the reasons for an employee's separation varies and depends on: whether they are uniformed or civilian, where they are in their career when the separation occurs, and critical life changes (e.g., relocation out of the area, childcare, etc.). Other factors include:</p> <ul style="list-style-type: none"> Recruits are normally allowed to resign in lieu of termination for performance issues stemming from academic failures and in some instances misconduct. Members past their probationary year may resign because of family issues or to move back to their hometown to seek careers there. Salary or lifestyle factors outside government. And finally, some members seek to change career paths and opt to resign for a rewarding career outside the fire service.
<p>9. OUC & Computer Screens: What is the protocol for communication with the Office of Unified Communications DC 911 call center if there is a problem with Fire and EMS dispatch computer screens?</p> <p>a. What is the protocol for maintaining good mobile computer screen maintenance and refreshing practices so that computer screens work well?</p>	<p>When crews encounter issues with their Mobile Data Terminals (MDTs), they report the problem to the Fire Liaison Officer (FLO). The FLO will coordinate with the OUC IT team to address the issue. A field provider can also call the OUC IT Tech support number 202-373-3737 to report an issue. A ServiceNow ticket will be generated for tracking purposes in the OCTO self ticketing system once an issue is reported to the OUC IT team by the field or the FLO.</p> <p>The OUC IT team offers 24/7 support and may attempt to resolve the issue remotely. If remote resolution is unsuccessful, units may be directed to the OUC radio shop during business hours for further assistance. For issues arising during non-business hours that cannot be fixed remotely, units have the option to use the Ready Responder app or temporarily use a tablet from an inactive unit, such as a battalion reserve, until the radio shop is available to repair or replace the device.</p> <p>a. Software updates and changes are pushed to the devices and implemented when the tablets are rebooted. Fire and EMS policy requires tablets to be rebooted at the beginning of every shift.</p>
<p>10. MIH: How is the expanded Fire and EMS Mobile Integrated Health, or MIH, team and their collaboration with social support services working to reduce hospital trips?</p> <p>a. What procedures or treatments can be administered in an MIH that could not be done in a typical vehicle before the program was expanded and thus would have required a hospital visit?</p>	<p>Fire and EMS Pilot Protocols 18.1 – 18.3 allow MIH Paramedics to treat patients experiencing opioid withdrawal symptoms - typically following opioid reversal with naloxone (Narcan). Whereas in the past these patients would have to be transported to District emergency departments to be evaluated, have their withdrawal symptoms treated, and be connected to clinics for follow-up, Paramedics can now treat these patients in the field. The MIH care team has established connections with multiple clinics that can continue MOUD (medication for opioid use disorder) treatment and performs a warm hand-off of these patient with either the DC Stabilization Center or a community treatment facility.</p> <p>Through an MOU with the Department of Behavioral Health (DBH), funded by the State Opioid Response (SOR) Grant and the Opioid Abatement Fund Establishment Act, Fire and EMS is preparing to post two Advance Practice Provider (APP) positions (i.e. nurse practitioner or physician assistant). Once on-boarded, these two APPs will work alongside the MIH teams and be able to provide a wide array of urgent-care type interventions in the field.</p>

Question/topic	Response
COMMITTEE QUESTIONS	
<p>11. Non-Emergency Transport: According to the agency's pre-hearing responses, the "Department has implemented non-emergency transport options for individuals who repeatedly call EMS for non-urgent issues." What are these non-emergency transport options?</p>	<p>The Department has been working with OUC to make changes to the PowerPhone EMS dispatch cards to ensure that OUC appropriately send calls to the Nurse Triage Line (NTL). Through NTL, the Department can arrange non-emergency transport and services to callers. Callers who navigate the Nurse Triage system are less likely to call 911 in the next 24 hours.</p> <p>Additionally, the Department has the Mobile Integrated Health Team (MIH) that regularly engages high-volume utilizers to connect them to needed resources and keep them out of the 911 system.</p>
<p>12. Cardiac Arrest Survival Rates: According to the pre-hearing responses, the department has strong out-of-hospital cardiac arrest survival rates, surpassing the national average both in FY23 and in FY24. The agency indicates that "Improvements in cardiac arrest care management—including protocol updates, new technologies, targeted training, and specialized roles—have driven these high survival rates."</p> <p>a. Please explain these protocol updates, new technologies, targeted training, and specialized roles.</p>	<div>1</div> <h3>Resuscitation Improvement Work</h3> <p>Over the past three years, DCFEMS has significantly enhanced cardiac arrest care and post-ROSC management through comprehensive updates in policies, protocols, and procedures, the introduction of innovative technologies, targeted educational initiatives, and the creation of specialized roles.</p> <p>New Protocols:</p> <ul style="list-style-type: none"> • HP CPR • Refractory V-Fib • ECMO/ECPR • Push-Dose Epi <p>Timeline of Improvements:</p> <ul style="list-style-type: none"> March '21: New Protocols Sept '22: New ZOLL technology with CPR and Real BVM Feedback; Cardiac Arrest Performance Improvement Officer (CAPIO) position Nov '22: 100% Review of All Cardiac Arrest Resuscitations; Resuscitation Hotwash Process March '23: In-House ARC ALS and PALS courses June '23: Ops Bulletin 31. Operational Management of Cardiac Arrest Aug '23: LUCAS reprogramming Sept '23: CPR Mod Nov '23: VL Recording Pilot <ul style="list-style-type: none"> • March 2022: High-Performance CPR Protocol with DSD/Esmolol/ECPR/Push Dose Epi protocol updates • Sept 2022: New Zoll Technology with CPR and BVM Feedback (X Series Monitor/Defib, BLS 3 AEDs); creation of a 1.0 FTE Cardiac Arrest Performance Improvement Officer (CAPIO) position in the OMD charged with conducting 100% review of all cardiac arrest cases

Question/topic	Response
COMMITTEE QUESTIONS	
	<ul style="list-style-type: none"> • November 2022: Implemented resuscitation hotwash process; required debrief after all cardiac arrests • March 2023: Transitioned to American Red Cross ALS and PALS training; launched in-house training modules, customized to our protocols • June 2023: EMS Operations Bulletin 31 – Operational Management of Cardiac Arrest published • August 2023: LUCAS mechanical CPR devices reprogrammed to higher compression rate • September 2023: HP-CPR training conducted at all firehouses across all platoons • November 2023: Started recording and reviewing video intubations; providing regular feedback to Paramedics regarding performance of this skill • January 2024: Adopted a Just Culture approach to all clinical care reviews with a specialized focus on recognizing crashing patients and avoidance of post-arrival respiratory and cardiac arrest (PARCA)
<p>13. Fire Hydrant Status: How many fire hydrants are in disrepair or in need of repair and in what wards and neighborhoods?</p> <p>a. What is the agency’s protocol for providing regular maintenance and identifying any repair needs for fire hydrants?</p> <p>b. How often is every fire hydrant checked for operational quality each year?</p>	<p>DC Water retains responsibility and oversight of hydrant repair and maintenance within the District. DC Water sends a daily email notification to DC Fire and EMS with a Daily Out of Service Hydrant List. Updates are also provided as hydrants are repaired and placed back in service.</p> <ul style="list-style-type: none"> • <u>DC Water Hydrants OOS: 53</u> • <u>Private Hydrants (federal, private community) not maintained by DC Water OOS: 161</u> <p>Once DC Fire and EMS notifies DC Water of an out-of-service (OOS) hydrant, DC Water will dispatch a service crew to evaluate it. In most cases, hydrants are restored to service within 24 hours.</p> <ul style="list-style-type: none"> • DC Fire/EMS reports OOS hydrants to DC Water Ops Command. • DC Water will send an email notification to DC Fire/EMS for the following: <ul style="list-style-type: none"> ○ Hydrant OOS status ○ Low water pressure concerns ○ Temporary hydrant OOS due to area repairs ○ Road closures related to repair work ○ Completion of repairs and hydrant restoration to service <p>Whenever a fire response (local alarm, box alarm, etc.) is dispatched, the Fire Operations Center Personnel reference the Out of Service Hydrants List and relay that information via radio to responding units.</p> <p>a. DC Water is responsible for hydrant maintenance and repairs.</p> <p>b. DC Water is responsible for hydrant inspections. Hydrants are not inspected annually.</p>

Question/topic	Response
COMMITTEE QUESTIONS	
<p>14. Collective Bargaining Agreement: Please provide a high-level summary of the current Fire & EMS collective bargaining agreement along with the agreement itself.</p>	<div data-bbox="667 167 722 233" data-label="Image"> </div> <p>Bull. 1 Collective Bargaining Agreemen</p> <p>The Department does not maintain a separate summary of the CBA.</p>