



*The way we do business*

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# Fire Department

## Strategic Business Plan

Effective Date: July 1, 2021

### **Oklahoma City Vision**

Oklahoma City seeks to further progress as a vibrant, diverse, safe, unified, and welcoming community.

### **Oklahoma City Mission**

The mission of the City of Oklahoma City is to provide exceptional service to residents and visitors. We do this by ensuring the safety of the public, delivering quality services, and maintaining infrastructure to support the growth of the city.

### **Department Mission**

The mission of the City of Oklahoma City Fire Department is to provide emergency response, fire prevention, and public education services to the Oklahoma City community so they can have their lives and property protected. — Respond Quickly, Safely, Courteously – Meet the Need!

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## Issues, Strategies, and Results

### Issue 1: Life Safety – Property Loss

The lack of awareness and application of personal safety and health measures by residents, if not addressed, will result in fire fatalities, illness, injuries, and property loss.

#### Strategies

- Conduct community risk reduction activities where a safety survey, home smoke alarms, healthcare needs, and safety messages or drills are provided.
- Increase improved life safety knowledge through safety education sessions.
- Distribute long life smoke alarms in targeted high fire risk areas.
- Provide online pre-inspection checklists and provide regular inspections.
- Provide CPR training to Oklahoma City employees and residents.

#### Strategic Results

- Annually, the structure fire fatality rate in Oklahoma City will be at or below the national average (1.11 per 100,000 residents based on the latest available data from the National Fire Protection Association (NFPA)).
- Annually, Oklahoma City will achieve a cardiac arrest resuscitation rate of 33%.
- Annually, the community of Oklahoma City will benefit from comprehensive fire and life safety and prevention education, as evidenced by:
  - 100% of elementary public schools in Oklahoma City limits participating in Community Risk Reduction activities.
  - 40,000 community risk reduction activities involving the community of Oklahoma City.

## Issue 2: Increased Service Demand

- The growing demand on Fire Department services and resources caused by population growth, development, and changing demographics, coupled with an increasing role in EMS patient care, transport and delivery, if not addressed, will result in:
  - Increased response times leading to property loss
  - Deterioration of patient condition
  - Increasing delays in delivering other services
    - Hazardous Materials
    - Technical Rescue
    - Water Rescue
    - High Angle Rescue
    - Trench Rescue
    - Confined Space Rescue
    - Structural Collapse Rescue
    - Wildland Urban Interface
    - Agency Assist

### Strategies

- Continue to review and upgrade the Advanced Life Support Program (ALS) to meet City Council directives.
- Concentrate recruitment and training efforts on increasing Oklahoma City Fire Department paramedics.
- Continue the planning and construction of new fire stations authorized as General Obligation Bond projects.
- Continue the implementation and training for enhanced communications and data systems.
- Continue integration with EMSA including the periodic analysis of the Medical Priority Dispatch System (MPDS) to ensure appropriate allocation of our EMS resources.
- Continue to work with local, state, and federal organizations to assist and provide monitoring and detection for our residents and responders at large venues and National Security Events.
- Collaborate with other City Departments to implement plans that are conducive for emergency responses to include faster routes and areas free of permanent obstructions.
- Collaborate with local educational institutions, Medical Director, local law enforcement, state and federal organizations, and medical transport agencies to increase educational opportunities.

### Strategic Result

- Annually, the residents of Oklahoma City, even anticipating growth in outlying areas, will receive emergency responses within 7 minutes 70% of the time in order to protect lives, assess and treat medical emergencies, and limit damage to property and the environment.

### **Issue 3: Aging Facilities and Fleet Replacement**

A lack of ongoing capital funding for Fire Department facilities and fleet replacement, if not addressed, will result in increased facility and fleet maintenance costs and a diversion of resources from direct services to the public.

#### **Strategies**

- Continue the planning and construction of new fire stations authorized as General Obligation Bond projects.
- Complete facility repairs funded by General Obligation Bonds and Fire Sales Tax Fund.
- Work with City leadership to identify a funding source for Fleet replacement.
- Use MA+ Engineering facility assessment to prioritize building improvements throughout the Fire Department and identify a funding source.

#### **Strategic Results**

- By 2028, 100% of annual fleet replacement needs will have an identified funding source.
- By 2022, 100% of annual facility improvement needs will have an identified funding source.

## Accomplishments

### Code Compliance:

- Adopted Brycer (The Compliance Engine) as our third-party life safety systems record keeping provider to help identify high-risk occupancies, help Code Compliance Officers have knowledge of life safety hazards in their respected district or specialty, as well as ensure life safety compliance for the citizens of Oklahoma City.
- Partnered with Development Services to help create a flow chart for marijuana business operators to utilize when trying to get their business up and running the right way.
- Collaborated with our Public Education section to launch our Prescribed Burn program.
- Successfully completed the July 4<sup>th</sup> enforcement campaign for illegal fireworks.

### Public Education:

- Prescribed Burn procedures are completed and the Prescribed Burn program is operational
- Community Health initiative has been transferred to the EMS section

### Fire Investigations:

- Minimum staffing of 2 investigators on duty to ensure officer safety.
- Each investigator now has dual certified gear to ensure the health and welfare while digging out a scene during the summer heat.
- Maintained a case clearance rate above the national average of 23.4%.

### Operations Division Accomplishments for FY 2020-2021

#### Suppression:

- Entered into Automatic-Aid Agreement with the City of Moore for structures fires.
- Entered into Automatic-Aid Agreement with the City of Norman for structure fires.
- Worked with EMSA, City Legal, and the Office of the Medical Director to develop and implement the ability for the Fire Department to do Patient Refusals to allow for improved EMS system efficiency.
- Oklahoma Taskforce-1 deployed to Louisiana to assist with the aftermath of Hurricane Delta.
- Oklahoma Taskforce-1 assisted with storm damage remediation during the October 2020 ice storm that caused major damage to trees and structures.
- Oklahoma Taskforce-1 assisted with emergency response due to disastrous winter storm in February 2021.
- Trained and implemented new Record Management System for all Suppression Personnel.
- Utilized Microsoft Teams to provide daily live updates to all personnel during the beginning and height of the COVID-19 pandemic
- Conducted several virtual Resident Survey Interviews
- Developed COVID-19 Exposure App
- Entered into agreements with SSM, DLO and IMMY Laboratories to read COVID-19 tests
- Researched and Purchased COVID-19 rapid tests
- Completed ISO audit
- Developed and implemented Electronic COVID-19 testing consent form in collaboration with City I.T., Risk Management, City Legal

**Training/Operations:**

- 29 recruits graduated from Recruit Academy on May 14, 2021.
- Completed the first two two-week AOA to now include training and certifications in Heavy Water Tanker, Brush Pumpers, improved aerial apparatus certification as well as updated Engine certifications

**EMS/Operations:**

- 15 New Credentialed Paramedics.
- Assisted in NarcBox installations on ALS apparatus and 4 BLS Engines.
- Completed the last three remaining BLS to ALS engine transitions (Engine-4, Engine-20, Engine-29).
- Obtained CLIA certification to performed rapid Covid tests for City Employees and household members of city employees.
- Performed a total of 2,085 Covid tests for City employees and household residents.
- Performed 1,871 Covid antibody tests.
- Administered 852 influenza vaccinations.
- Researched all aspects of Covid as part of the Intelligence Unit.
- Provided training and assisted in implementing the Transfer or Care (TOC) Medic program in collaboration with City Legal, EMSA, and the Officer of the Medical Director.

**Community Advocacy Program (CAP)**

- CAP grew caseload from 7 residents to 47 residents.
- CAP has formed a partnership with EMSA and OKCPD – Mental Health to facilitate resident care.

**Emergency Management**

- Worked in collaboration with Emergency Management to establish Point of Dispense (POD) for COVID-19 vaccinations.
- From 12/26/20 to Present administered 9,129 Vaccinations. 4,683 1<sup>st</sup> dose and 4,446 2<sup>nd</sup> doses. Conducted 32 Vaccination PODS and our last one is scheduled for 5/27/21.
- Beginning March 2021, assisted IMMY Labs and OCCHD with over 13 large vaccination PODS. One of the largest days over 10,000 vaccines were given.
- Transitioned COVID-19 PODS over to the City Clinic.

**Special Operations**

- Attained 13 UAV pilots and developed UAV SOPs
- UAV response capable at Station 8.
- Completed clearing/cleaning USAR Garage and storing all USAR equipment in that location.
- Helicopter Search and Rescue Team (HSART) academy added a new rescue member.

## **Support Services Division Accomplishments for FY 2020-2021**

### **Fire Information Technology:**

- Hired a new System Support Specialist I and System Support Specialist II position to our Fire Information Technology Team.
- Assisted with implementation of new incident reporting & records management program Emergency Reporting Services.

### **Fire Logistics:**

- Supported the Fire Department with adequate levels of Personal Protective Equipment during the Covid-19 pandemic response.
- Procured emergency supplies and apparatus repairs during major weather incidents.
- Developed Protective Clothing and Equipment Maintenance Work Center.

### **Dispatch:**

- Developed dispatch LOER guide to ensure consistent and complete response to Low Occurrence Elevated Risk incidents.
- Promoted a new Public Safety Communications Liaison (PSCL).
- Began training PSCL to be able to provide in-house Dispatch Certification for personnel in-house.

### **Facilities:**

- Completed construction of New Fire Station 29.
- Completed Remodel of Fire Station 14
- Began building project of New Fire Station 38 at SW 59<sup>th</sup> & Richland.
- Began work on re-configuration of multi-company fire stations with new alerting systems.
- Made various repairs and upgrades at work sites based on MA+ Engineering report.

### **Human Resources:**

- Worked extensively with the Fire Department's COVID Medical Group and with the City of OKC's Risk Management Division to track employees during the COVID pandemic.
- Worked through the hiring process during COVID to hire new firefighters for Recruit Class 21-1.

## **Safety Accomplishments for FY2020-2021**

- Replaced Structural PPE issued to the 2009-2012 gear.
- Provided dual certified gear to all fire personnel.
- Update the Pregnancy/Parenthood Policy for Fire Department personnel.
- Continue to improve Safety Investigation Team documentation including video productions.
- Updated the Contamination Reduction Policy through training and study of new processes.
- Identified and provided Air Purifying Respirators as well as training for the Fire Investigation Unit.
- Provided Incident Safety Officer (ISO) Training to the Sergeant's Academy.





**Wellness:**

- Encouraged Fire Department Personnel to utilize the EXOS facilities and classes. EXOS and Wellness completed a “station tour” and EXOS took our personnel through a workout. Wellness provided weekly workouts on Target Solutions.
- Held PFT certification class for 25 people to bring our numbers back up.
- Brought in a sports trainer or PT and building our own injury and rehab program.
- Continue to work with EXOS on increasing participation at their facility when classes resume.

**Public Relations and Marketing (PRM) Accomplishments for FY2020-2021**

- Maintained positive working relationships with traditional media in the midst of a challenging pandemic.
- Continually grew all social media platforms through robust social media engagement even during a pandemic.
- Began distribution of monthly e-newsletter as another avenue for information dissemination and brand enhancement.



## Lines of Business and Programs

### Department Organization

#### **Administrative Line of Business**

- Executive Leadership Program
- Public Relations and Marketing Program

#### **Fire Prevention Services Line of Business**

- Fire Code Compliance Program
- Fire Investigations Program
- Public Safety Education Services Program

#### **Operational Services Line of Business**

- Emergency Medical Services Program
- Fire Suppression Operations Program

#### **Support Services Line of Business**

- Fire Dispatch Program
- Fire Logistics and Facilities Maintenance Program

## Administrative Line of Business

The purpose of the Administrative Line of Business is to provide leadership, support, and information to the department so it can achieve its strategic and operational results.

### Programs and Key Measures

Executive Leadership Program



% of key measures and strategic results achieved

Public Relations and Marketing Program



% of photography and videography projects completed

### **Executive Leadership Program**

The purpose of the Executive Leadership Program is to provide planning, management, administrative and reporting services to department employees and City leaders so they can achieve strategic goals and key results.

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Program Managers: Richard Kelley and Clint Regier

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Program Budget: \$12,233,712 (FY22)


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Program Services:

- Agenda Items / Packets
- Audit Responses
- Budget Proposals
- Citizen Responses
- Continuity of Operations Plan
- Contract Compliance Reviews
- Contracts, Leases, and Agreements
- Executive Reports
  - City Manager Reports
  - Ad Hoc Reports
  - Special Project Reports
  - Performance Reports
- FMLA Authorizations
- Grant Applications
- Grant Status Reports
- Grievance Resolutions
- Internal Investigation Reports
- Legislative Recommendations
- Needs Analyses
- Open Record Responses
- Personnel Transactions
- Plans (i.e., Master, Strategic Business Plans)
- Policies and Procedures
- Presentations
- Project and Financial Impact Analyses
- Union Negotiations and Recommendations
- Recruitment Status and Diversity Reports

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#### Family of Measures

Results	 <b>% of key measures and strategic results achieved</b>
	% of Fire Department applicants that are female and/or minority
	% of performance evaluations completed by the review date

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## Public Relations and Marketing Program


The purpose of the Public Relations and Marketing Program is to provide informational, educational, and promotional services to residents, the media, the business community, and departmental personnel so they will be aware and informed of Fire Department programs, activities, and emergency service delivery.

Program Managers: Richard Kelley and Benny Fulkerson

Program Budget: \$485,899 (FY22)

Program Services:

- Coordinating Special Events
- Citizen Engagements
- Citizen Responses
- Emergency Incident Responses
- Social Media Communications
- Media Requests
- News Releases
- Open Records Requests
- Photography/Video Productions
- Public Speaking Events
- Websites Updates

Family of Measures	
Results	 % of photography and videography projects completed
Outputs	# of new social media followers
	# of social media engagements
	# of social media posts
Demands	# of Fire apparatus appearance requests
	# of photography and videography projects requested

## Fire Prevention Services Line of Business




The purpose of the Fire Prevention Services Line of Business is to provide community risk reduction education, compliance and investigation services to the residents, business community and visitors of Oklahoma City so they can benefit from a reduced risk of loss from fire and other hazards.

### Programs and Key Measures



#### Fire Investigations Program

-  % of incendiary (set fire) fire investigations that meet the elements for arson referred to the district attorney for prosecution

#### Fire Code Compliance Program

-  % of fire protection system plan reviews completed within 5 business days of receipt
-  % of initial new construction inspections completed within 2 business days of request
-  % of identified high-risk commercial locations inspected by renewal date


#### Public Safety Education Services Program

-  % of elementary public schools in Oklahoma City limits participating in Community Risk Reduction activities
-  # of Fire Department public safety education participants served

## Fire Investigations Program

The purpose of the Fire Investigations Program is to provide fire investigation services to prosecutors, property owners, and property insurers so they can receive fire cause determinations that allow them to receive (or provide) appropriate compensations, prosecute alleged arsonist, and improve unsafe conditions discovered by fire trends.




Program Managers:	Harold Thompson and Johnny Hoffman
Program Budget:	\$2,254,148 (FY22)
Program Services:	<ul style="list-style-type: none"> <li>▪ Fire Investigation Consultations / Testimony and/or Depositions</li> <li>▪ Fire Investigations / Reports</li> <li>▪ Fire Investigation Case Files</li> </ul>

Family of Measures	
Results	 <b>% of incendiary (set fire) fire investigations that meet the elements for arson referred to the district attorney for prosecution</b>
	% of fire investigations resulting in a classification of accidental, incendiary that meet the elements for arson, or natural
Outputs	# of fire investigations conducted
	# of investigations resulting in a classification of incendiary that meet the elements for arson
	# of juveniles referred to the Youth FireSetter Intervention Program

## Fire Code Compliance Program

The purpose of the Fire Code Compliance Program is to provide compliance through specialized inspections, testing and consultation services to the residents, property and business owners, and industry professionals so they can live in a safe and secure community.

Program Managers:	Harold Thompson and Prince Morgan
Program Budget:	\$2,799,505 (FY22)
Program Services:	<ul style="list-style-type: none"> <li>▪ Certification Tests</li> <li>▪ Code Interpretations</li> <li>▪ Consultations</li> <li>▪ Enforcement Actions</li> <li>▪ Expedited Inspections</li> <li>▪ Expedited Plan Reviews</li> <li>▪ Fire Protection Plan Reviews</li> <li>▪ Fire Protection System Acceptance Tests</li> <li>▪ Safety/Community Board Meetings</li> <li>▪ Fire Watch Education Services</li> <li>▪ Incident Reports</li> <li>▪ Life Safety Inspections</li> <li>▪ Life Safety Items record keepings</li> <li>▪ Knox Box Security Services</li> <li>▪ Self-Inspection checklists</li> <li>▪ Occupant Load Certifications</li> <li>▪ Permits, Licenses, and Fees</li> <li>▪ Property / Environmental Surveys</li> <li>▪ Special Event Coordination and Preplans</li> <li>▪ Telephone Inquiry Responses</li> </ul>

Family of Measures	
Results	 % of fire protection system plan reviews completed within 5 business days of receipt
	 % of identified high-risk commercial locations inspected by renewal date
	 % of initial new construction inspections completed within 2 business days of request
Outputs	# of identified high risk commercial locations inspected by renewal date
	# of requests for service completed (re-inspections, surveys, open records requests, training sessions, and monthly permits)



## Public Safety Education Services Program



The purpose of the Public Safety Education Services Program is to provide community risk reduction activities to the community of Oklahoma City so they can prevent and better prepare for emergencies to have a reduced risk of loss from fire, injury, or illness.

Program Managers: Harold Thompson and Kevin Berry

Program Budget: \$1,457,351 (FY22)

### Program Services:

- Business Emergency Operations and Evacuation Plans
- Community Fire Academy
- Community Meetings
- Educational Sessions
- Emergency Consultation Sessions
- Fire Extinguisher Training Sessions Inter-Agency Health and Safety Updates
- Graphic Design Projects
- Health and Safety Sessions and Materials
- Media Fire Safety Information Demonstrations
- Public Policy Consultations
- Safety Displays
- Safety Materials
- School Mentoring Sessions
- Smoke Alarms
- Youth Fire-Setter Intervention Sessions
- Resident First Aid and CPR Training Sessions



Family of Measures	
Results	 <b>% of elementary public schools in Oklahoma City limits participating in Community Risk Reduction activities</b>
	% of youth referred to Fire Prevention Services that have previously attended the Youth FireSetter Intervention Program
Outputs	 <b># of Fire Department public safety education participants served</b>
	# of elementary students in the Oklahoma City limits participating in Community Risk Reduction activities
	# of Health and Safety Sessions provided
	# of hours spent on Community Risk Reduction requests for service
	# of smoke alarms distributed to residents

## Operational Services Line of Business


The purpose of the Operational Services Line of Business is to provide innovative emergency response and Community Risk Reduction activities to residents and visitors in our community in order to minimize life and property loss from fires and reduce injury and death from medical emergencies as well as other hazards.

### Programs and Key Measures

#### Emergency Medical Services Program

-  % of cardiac arrest patients receiving resuscitative efforts where return of spontaneous circulation is achieved
-  % of Fire Department emergency medical responses provided within 5 minutes or less from being dispatched to arrival

#### Fire Suppression Operations Program

-  # of structure fire fatalities per 100,000 residents
-  # of structure fire rescues per 100,000 residents
-  % of structure fire incident responses within 5 minutes and 20 seconds or less from being dispatched
-  # of Fire Department Community Risk Reduction activities

## Emergency Medical Services Program



The purpose of the Emergency Medical Services Program is to provide response to life threatening emergencies and medical assistance services to residents and visitors of Oklahoma City, so they can receive immediate medical assessment and treatment that will improve, resolve, or stabilize their condition.

Program Manager: Mike Walker and Carl Cobb

Program Budget: \$88,206,028 (FY22)

### Program Services:

- Advanced Life Support Call Responses
- Basic Life Support Call Responses
- Cardiac Arrest Responses
- Community Advocacy Program Services
- Community CPR and First Aid Courses
- Medical Responses
- Medical Assessments
- Quality Assurance Audits
  - Cardiac Arrest, Priority One Trauma, Anaphylactic shock, stroke
  - Air Ambulance, Air Ambulance Utilization
  - Medication administered and if there is patient improvement (Fentanyl, Glucose)
  - Medications administered by Basic Life Support Apparatus
- Trauma Responses

Family of Measures	
Results	 % of cardiac arrest patients receiving resuscitative efforts where return of spontaneous circulation is achieved
	 % of Fire Department emergency medical responses provided within 5 minutes or less from being dispatched to arrival
	% of Fire Department emergency responses provided with Advanced Life Support (ALS) staff and equipment
	% of Fire Department emergency medical responses where treatment is indicated, and condition is improved or stabilized
	% of time Fire apparatus arrives on scene prior to EMSA
Outputs	# of Fire Department emergency medical responses
	# of Fire Department emergency medical responses with qualifying treatments administered
Demands	# of Fire Department emergency medical calls dispatched

## Fire Suppression Operations Program





The purpose of the Fire Suppression Operations Program is to provide fire protection and emergency response services to our residents, so they can realize minimized property loss, reduced injuries and fatalities.

Program Manager: Mike Walker

Program Budget: \$38,884,689 (FY22)

### Program Services:

- Community Service Liaison Responses
- Community Risk Reduction Activities
  - Hydrant Inspections
  - Smoke Alarm Distribution, Installation, and Checks
  - Wildland Urban Interface Services
- Fire Company Code Inspections
- Personal Assistance Responses
- Map Updates
- Mobile Property Incident Responses
- Mutual and Automatic Aid Responses
- Special Operations Responses
  - Hazmat
  - Natural Disaster Incidents
  - Technical Rescues
- Structural Fire Incident Responses
- Wildland Incident Responses

Family of Measures	
Results	 # of structure fire fatalities per 100,000 residents
	 # of structure fire rescues per 100,000 residents
	 % of structure fire incident responses within 5 minutes and 20 seconds or less from being dispatched
	% of other fire incident responses within 5 minutes 20 seconds or less from being dispatched
	% of structure fires contained to the room of origin
Outputs	 # of Fire Department Community Risk Reduction activities
	# of Fire Department daily training hours per Operations position
	# of structure fire incident responses provided
	# of other fire incident responses provided
	# of people assisted by the Fire Department Community Service Liaison
	# of structure fire fatalities
	# of structure fire rescues

## Support Services Line of Business

The purpose of the Support Services Line of Business is to provide Dispatch, Information Technology, Human Resources, Logistics and Facility Management Services to the Fire Department, so they can receive timely dispatches and properly maintained fleet, equipment, and facilities.

### Programs and Key Measures

#### Fire Dispatch Program



% of incidents dispatched within 60 seconds of receipt at Fire Dispatch



% of medical responses dispatched within 20 seconds or less from Emergency Medical First Responders (EMFR) initiation

#### Fire Logistics and Facilities Maintenance Program



% of Priority 1 facility work orders completed within 24 hours





% of time the fire apparatus is available for use (not down for maintenance)

## Fire Dispatch Program

The purpose of the Fire Dispatch Program is to provide coordinated response services to residents and visitors in need, so they can receive immediate and appropriate emergency and non-emergency assistance.

Program Managers:	Shane Smailey and Jason Smith	
Program Budget:	\$2,156,237 (FY22)	
Program Services:	<ul style="list-style-type: none"> <li>▪ 911 Call and Radio Audio Productions</li> <li>▪ 911 Call and Text Responses</li> <li>▪ Automatic Aid Dispatches</li> <li>▪ Coordinated Emergency Responses</li> <li>▪ Emergency Call Prioritizations</li> <li>▪ Emergency Incident Dispatches</li> <li>▪ Non-Emergency Incident Dispatches</li> <li>▪ Continuing Education Trainings</li> </ul>	

Family of Measures	
Results	 % of incidents dispatched within 60 seconds of receipt at Fire Dispatch
	 % of medical responses dispatched within 20 seconds or less from Emergency Medical First Responders (EMFR) initiation
	% of 911 telephone calls answered within 15 seconds or less from transfer to Fire Dispatch
Outputs	# of incidents dispatched to the Fire Department
Demands	# of 911 telephone calls received
	# of EMFR initiated responses

## Fire Logistics and Facilities Maintenance Program



The purpose of the Fire Logistics and Facilities Maintenance Program is to provide fleet, equipment, and facilities services to the Oklahoma City Fire Department, so it can have safe and reliable facilities and equipment to respond.

Program Managers: Shane Smailey, Brent Pierce, and Shawn Bray

Program Budget: \$9,608,719 (FY22)

### Program Services:

- Building Repair Service Calls
- Equipment Tests
- Firefighting Tools and Rescue Equipment
- Fleet/Equipment Repairs
- Fleet/Equipment Reports
- Fleet/Equipment Inspections
- Fleet/Equipment Specifications
- Maintenance Services and Repairs
- Monthly Fuel Reports
- Parts, Station and EMS Inventories
- PPE (Personal Protective Equipment) Cleaning, Inspection and Repair Services
- Self-Contained Breathing Apparatus (SCBA) Services and Repairs
- Vehicle Purchase Recommendations

Family of Measures	
Results	 % of Priority 1 facility work orders completed within 24 hours
	 % of time the fire apparatus is available for use (not down for maintenance)
	% of fleet direct labor hours realized
	% of total maintenance hours that are scheduled
	% of repairs outsourced
Outputs	# of fleet direct labor hours realized
	# of Priority 1 Fire Department facility work orders completed