

Fire Department

Strategic Business Plan

Effective Date: July 1, 2022

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

Fire Administration Accomplishments FY2021-2022

- Managed the Fire Department budget, purchasing, contract management and payroll oversight.
- Concerted programs to improve collaboration with joint labor/management programs and labor/management negotiations.
- Monitored and administered the Leading for Results (LFR) Program for performance-based budgeting.
- Updated LFR Strategic Business Plan for Fire to include several new measures to identify rescues provided by fire suppression personnel.
- Established Inclusion and Diversity Committee for the Fire Department.

Fire Prevention Services Accomplishments FY2021-2022

Code Compliance:

- Created report for Expired and About to Expire inspections for all Code Inspectors to view weekly. This report helps inspectors manage their respected districts more efficiently with purpose that aligns with the Fire Code Compliance vision.
- Participated in city wide fee study, being conducted by MGT Consulting

Public Education:

- Implemented Smoke Alarm awareness and developed Smoke Alarm Request process with Oklahoma City Police Department.
- Equipped Wild Land Urban Interface vehicle for prescribed burns operations.

Fire Investigations:

- The percentage of Undetermined Fire Classifications were lowered to 21.1% from 33.9%.
- Cultivated Federal, State, & Local contacts for fire investigation training and support.
- Obtained a 360-degree camera for overall scene documentation.

Operations Division Accomplishments for FY2021-2022

Suppression:

- Worked to develop and implement Automatic-Aid Agreement with the Nichols Hills Fire Department.
- Will go live with Automatic Aide with the Edmond Fire Department June 20, 2022.
- OKTF-1 Deployment to Seminole Oklahoma to assist with the aftermath of a tornado in May 2022.
- Preparations for the expansion of the Water Rescue Team. Stations 16 and 34 will be deployable for water rescues in Fall of 2022.
- On-shift EMS Quality Assurance Officers.
- Worked with the Oklahoma Metro Chief association, Green Chief Association, the Office of the Medical Director, EMSA, and city management to draft language to update Title 63 to allow for



better EMS service to the people of the State of Oklahoma. Senate Bill 1515 was signed into law by Governor Stitt on May 15, 2022.

- Worked with OCPD to train and implement Wildland Helicopter Operations.
- Worked with EMSA, OMD, city's legal team, and city management to allow BLS ambulance transport in Oklahoma City.
- Worked with EMSA, OMD, and city management on the 5-year "window of opportunity"
- Assisted DHS with homebound COVID-19 vaccinations.
- Trained 120 new fire recruits.
- Implemented concurrent 8-week along with 16-week Fire Recruit Academies.
- Credentialed 11 New Paramedics.
- Performed return to work rapid Covid tests for Fire and Police Department Employees.
- Performed a total of 3,585 Covid tests for City Employees and Family Members.
- Performed extensive pandemic research and data analysis for future response plans.
- Administered 495 influenza vaccinations.
- Trained 138 Fire Department members to assist EMSA by establishing a Transfer of Care (TOC) and Ambulance Transport program.
- Assisted EMSA with training of five EMSA employee academies on Pediatric medical treatment, Special needs patients and Fire Ground Operations.
- Delivered annual Camp Inferno diversity program for 24 females interested in the Fire Service.

Community Advocacy Program (CAP)

- Grew caseload from 7 residents to 47 residents.
- Helped 6 residents gain a residence in a long-term care facility (nursing home).
- Assisted Adult Protective Services with several investigations.
- Formed a partnership with EMSA and OCPD – Mental Health to facilitate resident care.
- Coordinated the repair of several electric wheelchairs, providing mobility and saving money for residents.
- Helped 4 residents get enrolled in mental health counseling/services.

Support Services Division Accomplishments for FY2021-2022

Fire Information Technology:

- Created a centralized data center with Microsoft SQL for most used applications to speed up data processing.
- Migrated 90% of our Databases to SQL format.
- Replaced departmental portable computing devices from "rugged books" to Samsung. The tablets are more user friendly and do not require additional configuration.
- Implemented a new IT Asset management system (Asset Tiger).
- New emergency alerting system implemented for Station 1. Fire IT trained on supporting the new system, preparing for multiple similar systems to be deployed.
- Fire IT learned new skills to manage and create applications and processes via Microsoft products (Power Apps, Power BI, Power Automate, etc.).

Fire Logistics:

- Took delivery and put into operation six (6) new mid-mount aerial platforms and ten (10) new extreme service brush pumps.

- Ordered three (3) new Battalion Chief Trucks and one (1) Brush Pumper
- Completed all NFPA required pump and aerial testing of apparatus.
- Completed all NFPA required hose and ground ladder testing.
- Completed all scheduled preventative maintenance for all apparatus.
- Protective Gear Cleaning and Inspection Work Center received certification as a “Verified Organization” under NFPA 1851. Officially authorizing the work center to inspect and repair structural firefighting ensembles for use in an operational environment.

Dispatch:

- Updated the “Dispatch LOER Guide” to the 2021 version to ensure consistent and complete response to Low Occurrence Elevated Risk incidents.
- PSCL - Capt. Richard Campodonica attended and competed training in Dispatch / CAD / Weather related schools to assist with continuing education.
- Continued to work with Mustang, Yukon, Moore, and Norman to maintain efficient deployment of resources as part of our Auto-Aid Agreement Partnership.

Facilities:

- Completed all ADA upgrades and remodels at Fire Administration.
- Completed remodel of Fire Station 1 bedroom with new alerting system.
- Replace furniture at identified Fire Stations based on Furniture Replacement Schedule.
- Coordinated upgrades for the new OKCFD PPE Laundry and Repair Facility.
- Completed Paving repairs at several stations
- Completed Painting projects at several stations.
- Replaced/repairs appliances, furniture, fencing, drinking fountains, plumbing drain lines, air compressors, Vehicle Exhaust Systems, and HVAC Systems at multiple stations.

Human Resources:

- All personnel files converted to electronic format.
- Updated all HR SOPs
- Updated civilian job descriptions for all positions located within the Fire Department.
- Completed 2 hiring processes resulting in 126 job offers for the position of Fire Recruit.
- Began in-person attendance at Job Fairs again – post-COVID.

Safety Accomplishments for FY2021-2022

- Identify structural PPE needed for recruit classes.
- Identify wildland PPE needed for recruit classes.
- Provided Incident Safety Officer (ISO) Training to the Sergeant’s Academy.
- Provided OSHA Safety for Recruit Classes of 2022.
- Completed transfer/backup of data that was necessary to reduce OKCFD dependency on Google drive.
- Updated/Tested ISO tracking method.
- Unveil and provide training on new Fit Test units for each fire district.
- Research, select and order replacement fit test machines and equipment
- Implemented qualitative N95 fit testing at the station level, increasing departmental compliance.
- Assisted Risk Management with Covid research workload.



Public Relations and Marketing (PRM) Accomplishments for FY2021-2022

- Acquired a new Assistant Public Information Officer who is being trained in all facets of the Public Relations & Marketing office.
- Created a new position – Digital Media Producer. Successfully facilitated the hiring process and acquired the most qualified candidate who will be actively engaged in a wide variety of video production projects which will be used to enhance the department internally and benefit our residents externally.
- Steady and consistent growth in all tracked metrics across all social media platforms utilized by our department.
- Media engagement, including in-person interviews and feature story facilitation, has increased once again as the pandemic has eased.

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 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.


Program Managers: Richard Kelley and Clint Regier

Program Budget: \$14,223,171 (FY23)

Program Services:

- | | |
|---|--|
| <ul style="list-style-type: none"> ▪ Agenda Items / Packets ▪ Audit Responses ▪ Budget Proposals ▪ Community Responses ▪ Continuity of Operations Plan ▪ Contract Compliance Reviews ▪ Contracts, Leases, and Agreements ▪ Executive Reports <ul style="list-style-type: none"> – City Manager Reports – Ad Hoc Reports – Special Project Reports – Performance Reports ▪ FMLA Authorizations ▪ Grant Applications | <ul style="list-style-type: none"> ▪ 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 ▪ Recruitment Status and Diversity Reports ▪ Union Negotiations and Recommendations |
|---|--|
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Family of Measures

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

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: \$500,831 (FY23)

Program Services:

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

Family of Measures




Results	 % of videography projects completed
Outputs	# of new social media followers
	# of social media engagements
	# of social media posts
Demands	# of Fire apparatus appearance requests

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 Code Compliance Program

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

Fire Investigations Program

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

Public Safety Education Services Program

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

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:	\$2,834,036 (FY23)
Program Services:	
<ul style="list-style-type: none"> ▪ Certification Tests ▪ Code Interpretations ▪ Consultations ▪ Enforcement Actions ▪ Expedited Inspections ▪ Expedited Plan Reviews ▪ Fire Protection Plan Reviews ▪ Fire Protection System Acceptance Tests ▪ Fire Watch Education Services 	<ul style="list-style-type: none"> ▪ Knox Box Security Services ▪ Life Safety Inspections ▪ Life Safety Items record keepings ▪ Occupant Load Certifications ▪ Permits, Licenses, and Fees ▪ Property/Environmental Surveys ▪ Safety/Community Board Meetings ▪ Self-Inspection checklists ▪ Special Event Coordination and Preplans ▪ Telephone Inquiry Responses

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 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)

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:	\$2,328,255 (FY23)
Program Services:	<div> <div> <ul style="list-style-type: none"> Fire Investigation Case Files Fire Investigation Consultations / Testimony and/or Depositions </div> <div> <ul style="list-style-type: none"> Fire Investigations / Reports </div> </div>

Family of Measures	
Results	<div> <div> </div> <div> % of incendiary (set fire) fire investigations that meet the elements for arson referred to the district attorney for prosecution </div> </div>
	% 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 Fire-Setter Intervention Program

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: \$1,517,780 (FY23)

Program Services:

- | | |
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| <ul style="list-style-type: none"> ▪ 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 | <ul style="list-style-type: none"> ▪ Media Fire Safety Information Demonstrations ▪ Public Policy Consultations ▪ Resident First Aid and CPR Training Sessions ▪ Safety Displays ▪ Safety Materials ▪ School Mentoring Sessions ▪ Smoke Alarms ▪ Youth Fire-Setter Intervention Sessions |
|--|--|

Family of Measures



Results	% of elementary students in Oklahoma City limits participating in Community Risk Reduction activities
	% of youth referred to Fire Prevention Services that have previously attended the Oklahoma City Youth Fire-Setter Intervention Program
Outputs	# of Fire Department public safety education participants served
	# 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
	# of elementary students enrolled in Oklahoma City limits

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: \$92,548,144 (FY23)

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 Assessments
- Medical Responses
- 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: \$41,323,370 (FY23)

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
- Map Updates
- Mobile Property Incident Responses
- Mutual and Automatic Aid Responses
- Personal Assistance 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 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: \$2,123,346 (FY23)

Program Services:

- 911 Call and Radio Audio Productions
- 911 Call and Text Responses
- Automatic Aid Dispatches
- Continuing Education Trainings
- Coordinated Emergency Responses
- Emergency Call Prioritizations
- Emergency Incident Dispatches
- Non-Emergency Incident Dispatches

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: \$10,484,218 (FY23)

Program Services:

- Building Remodel and Renovations
- Building Repair Service Calls
- Equipment Tests
- Firefighting Tools and Rescue Equipment
- Fleet/Equipment Inspections
- Fleet/Equipment Repairs
- Fleet/Equipment Reports
- 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