

# Fire and Emergency Medical Services Department FY2016

**Agency** Fire and Emergency Medical Services Department

**Mission** The mission of the Fire and Emergency Medical Services Department (F&EMS) is to promote safety and health through excellent pre-hospital medical care, fire suppression, hazardous materials response, technical rescue, homeland security preparedness and fire prevention and education in the District of Columbia.

**Summary of Services** F&EMS provides emergency medical services (EMS), fire suppression, homeland security and special operations response for the District of Columbia, including planned events and activities unique to the nation's capital. The Department is responsible for fire and life safety code enforcement, along with community based education and prevention programs. F&EMS is the lead first-response agency for managing consequences resulting from natural disasters or other catastrophic events impacting the national capital region.

## 2016 Objectives

### FY16 Objectives

Objective Number	Objective Description
<b>Emergency Medical Services Administration Division (3 Objectives)</b>	
5	Improve the quality of emergency medical care provided by Department personnel.
6	Improve health safety awareness through public education.
7	Identify alternatives for patients who routinely use EMS to access healthcare.
<b>Emergency Medical Services Operations Division (2 Objectives)</b>	
3	Compassionately care for sick and injured patients.
4	Improve emergency medical care for patients with time sensitive illnesses or injuries.
<b>Fire Prevention Division (3 Objectives)</b>	
13	Improve fire safety awareness through public education.
14	Reduce threats to lives and property by preventing fires.
15	Determine the origin and cause of fires by investigation.
<b>Office of the Fire and EMS Chief (3 Objectives)</b>	
16	Communicate information to the public and media.
17	Strengthen the labor/management partnership.
18	Plan and prepare for the future.
<b>Operations Bureau (2 Objectives)</b>	
1	Quickly control and extinguish fires.
2	Be prepared for natural disasters or other catastrophic events.
<b>Services Bureau (4 Objectives)</b>	
8	Develop a safe and technically competent workforce.
9	Improve employee safety and wellness.
10	Improve living and working conditions in fire stations.
11	Improve the reliability of emergency vehicles.
<b>Technical Services Bureau (1 Objective)</b>	

## 2016 Key Performance Indicators

Measure	Division	Frequency of Reporting	FY 2013	FY 2014	FY 2015	FY 2015 Target	FY 2016 Target
<b>1 - Quickly control and extinguish fires. (5 Measures)</b>							
Percentage of structure fire calls when a first responding fire engine arrived in 5 minutes 20 seconds or less.		Quarterly	91.7	93	87.97		90
Percentage of structure fire calls when a first alarm assignment arrived in 9 minutes 20 seconds or less.		Quarterly	41.63	52.3	33.33		90
Percentage of high-rise structure fire calls when a first alarm assignment arrived in 11 minutes 30 seconds or less.		Quarterly					90
Percentage of residential structure fires where flame spread was confined to the room of origin.		Quarterly	80.6	82.4	84.28	80	80
Percentage of residential structure fires where flame spread was confined to the room or structure of origin.		Quarterly	96.3	97	97.41	95	95
<b>3 - Compassionately care for sick and injured patients. (2 Measures)</b>							
Percentage of patients surveyed who indicated they "agreed" or "strongly agreed" that FEMS personnel acted courteous and respectful during an EMS call.		Quarterly					90
Percentage of patients surveyed who indicated they were "satisfied" or "very satisfied" with the services they received during an EMS call.		Quarterly	91.76	92.74	89.22	90	90
<b>4 - Improve emergency medical care for patients with time sensitive illnesses or injuries. (8 Measures)</b>							
Percentage of higher priority EMS calls when a first responding EMT arrived in 5 minutes or less.		Quarterly	68.1	77.3	62.97		90
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.		Quarterly	57.8	69.3	53.25		90
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.		Quarterly	56.8	68	52.63		90
Percentage of higher priority EMS calls when a FEMS transport unit arrived in 9 minutes or less.		Quarterly	76.9	82.5	70.76		90
Percentage of EMS patient transport calls when a FEMS transport unit returned to service in 30 minutes or less after arriving at a hospital with a patient.		Quarterly	23.5	16.8	12.38		50

Percentage of patients who survived to hospital discharge after experiencing a sudden cardiac arrest witnessed by a bystander.		Quarterly	6.3				15
Percentage of patients with suspected cardiac etiology who survived to hospital discharge after experiencing a sudden cardiac arrest witnessed by a bystander with an initial rhythm of ventricular fibrillation.		Quarterly	17.9				3
Percentage of Level 1 Criteria Trauma patients transported in 10 minutes or less after a first responding EMT or Paramedic arrived at an EMS call.		Quarterly					95
<b>5 - Improve the quality of emergency medical care provided by Department personnel. (4 Measures)</b>							
Percentage of EMS CQI cases reviewed indicating timely, appropriate and successful treatment for cardiac arrest patients.		Quarterly					95
Percentage of EMS CQI cases reviewed indicating timely, appropriate and successful treatment for suspected STEMI patients.		Quarterly					95
Percentage of EMS CQI cases reviewed indicating timely, appropriate and successful treatment for suspected stroke patients.		Quarterly					95
Percentage of EMS CQI cases reviewed indicating timely, appropriate and successful treatment for Level 1 Criteria Trauma patients.		Quarterly					95
<b>6 - Improve health safety awareness through public education. (4 Measures)</b>							
Number of participants who attended FEMS "hands only" CPR/AED familiarization training program events.		Quarterly					5000
Percentage of patients who experienced a sudden cardiac arrest, witnessed by a bystander, with CPR performed by a bystander.		Quarterly	31.8				
Number of AEDs actively registered and available for public use in the District of Columbia.		Quarterly					1000
Percentage of patients who experienced a sudden cardiac arrest, witnessed by a bystander, with an AED applied by a bystander.		Quarterly	2.3				5
<b>7 - Identify alternatives for patients who routinely use EMS to access healthcare. (4 Measures)</b>							

Number of individually identified patients who were transported 10 or more times during a 12 month period by an FEMS transport unit.		Annually						500
Number of patient transports for individually identified patients who were transported 10 or more times during a 12 month period by an FEMS transport unit.		Annually						12000
Percentage of all patients who were individually identified as being transported 10 or more times during a 12 month period by an FEMS transport unit.		Annually						1
Percentage of all patient transports for patients individually identified as being transported 10 or more times during a 12 month period by an FEMS transport unit.		Annually						12
<b>9 - Improve employee safety and wellness. (2 Measures)</b>								
Number of FEMS operated vehicles involved in accidents.		Quarterly						500
Number of FEMS personnel injured while at work.		Quarterly						300
<b>11 - Improve the reliability of emergency vehicles. (3 Measures)</b>								
Percentage of time ambulances in the FEMS emergency vehicle fleet were unavailable for daily operation because of maintenance or repair work.		Quarterly						25
Percentage of time fire engines in the FEMS emergency vehicle fleet were unavailable for daily operation because of maintenance or repair work.		Quarterly						25
Percentage of time fire ladder trucks in the FEMS emergency vehicle fleet were unavailable for daily operation because of maintenance or repair work.		Quarterly						25
<b>13 - Improve fire safety awareness through public education. (2 Measures)</b>								
Number of fire safety education presentations completed for pre-school/kindergarten age children.		Quarterly						150
Number home fire safety/smoke alarm installation visits completed for District residents.		Quarterly						750
<b>14 - Reduce threats to lives and property by preventing fires. (2 Measures)</b>								
Percentage of residential structure fires without a working smoke alarm.		Quarterly						0.2
Number of civilian fire fatalities.		Quarterly	8	9	7	5		10

<b>15 - Determine the origin and cause of fires by investigation. (1 Measure)</b>							
Percentage of "structural" arson fires cleared by arrest or exceptional means.		Quarterly	25	30.4	18.18	25	0.25
<b>16 - Communicate information to the public and media. (2 Measures)</b>							
Number of times the FEMS web site was visited to access service, program or performance measurement content.		Quarterly					0
Number of community group meetings scheduled and attended by executive managers.		Quarterly	112	137	80	100	100
<b>17 - Strengthen the labor/management partnership. (1 Measure)</b>							
Number of labor/management partnership meetings scheduled and attended by executive managers.		Quarterly	12	24	16	12	12

## 2016 Workload Measures

Measure	Frequency of Reporting	FY 2013	FY 2014	FY 2015
<b>Workload Measure (18 Measures)</b>				
Number of emergency incidents.	Quarterly	167,333	179,319	197,092
Number of EMS incidents.	Quarterly	137,638	147,185	162,168
Number of "lower priority" (not time-sensitive) EMS incidents.	Quarterly	67,381	73,511	79,048
Number of "higher priority" (time-sensitive) EMS incidents.	Quarterly	64,856	67,776	76,147
Number of "highest priority" (very time-sensitive) EMS incidents.	Quarterly	5,401	5,898	7,185
Number of FEMS patient transports.	Quarterly	100,605	109,044	115,262
EMS patient transport revenue.	Quarterly	25,322,661	25,359,164	22,893,986
Number of fire incidents.	Quarterly	28,159	30,665	33,186
Number of "structure fire" incidents.	Quarterly	3,327	3,556	3,974
Number of "structure fires" extinguished.	Quarterly	907	956	757
Number of "residential structure fires" extinguished.	Quarterly	696	779	617
Number of "other fires" extinguished.	Quarterly	1,139	1,113	909
Number of occupancies inspected.	Quarterly	11,590	12,227	10,148
Number of fire code violations observed.	Quarterly	12,445	16,740	12,336
Number of fire code complaints investigated.	Quarterly	505	636	413
Number of fires classified as "arson."	Quarterly	273	213	228
Number of "arson" arrests.	Quarterly	29	29	20
Fire Prevention fee and permit revenue.	Quarterly	479,996	544,803	505,093

2016 Initiatives

Objective Number	Objective Title	Initiative Number	Initiative Title	Initiative Description
<b>Emergency Medical Services Administration Division - 5 (1 Initiative)</b>				
5	Improve the quality of emergency medical care provided by Department personnel.	5.1	Improve the quality of emergency medical care provided for "time sensitive" illnesses and injuries.	During FY 2016, the Department will focus EMS Continuous Quality Improvement (CQI) efforts on improving the quality of emergency medical care provided for "time sensitive" illnesses and injuries including cardiac arrest, ST segment Elevation Myocardial Infarction (STEMI), stroke and life threatening traumatic injuries. This includes reviewing electronic patient care reports (ePCRs) and hospital records to determine if a patient received timely, appropriate and successful treatment, followed by providing informative and supportive feedback to Department personnel involved in such cases. Improving the quality of care for "time sensitive" illnesses and injuries supports improved quality of emergency medical care provided by Department personnel.
TOT				
<b>Emergency Medical Services Administration Division - 6 (1 Initiative)</b>				
6	Improve health safety awareness through public education.	6.1	Expand "Citizen CPR" participation during sudden cardiac arrest (SCA) events.	During FY 2016, and as part of a priority goal to transform EMS in the District into a premier system, the Department will provide CPR training to at least 5,000 District residents, employees and work day commuters. This includes scheduling "hands only" CPR and automatic external defibrillator (AED) familiarization training for participants at locations across the District, promoting such events using the Department webpage, social media and community outreach, along with conducting such training by involving Department personnel. Expanding "Citizen CPR" participation during sudden cardiac arrest (SCA) events supports improved health safety awareness through public education.
TOT				
<b>Emergency Medical Services Administration Division - 7 (1 Initiative)</b>				

7	Identify alternatives for patients who routinely use EMS to access healthcare.	7.1	Work with healthcare insurance programs to reduce non-emergency use of EMS.	During FY 2016, and in cooperation with District partnership healthcare agencies, the Department will work with healthcare insurance programs to reduce non-emergency use of EMS. This includes identifying patients with ten (10) or more ambulance transports during the period of one (1) year, reviewing electronic patient care reports (ePCRs) and insurance claim records to identify reasons why such patients use EMS and, with the cooperation of insurance programs, identifying alternatives other than EMS to reduce non-emergency use by such patients. Working with healthcare insurance programs to reduce non-emergency use of EMS supports identifying alternatives for patients who routinely use EMS to access healthcare.
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TOT

**Emergency Medical Services Operations Division - 3 (1 Initiative)**

3	Compassionately care for sick and injured patients.	3.1	Improve "on-scene" management of sudden cardiac arrest (SCA).	During FY 2016, and as part of a priority goal to transform EMS in the District into a premier system, the Department will improve "on-scene" management of sudden cardiac arrest (SCA) by implementing revised cardiac arrest medical protocols and completing training to improve SCA patient care. This includes revising "on scene" cardiac arrest work flow requirements, conducting "high performance CPR" training for Firefighters, EMTs and Paramedics, along with expanding follow-up contact at receiving hospitals after transfer of patient care. Improving "on-scene" management of SCA supports compassionate care for sick and injured patients.
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TOT

**Emergency Medical Services Operations Division - 4 (1 Initiative)**

4	Improve emergency medical care for patients with time sensitive illnesses or injuries.	4.1	Improve 9-1-1 call taker recognition and management of sudden cardiac arrest (SCA).	During FY 2016, and as part of a a priority goal to transform EMS in the District into a premier system, the Department will work closely with the OUC in training 9-1-1 call takers to better recognize and quickly manage reported cardiac arrests. This includes training OUC call takers to quickly assess, recognize and process sudden cardiac arrest (SCA) calls, provide CPR instructions to 9-1-1 callers by phone and to identify the closest available public automatic external defibrillator (AED) for use during each event. Improving 9-1-1 call taker recognition and management of SCA supports improved emergency medical care for patients with time sensitive illnesses or injuries.
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**Fire Prevention Division - 13 (1 Initiative)**

13	Improve fire safety awareness through public education.	13.1	Increase public access to fire safety education programs.	During FY 2016, and in cooperation with the Office of the Chief Technology Officer (OCTO), the Department will increase public access to daycare, preschool and pre-kindergarten fire safety education programs by publishing program content and scheduling information to the Department website. This includes creating a fire safety education program web page, publishing daycare, preschool and pre-kindergarten fire safety education program content, along with creating and publishing web forms for identifying customer interest and scheduling on-site classes. Increasing public accessibility to fire safety education programs supports improved fire safety awareness through public education.
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TOT

**Fire Prevention Division - 14 (1 Initiative)**

14	Reduce threats to lives and property by preventing fires.	14.1	Complete pre-incident planning for "higher risk" buildings and structures.	During FY 2016, and as part of a Department-wide strategy to improve first responder safety, the Department will complete "higher risk" building or structure pre-incident planning within each Engine Company district. This includes identification of at least one (1) "higher risk" building or structure within each Engine Company district by the Fire Prevention Division, scheduling an on-site "informative inspection" involving Fire Inspectors, Department of Consumer and Regulatory Affairs (DCRA) Building Inspectors and on-duty company personnel, along with completing a pre-incident plan for each identified "higher risk" building or structure incorporating NFPA Standard 1620 ("Standard for Pre-Incident Planning") and Department "informative inspection" requirements. Completing pre-incident planning for "higher risk" buildings and structures supports reduced threats to lives and property by preventing fires.
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TOT

**Fire Prevention Division - 15 (1 Initiative)**

15	Determine the origin and cause of fires by investigation.	15.1	Complete origin and cause training for fire investigation personnel.	During FY 2016, the Department will complete origin and cause determination training for fire investigation personnel to assist with identifying and prosecuting criminal offenses associated with fires. This includes classroom and practical instruction focusing on follow-up and case closure requirements incorporating recommendations described by NFPA Guide 921 ("Guide for Fire and Explosion Investigations"), while following Department fire investigation procedures. Completing origin and cause training for fire investigation personnel supports determination of the origin and cause of fires by investigation.
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TOT



<b>Office of the Fire and EMS Chief - 16 (2 Initiatives)</b>				
16	Communicate information to the public and media.	16.1	Campaign to survive cardiac arrest.	During FY 2016, and as part of a priority goal to transform EMS in the District into a premier system, the Department will conduct a communications campaign to promote public recognition of cardiac arrest, activation of 9-1-1, use of "hands only CPR" and use of automated external defibrillators (AEDs) to reduce the risk of "sudden death" caused by cardiac arrest and improve survival. This includes branding, earned media and community outreach for each campaign activity. All campaign activities are "links" in the American Heart Association "chain of survival" for cardiac arrest. Campaigning to survive cardiac arrest supports communication of information to the public and media.
16	Communicate information to the public and media.	16.2	Improve the Department website.	During FY 2016, and in cooperation with OCTO, the Department will improve the agency website by making it more accessible, user friendly and up-to-date. This includes expanding available information while making it more accessible and intuitive to locate, creating and publishing web forms for submission of customer service requests and regularly updating content to reflect more timely information and enhance agency image. Improving the Department website supports communication of information to the public and media.
TOT				
<b>Office of the Fire and EMS Chief - 17 (1 Initiative)</b>				
17	Strengthen the labor/management partnership.	17.1	Formulate and publish a leadership development plan.	During FY 2016, and working in cooperation with organized labor unions, the Department will formulate and publish a leadership development plan. This includes surveying both labor and management to assess need, working with labor organizations to identify standards and training programs for promotion, along with describing organizational goals and objectives for developing strong, innovative and diverse leaders. Formulating and publishing a leadership development plan supports a strengthened labor/management partnership.
TOT				
<b>Office of the Fire and EMS Chief - 18 (2 Initiatives)</b>				

18	Plan and prepare for the future.	18.1	Align organizational structure with budget program and activity codes.	During FY 2016, and working collaboratively with the Office of the Chief Financial Officer (OCFO), the Department will align organizational structure with budget program and activity codes for FY 2017 budget formulation. This includes evaluating organizational structure by major division, identifying responsibilities or programs and associating budget and activity codes with major Department divisions and programs. This will allow for greater transparency and evaluation of funding decisions. Aligning organizational structure with budget program and activity codes supports planning and preparing for the future.
18	Plan and prepare for the future.	18.2	Formulate a comprehensive process for developing a Department level strategic plan.	During FY 2016, the Department will formulate and describe a comprehensive process for developing a five (5) year Department level strategic plan. This includes assessing and defining the scope of the strategic planning process, engaging collectively with labor and other internal and external agency stakeholders and determining information requirements needed to support a strategic planning effort. Formulating a comprehensive process for developing a Department level strategic plan supports planning and preparing for the future.

TOT

**Operations Bureau - 1 (1 Initiative)**

1	Quickly control and extinguish fires.	1.1	Improve fire suppression operational preparedness.	During FY 2016, the Department will improve fire suppression operational preparedness by implementing revised minimum equipment standards, updating fire ground standard operating procedures and revising fire response dispatch protocols. This includes implementing revised minimum equipment standards for front line and ready reserve fire apparatus, reviewing and updating fire ground standard operating procedures incorporating recommendations described by National Fire Protection Association (NFPA) Guide 1700 ("Guide for Structural Fire Fighting") and, in cooperation with the Office of Unified Communications (OUC), revising fire response protocols used by the computer aided dispatch (CAD) system. Improving fire suppression operational preparedness supports quick control and extinguishment of fires.
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TOT

**Operations Bureau - 2 (2 Initiatives)**

2	Be prepared for natural disasters or other catastrophic events.	2.1	Assess marine rescue and firefighting (MRFF) operational preparedness.	During FY 2016, the Department will improve marine rescue and firefighting (MRFF) operational preparedness by evaluating growth and development occurring along the District's southwest waterfront and incorporating such changes into the MRFF response plan. This includes assessing buildings and structures accessible by waterways, evaluating marine rescue operations in major waterways and comparing perceived operational requirements with National Fire Protection Association (NFPA) Standard 1925 ("Standard on Marine Fire-Fighting Vessels") to better identify future needs. Assessing MRFF operational preparedness supports preparedness for natural disasters or other catastrophic events.
2	Be prepared for natural disasters or other catastrophic events.	2.2	Improve radiological and nuclear threat detection capacity.	During FY 2016, and in cooperation with the Department of Homeland Security's "Securing the Cities" program, the Department will improve radiological and nuclear threat detection capacity. This includes deploying new radiological and nuclear threat detection equipment and completing specialized training for select operational personnel incorporating recommendations described by NFPA Proposed Standard 475 ("Recommended Practice for Responding to Hazardous Materials Incidents/Weapons of Mass Destruction"). Improving radiological and nuclear threat detection capacity supports preparedness for natural disasters or other catastrophic events.
TOT				

**Services Bureau - 8 (1 Initiative)**

8	Develop a safe and technically competent workforce.	8.1	Complete driver safety awareness training for operational personnel.	During FY 2016, and as part of a Department-wide strategy to improve first responder safety, the Department will complete driver safety awareness training for operational personnel. This includes classroom and practical training incorporating requirements described by NFPA Standard 1451 ("Standard for a Fire and Emergency Service Vehicle Operations Training Program"), while following Department emergency apparatus operating procedures focusing on safe vehicle operation and accident avoidance. Completing driver safety awareness training for operational personnel supports development of a safe and technically competent workforce.
TOT				

**Services Bureau - 9 (1 Initiative)**

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9	Improve employee safety and wellness.	9.1	Implement an emergency incident rehabilitation and medical monitoring program.	During FY 2016, and as part of a Department-wide strategy to improve first responder safety in partnership with the International Association of Firefighters (IAFF), the Department will implement an emergency incident rehabilitation and medical monitoring program to assess the health of operational personnel during emergency incidents. This includes training for operational personnel incorporating the rehabilitation and monitoring requirements described by NFPA Standard 1584 ("Standard on the Rehabilitation Process for Members During Emergency Operations and Training Exercises") and implementing the same requirements during emergency incidents. Implementing an emergency incident rehabilitation and medical monitoring program supports improved employee safety and wellness.
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<b>Services Bureau - 10 (1 Initiative)</b>				
10	Improve living and working conditions in fire stations.	10.1	Formulate and publish a LEED certification plan for maintaining and renovating fire stations.	During FY 2016, and in cooperation with the Department of General Services, the Department will formulate and publish a leadership in energy and environmental design (LEED) certification plan for maintaining and renovating fire stations. This includes identifying the benefits of reduced energy and water consumption as requirements for project planning and incorporating the use of smart grid technology into environmental control systems when completing fire station maintenance and capital improvement project design. Formulating and publishing a LEED certification plan for maintaining and renovating fire stations supports improved living and working conditions in fire stations.

TOT

<b>Services Bureau - 11 (2 Initiatives)</b>				
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11	Improve the reliability of emergency vehicles.	11.1	Expand capacity for preventive vehicle maintenance by improving productivity of Emergency Apparatus Division mechanics.	During FY 2016, and as part of a priority goal to transform EMS in the District into a premier system, the Department will expand capacity for performing preventive emergency vehicle maintenance by increasing the productivity of Emergency Apparatus Division shop floor mechanics through additional supervisory and logistics staffing, improving utilization of FASTER (a fleet management software application) during maintenance and repair work and completing more preventive maintenance for emergency vehicles. This includes hiring an additional foreman and inventory management specialist to better cover work shifts, training shop floor mechanics to continuously use FASTER when completing vehicle maintenance and repairs, along with using FASTER to monitor and improve overall work productivity. Increasing productivity expands capacity for performing daily preventive vehicle maintenance and supports improved reliability of emergency vehicles.
11	Improve the reliability of emergency vehicles.	11.2	Prioritize ordering of additional vehicles commonly used for responding to EMS incidents.	During FY 2016, the Department will prioritize the ordering of additional emergency vehicles to improve sustainability of the vehicle fleet commonly used for responding to emergency medical services (EMS) incidents. This includes ordering sixteen (16) new ambulances, two (2) refurbished ambulances, three (3) EMS Supervisor vehicles and seven (7) fire engines, accounting for \$10.7 million (or 67%) of the Department's \$16 million FY 2016 Capital Spending Plan. Prioritizing the ordering of additional vehicles commonly used for responding to EMS incidents supports fleet sustainability and improved reliability of emergency vehicles.

TOT

**Technical Services Bureau - 12 (2 Initiatives)**

12	Use information technology to improve business processes.	12.1	Replace the existing FRMS software application.	During FY 2016, the Department will replace the existing Fire Records Management System (FRMS) software application required by the National Fire Incident Reporting System (NFIRS). This includes procuring a more robust and user friendly application offering better integration with the Department's electronic patient care reporting (ePCR) software, expanding the use of reporting modules to replace paper or supplemental electronic reporting applications currently in use and incorporating mobile use of the product by Fire Inspectors and other field personnel when performing occupancy safety inspections. Replacing the existing FRMS software application supports using information technology to improve business processes.
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12	Use information technology to improve business processes.	12.2	Replace outdated electronic forms.	During FY 2016, the Department will replace outdated electronic forms used for day-to-day information management. This includes updating or redesigning more than 200 electronic forms currently in use, linking the information collected using such forms into a single enterprise structured database and making such forms available to Department users both inside and outside of the secure network environment. Replacing outdated electronic forms supports improved business processes by using information technology.
TOT				
<b>TOT</b>				