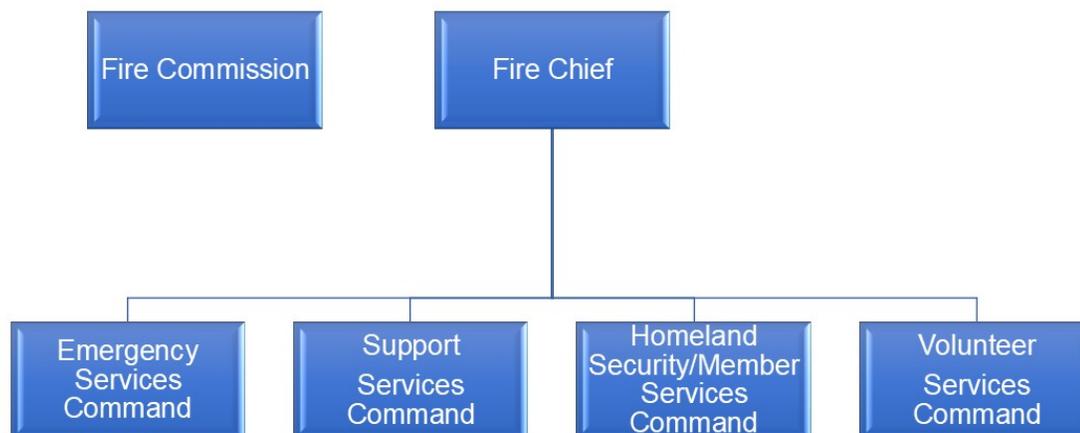


# Fire/EMS Department



## MISSION AND SERVICES

The Fire and Emergency Medical Services Department (Fire/EMS) strives to improve the quality of life in Prince George's County by promoting safety and providing the highest quality of fire prevention, fire protection, emergency medical services, and community outreach programs.

### CORE SERVICES

- Fire and Emergency medical services (including basic and advanced life support) responses to emergencies
- Hazardous materials, bomb and explosive device response
- Fire and explosive investigations
- Community risk reduction through fire prevention and life safety, including fire inspections, enforcement and public education

### FY 2026 KEY ACCOMPLISHMENTS

- Continued to handle significant incidents and successfully treat patients through a variety of EMS interventions.
- Enhanced recruitment and training efforts- Through a team effort with OHRM, OMB, and the support of the County Executive and County Council, the Fire/EMS Department continues hiring and training additional career firefighters at a rapid rate. The agency graduated 26 recruits after completing 32 weeks of rigorous training and are currently serving the residents and visitors of Prince George's County.
- Held numerous award ceremonies, honoring exceptional actions in emergencies.

- Collaborated with other County agencies and community partners on numerous support and outreach programs such as iMinds, a program to educate area clinicians about responding to patients in crisis; the Naloxone leave-behind distribution program, a partnership with the Health Department to assist in the prevention of overdose deaths; and Camp Trailblazers, an outreach and recruitment initiative.
- Invested in Self Contained Breathing Apparatus (SCBA), fire apparatus, and ambulances to support the mission of the agency.

**STRATEGIC FOCUS AND INITIATIVES FOR FY 2027**

The agency’s top priorities in FY 2027 are:

- Enhance operational readiness and response performance.
- Strengthen volunteer recruitment, retention, and integration.
- Modernize training, equipment, and facilities.
- Improve administrative processes and data systems.
- Build leadership depth and succession pipelines.
- Expand community risk reduction and outreach.

**FY 2027 BUDGET SUMMARY**

The FY 2027 proposed budget for the Fire/EMS is \$336,542,100, an increase of \$12,072,900 or 3.7% over the FY 2026 approved budget.

**Expenditures by Fund Type**

Fund Types	FY 2025 Actual		FY 2026 Budget		FY 2026 Estimate		FY 2027 Proposed	
	Amount	% Total						
General Fund	\$277,111,800	98.5%	\$314,948,400	97.1%	\$305,232,000	99.8%	\$325,926,500	96.8%
Grant Funds	4,139,082	1.5%	9,520,800	2.9%	469,300	0.2%	10,615,600	3.2%
<b>Total</b>	<b>\$281,250,882</b>	<b>100.0%</b>	<b>\$324,469,200</b>	<b>100.0%</b>	<b>\$305,701,300</b>	<b>100.0%</b>	<b>\$336,542,100</b>	<b>100.0%</b>

**GENERAL FUND**

The FY 2027 proposed General Fund budget for the Fire/EMS is \$325,926,500, an increase of \$10,978,100 or 3.5% over the FY 2026 approved budget.

**Reconciliation from Prior Year**

	<b>Expenditures</b>
<b>FY 2026 Approved Budget</b>	<b>\$314,948,400</b>
<b>Increase Cost: Compensation - Mandated Salary Requirements</b> — Increase in the annualization in FY 2026 and planned FY2027 salary adjustments, 22 new civilian positions, 46 new sworn positions, and three recruit classes totaling 100 recruits. Funding increase for budgeted salary attrition and salary lapse	\$8,148,400
<b>Increase Cost: Operating</b> — Increase in vehicle maintenance costs and fleet service	2,706,400
<b>Increase Cost: Operating</b> — Increase in software maintenance general and administrative contract, office equipment noncapital, and personal protective equipment/uniforms	2,321,300
<b>Increase Cost: Operating</b> — Increase in utilities, training, other operating equipment noncapital, legal assistance fees, and insurance premiums	1,131,200

**Reconciliation from Prior Year** *(continued)*

	<b>Expenditures</b>
<b>Increase Cost: Fringe Benefits</b> — Increase in fringe benefit expenses to align with projects costs; the fringe benefit rate decreases from 75.7% to 74.6%	1,077,400
<b>Increase Cost: Technology Cost Allocation</b> — Increase in OIT charges based on anticipated countywide costs for technology	406,800
<b>Increase Cost: Capital Outlay</b> — Increase to reflect anticipated costs	150,000
<b>Decrease Cost: Recovery Increase</b> — Increase in recoveries for insurance reimbursement from third party vendors	(25,000)
<b>Decrease Cost: Operating</b> — Decrease in telephone charges based on transferring services to Microsoft Teams	(222,700)
<b>Decrease Cost: Operating</b> — Decrease in printing, advertising, mileage reimbursement, operating contracts for the Paramedic program, gas and oil, building repair and maintenance, anticipated cost for station management services, and ambulance billing	(365,800)
<b>Decrease Cost: Compensation</b> — Decrease in clothing allowance, shift differential, overtime, Collective Bargaining Agreement overtime support, and the County contribution to the Staffing for Adequate Fire and Emergency Response (SAFER) grant program offset by an increase in temporary seasonal employees and holiday pay	(4,349,900)
<b>FY 2027 Proposed Budget</b>	<b>\$325,926,500</b>

**GRANT FUNDS**

The FY 2027 proposed grant budget for the Fire/EMS Department is \$10,615,600, an increase of 1,094,800 or 11.5% over the FY 2026 approved budget. Major sources of funds in the FY 2027 proposed budget include:

- U.S. Department of Homeland Security Biowatch Program
- Senator William H. Amoss Fire, Rescue and Ambulance (State 508) Fund
- Staffing for Adequate Fire and Rescue Emergency Response (SAFER)
- Assistance to Firefighters Grant- Cleaning and Maintenance of Personal Safety Equipment

**Reconciliation from Prior Year**

	<b>Expenditures</b>
<b>FY 2026 Approved Budget</b>	<b>\$9,520,800</b>
<b>Enhance: Existing Program/Service</b> — Maryland Department of Health (MDOH) Maryland Professional and Volunteer Firefighter Innovative Cancer Screening Technologies Grant, Maryland Institute for Emergency Medical Services Systems (MIEMSS) Matching Equipment Grant, Staffing for Adequate Fire and Emergency Response (SAFER) Grant, US Department of Homeland Security (USDHS) Biowatch Program, Assistance to Firefighters Grant - Cleaning and Maintenance of Personal Safety Equipment, MIEMSS Advanced Life Support (ALS) Training Reimbursement, and Senator William H. Amoss Fire, Rescue and Ambulance (State 508) Fund	\$979,800
<b>Add: New Grant</b> — District of Columbia Fire & EMS Foundation Legacy on Ice, Gary Sinise Foundation, Jeremiah Lucey Grant through Leary Firefighters Foundation, and Firefighters Charitable Foundation	155,000
<b>Remove: Prior Year Appropriation</b> — Consumer Product Safety Commission's Carbon Monoxide Poisoning Prevention Grant, Firehouse Subs Public Safety Foundation, and Pulse Point Marketing Grant	(39,800)
<b>FY 2027 Proposed Budget</b>	<b>\$10,615,800</b>

### STAFF AND BUDGET RESOURCES

Authorized Positions	FY 2025 Budget	FY 2026 Budget	FY 2027 Proposed	Change FY26-FY27	Positions By Classification	FY 2027		
						Full Time	Part Time	Limited Term
<b>General Fund</b>								
Full Time - Civilian	83	85	107	22	Audio Visual Specialist	1	0	0
Full Time - Sworn	1,142	1,147	1,193	46	Budget Management Analyst	2	0	0
Subtotal - FT	1,225	1,232	1,300	68	Community Developer	3	0	0
Part Time	0	0	0	0	Compliance Specialist	1	0	0
Limited Term	0	0	0	0	Contract Project Coordinator	3	0	0
<b>Grant Program Funds</b>					Counselor	2	0	1
Full Time - Civilian	0	0	0	0	Deputy Director	3	0	0
Full Time - Sworn	45	45	45	0	Deputy Chief Fire	1	0	0
Subtotal - FT	45	45	45	0	Fire Chief	1	0	0
Part Time	0	0	0	0	Equipment Mechanic	9	0	0
Limited Term	1	1	1	0	Fire Apparatus Services Manager	1	0	0
<b>TOTAL</b>					Fire Fighter	1,235	0	0
Full Time - Civilian	83	85	107	22	Fire Inspector	7	0	0
Full Time - Sworn	1,187	1,192	1,238	46	Fire Investigation Officer	1	0	0
Subtotal - FT	1,270	1,277	1,345	68	Garage Supervisor	1	0	0
Part Time	0	0	0	0	Human Resources Analyst	5	0	0
Limited Term	1	1	1	0	Human Resources Assistant	2	0	0
					Human Resources Manager	1	0	0
					Info Tech Coordinator	1	0	0
					Info Tech Manager	1	0	0
					Instructor	1	0	0
					Investigator	1	0	0
					Paramedic	5	0	0
					Procurement Officer	1	0	0
					Public Information Officer	1	0	0
					Social Worker	1	0	0
					Supply Manager	3	0	0
					Supply-Property Clerk	1	0	0
					<b>TOTAL</b>	<b>1,345</b>	<b>0</b>	<b>1</b>

Positions By Classification	FY 2027		
	Full Time	Part Time	Limited Term
Accountant	6	0	0
Administrative Aide	12	0	0
Administrative Assistant	24	0	0
Administrative Specialist	8	0	0

**Expenditures by Category - General Fund**

Category	FY 2025 Actual	FY 2026 Budget	FY 2026 Estimate	FY 2027 Proposed	Change FY26-FY27	
					Amount (\$)	Percent (%)
Compensation	\$142,482,530	\$159,667,700	\$159,379,400	\$163,466,200	\$3,798,500	2.4%
Fringe Benefits	100,743,818	120,868,400	108,277,700	121,945,800	1,077,400	0.9%
Operating	33,777,474	34,562,300	37,724,900	40,539,500	5,977,200	17.3%
Capital Outlay	281,825	—	—	150,000	150,000	
<b>SubTotal</b>	<b>\$277,285,647</b>	<b>\$315,098,400</b>	<b>\$305,382,000</b>	<b>\$326,101,500</b>	<b>\$11,003,100</b>	<b>3.5%</b>
Recoveries	(173,847)	(150,000)	(150,000)	(175,000)	(25,000)	16.7%
<b>Total</b>	<b>\$277,111,800</b>	<b>\$314,948,400</b>	<b>\$305,232,000</b>	<b>\$325,926,500</b>	<b>\$10,978,100</b>	<b>3.5%</b>

In FY 2027, compensation expenditures increase 2.4% over the FY 2026 approved budget due to funding 22 new civilian positions, 46 new sworn positions, funding for 100 new recruits (three scheduled classes – October 2026, February 2027, and June 2027) which is partially offset by anticipated staff attrition and overtime. Funding supports countywide salary adjustments, and the annualization of FY 2026 salary adjustments. Compensation costs include funding for 1,300 full time positions. Fringe benefit expenditures increase 0.9% over the FY 2026 budget to align with projected.

Operating expenditures increase 17.3% over the FY 2026 budget primarily for increases in software maintenance general and administrative contract, training, personal protective equipment/uniforms, utilities, office equipment noncapital, vehicle repairs and scheduled maintenance, office automation charges, and insurance premiums.

Capital outlay increase 100.0% over the FY 2026 to support the purchase of equipment.

Recoveries increase 16.7% over the FY 2026 budget to support insurance reimbursements from a third-party vendor.

**Expenditures by Division - General Fund**

Category	FY 2025 Actual	FY 2026 Budget	FY 2026 Estimate	FY 2027 Proposed	Change FY26-FY27	
					Amount (\$)	Percent (%)
Office of the Fire Chief	\$6,992,621	\$10,233,100	\$7,345,600	\$7,902,100	\$(2,331,000)	-22.8%
Homeland Security/Member Service Command	14,847,292	17,339,800	17,031,200	14,965,700	(2,374,100)	-13.7%
Emergency Services Command	203,645,922	228,322,700	215,229,200	224,368,100	(3,954,600)	-1.7%
Support Services Command	32,182,734	38,587,100	43,652,700	57,450,100	18,863,000	48.9%
Volunteer Services Command	19,443,231	20,465,700	21,973,300	21,240,500	774,800	3.8%
<b>Total</b>	<b>\$277,111,800</b>	<b>\$314,948,400</b>	<b>\$305,232,000</b>	<b>\$325,926,500</b>	<b>\$10,978,100</b>	<b>3.5%</b>

**General Fund - Division Summary**

Category	FY 2025 Actual	FY 2026 Budget	FY 2026 Estimate	FY 2027 Proposed	Change FY26-FY27	
					Amount (\$)	Percent (%)
<b>Office of the Fire Chief</b>						
Compensation	\$4,066,351	\$5,488,400	\$4,434,000	\$3,893,000	\$(1,595,400)	-29.1%
Fringe Benefits	2,287,453	4,116,300	2,251,400	3,102,100	(1,014,200)	-24.6%
Operating	812,664	778,400	810,200	932,000	153,600	19.7%
Capital Outlay	—	—	—	150,000	150,000	
<b>SubTotal</b>	<b>\$7,166,468</b>	<b>\$10,383,100</b>	<b>\$7,495,600</b>	<b>\$8,077,100</b>	<b>\$(2,306,000)</b>	<b>-22.2%</b>
Recoveries	(173,847)	(150,000)	(150,000)	(175,000)	(25,000)	16.7%
<b>Total Office of the Fire Chief</b>	<b>\$6,992,621</b>	<b>\$10,233,100</b>	<b>\$7,345,600</b>	<b>\$7,902,100</b>	<b>\$(2,331,000)</b>	<b>-22.8%</b>
<b>Homeland Security/Member Service Command</b>						
Compensation	\$4,408,038	\$4,636,700	\$4,918,600	\$8,191,300	\$3,554,600	76.7%
Fringe Benefits	2,365,181	3,510,000	2,634,100	5,244,900	1,734,900	49.4%
Operating	7,942,862	9,193,100	9,478,500	1,529,500	(7,663,600)	-83.4%
Capital Outlay	131,211	—	—	—	—	
<b>SubTotal</b>	<b>\$14,847,292</b>	<b>\$17,339,800</b>	<b>\$17,031,200</b>	<b>\$14,965,700</b>	<b>\$(2,374,100)</b>	<b>-13.7%</b>
Recoveries	—	—	—	—	—	
<b>Total Homeland Security/Member Service Command</b>	<b>\$14,847,292</b>	<b>\$17,339,800</b>	<b>\$17,031,200</b>	<b>\$14,965,700</b>	<b>\$(2,374,100)</b>	<b>-13.7%</b>
<b>Emergency Services Command</b>						
Compensation	\$118,579,140	\$132,038,500	\$128,764,500	\$127,425,800	\$(4,612,700)	-3.5%
Fringe Benefits	82,888,255	94,891,500	84,699,400	95,020,800	129,300	0.1%
Operating	2,178,527	1,392,700	1,765,300	1,921,500	528,800	38.0%
Capital Outlay	—	—	—	—	—	
<b>SubTotal</b>	<b>\$203,645,922</b>	<b>\$228,322,700</b>	<b>\$215,229,200</b>	<b>\$224,368,100</b>	<b>\$(3,954,600)</b>	<b>-1.7%</b>
Recoveries	—	—	—	—	—	
<b>Total Emergency Services Command</b>	<b>\$203,645,922</b>	<b>\$228,322,700</b>	<b>\$215,229,200</b>	<b>\$224,368,100</b>	<b>\$(3,954,600)</b>	<b>-1.7%</b>
<b>Support Services Command</b>						
Compensation	\$14,493,387	\$16,875,800	\$20,396,100	\$23,307,400	\$6,431,600	38.1%
Fringe Benefits	8,536,809	12,775,000	12,229,800	13,259,500	484,500	3.8%
Operating	9,011,575	8,936,300	11,026,800	20,883,200	11,946,900	133.7%
Capital Outlay	140,963	—	—	—	—	
<b>SubTotal</b>	<b>\$32,182,734</b>	<b>\$38,587,100</b>	<b>\$43,652,700</b>	<b>\$57,450,100</b>	<b>\$18,863,000</b>	<b>48.9%</b>
Recoveries	—	—	—	—	—	
<b>Total Support Services Command</b>	<b>\$32,182,734</b>	<b>\$38,587,100</b>	<b>\$43,652,700</b>	<b>\$57,450,100</b>	<b>\$18,863,000</b>	<b>48.9%</b>

**General Fund - Division Summary** *(continued)*

Category	FY 2025 Actual	FY 2026 Budget	FY 2026 Estimate	FY 2027 Proposed	Change FY26-FY27	
					Amount (\$)	Percent (%)
<b>Volunteer Services Command</b>						
Compensation	\$935,614	\$628,300	\$866,200	\$648,700	\$20,400	3.2%
Fringe Benefits	4,666,120	5,575,600	6,463,000	5,318,500	(257,100)	-4.6%
Operating	13,831,846	14,261,800	14,644,100	15,273,300	1,011,500	7.1%
Capital Outlay	9,651	—	—	—	—	
<b>SubTotal</b>	<b>\$19,443,231</b>	<b>\$20,465,700</b>	<b>\$21,973,300</b>	<b>\$21,240,500</b>	<b>\$774,800</b>	<b>3.8%</b>
Recoveries	—	—	—	—	—	
<b>Total Volunteer Services Command</b>	<b>\$19,443,231</b>	<b>\$20,465,700</b>	<b>\$21,973,300</b>	<b>\$21,240,500</b>	<b>\$774,800</b>	<b>3.8%</b>
<b>Total</b>	<b>\$277,111,800</b>	<b>\$314,948,400</b>	<b>\$305,232,000</b>	<b>\$325,926,500</b>	<b>\$10,978,100</b>	<b>3.5%</b>

## DIVISION OVERVIEW

### Office of the Fire Chief

The Office of the Fire Chief oversees the operations of the Prince George’s County Fire/EMS Department and the volunteer fire companies. The Fire Chief and staff are responsible for the adequate delivery of fire and emergency medical services to the citizens of Prince George’s County. The agency underwent a reorganization which impacts the structure of the agency for FY 2027. Divisions were renamed; cost centers and staff were moved to other divisions. The Office of Human Resources was transferred from the Office of the Fire Chief to the renamed division – Homeland Security and Members Services. The Office of Career Development (formerly the office of Professional Standards) is still located within the Office of the Fire Chief.

### Fiscal Summary

In FY 2027, the division expenditures decrease by-\$2,331,000 or -22.8 % under the FY 2026 budget. Staffing resources decrease by 14 from the FY 2026 budget. The primary budget changes include:

- A net decrease in personnel costs due to the transfer of the 14 positions realigned between other

divisions. Funding is partially offset by Countywide salary adjustments and planned FY 2027 salary adjustments, budgeted attrition, increase in 1,000-hour staff cost, projected healthcare and pension costs.

- An increase in operating costs for the Medical Director general and administrative contract and annual conferences.
- An increase in recoveries to support insurance reimbursements from a third-party vendor and an increase in capital outlay for the purchase of equipment.

	FY 2026 Budget	FY 2027 Proposed	Change FY26-FY27	
			Amount (\$)	Percent (%)
<b>Total Budget</b>	<b>\$10,233,100</b>	<b>\$7,902,100</b>	<b>\$(2,331,000)</b>	<b>-22.8%</b>
<b>STAFFING</b>				
Full Time - Civilian	24	12	(12)	-50.0%
Full Time - Sworn	14	12	(2)	-14.3%
<b>Subtotal - FT</b>	<b>38</b>	<b>24</b>	<b>(14)</b>	<b>-36.8%</b>
Part Time	0	0	0	0.0%
Limited Term	0	0	0	0.0%

### Homeland Security/Member Service Command

The Homeland Security/Member Services Command (formerly the Administrative Services Command) is responsible for coordinating programs that strengthen the department’s emergency preparedness, operational and financial support services, and member well-being.

The Command also oversees Fiscal Affairs, Risk Management, Ambulance Billing, the Grants Unit, and the Office of the Fire Marshall.

#### Fiscal Summary

In FY 2027, the division expenditures decrease -\$2,374,100 or -13.7% under the FY 2026 budget. Staffing resources increase by 16 from the FY 2026 budget. The primary budget changes include:

- An increase in compensation costs due to the transfer of 16 positions from other division and Countywide salary adjustments.

- An increase in fringe benefit costs to align with anticipated healthcare costs.
- A net decrease in operating costs due to technology costs transferred to Support Services Command and decrease in telephone services transferred to Microsoft Teams offset by an increase in legal assistance fees and general office supplies.

	FY 2026 Budget	FY 2027 Proposed	Change FY26-FY27	
			Amount (\$)	Percent (%)
<b>Total Budget</b>	<b>\$17,339,800</b>	<b>\$14,965,700</b>	<b>\$(2,374,100)</b>	<b>-13.7%</b>
<b>STAFFING</b>				
Full Time - Civilian	21	31	10	47.6%
Full Time - Sworn	16	22	6	37.5%
<b>Subtotal - FT</b>	<b>37</b>	<b>53</b>	<b>16</b>	<b>43.2%</b>
Part Time	0	0	0	0.0%
Limited Term	0	0	0	0.0%

### Emergency Services Command

The Emergency Services Command is responsible for the coordination of firefighters, paramedics, and volunteers. Headed by one of the department’s deputy chiefs, the Emergency Services Command oversees Fire/EMS operations, advanced emergency medical services, technical rescue, and the Hazardous Materials Response Team.

#### Fiscal Summary

In FY 2027, the division expenditures decrease -\$3,954,600 or- 1.7% under the FY 2026 budget. Staffing resources decrease by 48 from the FY 2026 budget. The primary budget changes include:

- A decrease in compensation costs due to the transfer of 48 positions to other divisions.

- An increase in fringe benefits costs to align with anticipated healthcare and pension costs.
- An increase in operating costs for software installation, training and medical supplies.

	FY 2026 Budget	FY 2027 Proposed	Change FY26-FY27	
			Amount (\$)	Percent (%)
<b>Total Budget</b>	<b>\$228,322,700</b>	<b>\$224,368,100</b>	<b>\$(3,954,600)</b>	<b>-1.7%</b>
<b>STAFFING</b>				
Full Time - Civilian	3	5	2	66.7%
Full Time - Sworn	926	876	(50)	-5.4%
<b>Subtotal - FT</b>	<b>929</b>	<b>881</b>	<b>(48)</b>	<b>-5.2%</b>
Part Time	0	0	0	0.0%
Limited Term	0	0	0	0.0%

### Support Services Command

The Support Services Command coordinates all of the specialized non-emergency services for the agency including Apparatus Maintenance, Logistics and Supply, Information Management, Facility and Resource Planning, Support Services, and Training and Technical Services.

#### Fiscal Summary

In FY 2027, the division expenditures increase \$18,863,000 or 48.9% over the FY 2026 budget. Staffing resources increase by 114 from the FY 2026 budget. The primary budget changes include:

- An increase in personnel cost for 46 new sworn positions as well as 46 positions transferred from other divisions. Funding also supports 22 new civilian positions and Countywide salary adjustments. Funding in this division supports three recruit classes in October 2026, February 2027, and June 2027 for a total of 100 recruits and

one sworn position provided for a FY 2026 adjustment.

- An increase in fringe benefit costs to align with projected healthcare and pension costs.
- An increase in operating costs for training, utilities, vehicle maintenance charges, personal protective equipment/uniforms, and building repairs.

	FY 2026 Budget	FY 2027 Proposed	Change FY26-FY27	
			Amount (\$)	Percent (%)
<b>Total Budget</b>	<b>\$38,587,100</b>	<b>\$57,450,100</b>	<b>\$18,863,000</b>	<b>48.9%</b>
<b>STAFFING</b>				
Full Time - Civilian	33	55	22	66.7%
Full Time - Sworn	189	281	92	48.7%
<b>Subtotal - FT</b>	<b>222</b>	<b>336</b>	<b>114</b>	<b>51.4%</b>
Part Time	0	0	0	0.0%
Limited Term	0	0	0	0.0%

### Volunteer Services Command

The Volunteer Services Command is responsible for coordinating the day-to-day operations of the County’s volunteer fire companies to assist the Fire/EMS Department’s response to emergency calls throughout the County.

#### Fiscal Summary

In FY 2027, the division expenditures increase \$774,800 or 3.8% over the FY 2026 budget. Staffing resources remain unchanged from FY26 budget. The primary budget changes include:

- An increase in compensation costs for Countywide salary adjustments and temporary staff hours.
- A decrease in fringe benefit costs to align with anticipated requirements.

- An increase in operating costs due to insurance premiums, refuse collection services, other operating equipment, and equipment repairs.

	FY 2026 Budget	FY 2027 Proposed	Change FY26-FY27	
			Amount (\$)	Percent (%)
<b>Total Budget</b>	<b>\$20,465,700</b>	<b>\$21,240,500</b>	<b>\$774,800</b>	<b>3.8%</b>
<b>STAFFING</b>				
Full Time - Civilian	4	4	0	0.0%
Full Time - Sworn	2	2	0	0.0%
<b>Subtotal - FT</b>	<b>6</b>	<b>6</b>	<b>0</b>	<b>0.0%</b>
Part Time	0	0	0	0.0%
Limited Term	0	0	0	0.0%

## GRANT FUNDS SUMMARY

### Expenditures by Category - Grant Funds

Category	FY 2025 Actual	FY 2026 Budget	FY 2026 Estimate	FY 2027 Proposed	Change FY26-FY27	
					Amount (\$)	Percent (%)
Compensation	\$78,466	\$2,646,000	\$—	\$2,560,500	\$(85,500)	-3.2%
Fringe Benefits	1,289	2,003,000	—	1,910,100	(92,900)	-4.6%
Operating	4,035,827	5,283,100	454,300	6,190,700	907,600	17.2%
Capital Outlay	47,000	—	15,000	30,000	30,000	
<b>SubTotal</b>	<b>\$4,162,582</b>	<b>\$9,932,100</b>	<b>\$469,300</b>	<b>\$10,691,300</b>	<b>\$759,200</b>	<b>7.6%</b>
Recoveries	—	—	—	—	—	
<b>Total</b>	<b>\$4,162,582</b>	<b>\$9,932,100</b>	<b>\$469,300</b>	<b>\$10,691,300</b>	<b>\$759,200</b>	<b>7.6%</b>

The FY 2027 proposed grant budget is \$10,691,300, an increase of \$759,200 or 7.6% over the FY 2026 approved budget. This increase is primarily due to new grants from the Firefighters Charitable Foundation, DC Fire & EMS Foundation Legacy on Ice, Gary Sinise Foundation, Jeremiah Lucey Grant thru Leary Firefighters Foundation, Funding is also anticipated the Maryland Department of Health (MDOH) Maryland Professional and Volunteer Firefighter Innovative Cancer Screening, Maryland Institute for Emergency Medical Services Systems (MIEMSS) Matching Equipment Grant, MIEMSS Advanced Life Support (ALS) Training Reimbursement, Biowatch Program and the Senator William H. Amoss Fire, Rescue and Ambulance Fund.

### Staff Summary by Division - Grant Funds

Staff Summary by Division & Grant Program	FY 2026			FY 2027		
	FT	PT	LTGF	FT	PT	LTGF
<b>Emergency Services Command</b>						
Staffing for Adequate Fire and Emergency Response (SAFER) Grant	45	—	—	45	—	—
Staffing for Mobile Integrated Health (MIH)	—	—	—	—	—	—
Staffing for Edward Byrne Memorial Assistance Grant	—	—	1	—	—	1
<b>Total Emergency Services Command</b>	<b>45</b>	<b>—</b>	<b>1</b>	<b>45</b>	<b>—</b>	<b>1</b>
<b>Total</b>	<b>45</b>	<b>—</b>	<b>1</b>	<b>45</b>	<b>—</b>	<b>1</b>

In FY 2027, funding is provided for 45 full time firefighter positions funded by the FY 2027 SAFER grant. In addition, the one LTGF is assigned to staff the Edward Byrne Memorial Justice Assistance Grant local solicitation will continue. Staffing resources remain unchanged from the FY 2026 approved budget.

## Grant Funds by Division

Grant Name	FY 2025 Actual	FY 2026 Budget	FY 2026 Estimate	FY 2027 Proposed	Change FY26-FY27	
					Amount (\$)	Percent (%)
<b>Office of the Fire Chief</b>						
Consumer Product Safety Commission's Carbon Monoxide Poisoning Prevention Grant (COPPGP)	\$—	\$37,500	\$—	\$—	\$(37,500)	-100.0%
District of Columbia Fire & EMS Foundation Legacy on Ice	—	—	—	30,000	30,000	
Federal Emergency Management Agency (FEMA) - Fire Prevention Safety Grant	—	247,200	—	247,200	—	0.0%
Firehouse Subs Public Safety Foundation	—	1,300	—	—	(1,300)	-100.0%
National Volunteer Workforce Solutions (VWS) Summer Camp	—	5,000	5,000	5,000	—	0.0%
PulsePoint Marketing	—	1,000	—	—	(1,000)	-100.0%
<b>Total Office of the Fire Chief</b>	<b>\$—</b>	<b>\$292,000</b>	<b>\$5,000</b>	<b>\$282,200</b>	<b>\$(9,800)</b>	<b>-3.4%</b>
<b>Emergency Services Command</b>						
American Truma Society - "Stop the Bleed"	\$590	\$—	\$—	\$—	\$—	
Department of National Resources (DNR) Waterway Improvement Fund	—	—	15,000	—	—	
Gary Sinise Foundation	—	—	—	50,000	50,000	
Kaiser Permanente Mobile Integrated Health(MIH) Enhancement Grant	52,769	75,000	75,000	75,000	—	0.0%
JAG Local - Fire/EMS (Byrne Grant)	74,689	—	—	—	—	
Jeremiah Lucey Grant thru Leary Firefighters Foundation	—	—	—	25,000	25,000	
Maryland Department of Health (MDOH) Maryland Professional and Volunteer Firefighter Innovative Cancer Screening	39,990	40,000	—	75,000	35,000	87.5%
Maryland Institute for Emergency Medical Services Systems (MIEMSS) Matching Equipment Grant	23,500	24,100	—	30,000	5,900	24.5%
Staffing for Adequate Fire and Emergency Response (SAFER) Grant	—	4,230,600	—	4,470,600	240,000	5.7%
U.S. Department of Homeland Security (USDHS) Biowatch Program	2,394,685	2,222,200	—	2,579,600	357,400	16.1%

**Grant Funds by Division** *(continued)*

Grant Name	FY 2025 Actual	FY 2026 Budget	FY 2026 Estimate	FY 2027 Proposed	Change FY26-FY27	
					Amount (\$)	Percent (%)
Urban Areas Security Initiative (UASI) EMS Mobile Competency Grant	—	—	100,000	—	—	
<b>Total Emergency Services Command</b>	<b>\$2,586,223</b>	<b>\$6,591,900</b>	<b>\$190,000</b>	<b>\$7,305,200</b>	<b>\$713,300</b>	<b>10.8%</b>
<b>Support Services Command</b>						
Assistance to Firefighters Grant (AFG) - Cleaning and Maintenance of Personal Safety Equipment	\$—	\$412,600	\$—	\$415,100	\$2,500	0.6%
District of Columbia Homeland Security and Emergency Management Agency UASI Tactical Emergency Casualty Care Kits	—	153,000	—	153,000	—	0.0%
Firefighters Charitable Foundation	—	—	—	50,000	50,000	
MIEMSS Advanced Life Support (ALS) Training Reimbursement	3,450	17,000	26,000	26,000	9,000	52.9%
MIEMSS EMS Active Violent Incident Training Lab	62,514	141,000	78,000	141,000	—	0.0%
UASI Rescue Task Force Training Initiative	—	75,000	—	75,000	—	0.0%
UASI-MIEMSS Individual First Aid Kits and Tactical Paramedics Equipment Initiative	—	108,000	—	108,000	—	0.0%
<b>Total Support Services Command</b>	<b>\$65,964</b>	<b>\$906,600</b>	<b>\$104,000</b>	<b>\$968,100</b>	<b>\$61,500</b>	<b>6.8%</b>
<b>Volunteer Services Command</b>						
Senator William H. Amoss Fire, Rescue and Ambulance (State 508) Fund	\$1,486,895	\$1,730,300	\$170,300	\$2,060,100	\$329,800	19.1%
<b>Total Volunteer Services Command</b>	<b>\$1,486,895</b>	<b>\$1,730,300</b>	<b>\$170,300</b>	<b>\$2,060,100</b>	<b>\$329,800</b>	<b>19.1%</b>
<b>Subtotal</b>	<b>\$4,139,082</b>	<b>\$9,520,800</b>	<b>\$469,300</b>	<b>\$10,615,600</b>	<b>\$1,094,800</b>	<b>11.5%</b>
Total Transfer from General Fund - (County Contribution/Cash Match)	23,500	411,300		75,700	(335,600)	-81.6%
<b>Total</b>	<b>\$4,162,582</b>	<b>\$9,932,100</b>	<b>\$469,300</b>	<b>\$10,691,300</b>	<b>\$759,200</b>	<b>7.6%</b>

## Grant Descriptions

### **GARY SINISE FOUNDATION – \$50,000**

The Gary Sinise Foundation is dedicated to giving critical support to first responder departments across the nation. These grants help our local heroes perform their vital work while maintaining their commitment to service the communities. First responders support provides equipment and training for first responders who perform dangerous jobs within the local communities.

### **KAISER PERMANENTE MOBILE INTEGRATED HEALTH (MIH) PROGRAM ENHANCEMENT GRANT -- \$75,000**

Kaiser Permanente implemented Community Health Needs Assessments (CHNA) to help identify and measure community needs and assets, so they can tailor investments in and engagement with communities. These assessments enable Kaiser Permanente to respond to the root causes of poor health – social and environmental factors deep-seated in inequity – in a way that values the wisdom and voices of our communities. The Prince George’s County Fire/EMS Department Mobile Integrated Healthcare Program aspires to provide and improve the wellness and healthcare delivery to our citizens by extending the fire department’s reach into the community in a non-emergent capacity. This includes community paramedicine, telemedicine/telehealth, care coordination and community resource referrals.

### **JEREMIAH LUCEY GRANT THROUGH LEARY FIREFIGHTERS FOUNDATION – \$25,000**

The Leary Firefighters Foundation provides funding for training, equipment, and technology for fire departments, both paid and volunteer. In the U.S. Leary Firefighters Foundation partners with departments that are proactive problem solvers. The Foundation provides funding for training that enhances the professional development of departments, funding for equipment that protects the health and safety of firefighters and the public they serve, and funding for technology that upgrades or enhances the existing equipment in the department.

### **MARYLAND DEPARTMENT OF HEALTH (MDOH) MARYLAND PROFESSIONAL AND VOLUNTEER FIREFIGHTER INNOVATIVE CANCER SCREENING TECHNOLOGIES -- \$75,000**

This program is a State program administered by MDOH, to provide grants to local fire departments and volunteer fire companies and departments to procure innovative cancer screening tests that are not otherwise conducted during routine physical examinations or not covered by insurance. The goal of the program is to advance the adoption of novel technologies that may also benefit the health of Marylanders. The grant will cover the costs of tests for 162 firefighters.

### **MARYLAND INSTITUTE FOR EMERGENCY MEDICAL SERVICES SYSTEMS (MIEMSS) MATCHING EQUIPMENT GRANT -- \$30,000**

The Maryland Institute for Emergency Medical Services Systems provides funding for defibrillator equipment. The County is required to provide a 50% cash match (\$30,000).

### **STAFFING FOR ADEQUATE FIRE AND EMERGENCY RESPONSE (SAFER) -- \$4,470,600**

The United States Department of Homeland Security Federal Emergency Management Agency provides financial assistance to help fire departments increase their cadre of frontline firefighters or to rehire firefighters that have been laid off. The goal is to assist local fire departments with staffing and deployment capabilities so they may respond to emergencies whenever they occur, assuring their communities have adequate protection from fire and fire-related hazards.

### **U.S. DEPARTMENT OF HOMELAND SECURITY (USDHS) BIOWATCH PROGRAM -- \$2,579,600**

The Biowatch program establishes a scientifically rigorous, intelligence-based medical and biodefense architecture program to help protect the health and medical security of the homeland through the development of a nationwide system conducting surveillance for aerosolized exposures caused by intentional release of biological agents in the nation’s most populous cities.

**DISTRICT OF COLUMBIA FIRE & EMS FOUNDATION LEGACY ON ICE – \$30,000**

The DC Fire & EMS Foundation is dedicated to supporting the Fire & Emergency Medical Services departments and its heroic members. The Foundation's mission includes funding for a department's training, wellness, recognition, equipment facilities, and community education.

**FEDERAL EMERGENCY MANAGEMENT AGENCY (FEMA) – FIRE PREVENTION SAFETY GRANT -- \$247,200**

The Fire Prevention and Safety (FP&S) grant support projects that enhance the safety of the public and firefighters from fire and related hazards. The primary goal is to reduce injury and prevent death among high-risk populations. The program provides funding to eligible entities for fire prevention programs, firefighter health, and safety.

**NATIONAL VOLUNTEER WORKFORCE SOLUTIONS (VWS) SUMMER CAMP -- \$5,000**

The National VWS provides funding to improve volunteer firefighter recruitment and retention through education and collaboration to improve a department's diversity and inclusionary efforts to create well-staffed, safe and inclusive departments. The initiative is to increase the number of women and other underrepresented groups in the fire service.

**ASSISTANCE TO FIREFIGHTERS GRANT (AFG) CLEANING AND MAINTENANCE OF PERSONAL SAFETY EQUIPMENT -- \$415,100**

The Assistance to Firefighters Grant program enhances the safety of the public and firefighters with respect to fire-related hazards by providing direct financial assistance to eligible fire departments. Funding is for critically needed resources to clean and maintain personal safety equipment for firefighters to become compliant or maintain compliance with applicable National Fire Protection Association (NFPA) and Occupational Safety and Health Administration (OSHA) standards and to increase firefighters' protection against hazards during incident responses. The County is required to provide a cash match (\$45,700).

**UASI-MIEMMS AND THE DISTRICT OF COLUMBIA HOMELAND SECURITY AND EMERGENCY MANAGEMENT AGENCY TACTICAL EMERGENCY CASUALTY CARE KITS -- \$153,000**

The Prince George's County Fire/EMS Department and Prince George's County Police Department Tactical Emergency Care Casualty (TECC) Teaching kits provide the medical supplies, personal transport equipment, mannequins and disposable equipment to support the fire and police departments joint training and response to active violent incidents program. These activities include joint rescue task force (RTF) training, Police and Fire 101 and Integrated Communication and Assessment Techniques for all fire rescue personnel as well as Stop-the-Bleed training for business professional personnel. The grant would support EMS TECC backpacks and update of existing backpacks, individual first aid kits, rapid bags for investigations tactical emergency medical support (TEMS) EMS Equipment and Special Events deployment bags.

**FIREFIGHTERS CHARITABLE FOUNDATION – \$50,000**

The Firefighters Charitable Foundation provides funding that assist fire and disaster victims and supports volunteer fire departments. The Foundation provides funding for equipment, supplies, maintenance, repairs, educational and community outreach programs, and aid to fire victims.

**MARYLAND INSTITUTE FOR EMERGENCY MEDICAL SERVICES SYSTEMS (MIEMSS) ADVANCED LIFE SUPPORT (ALS) TRAINING REIMBURSEMENT GRANT -- \$26,000**

The Maryland Institute for Emergency Medical Services Systems provides funding for the reimbursement for specific paramedic training classes required as part of continuing education credits or re-certification.

**MARYLAND INSTITUTE FOR EMERGENCY MEDICAL SERVICES SYSTEMS (MIEMSS) VIOLENT INCIDENT TRAINING LAB -- \$141,000**

The program will implement a Training and Leadership Academy laboratory to train all firefighter and EMS personnel in active violent emergency care. This facility will act as the lead component of the active violent incident portfolio of training programs. The funding will support the state-of-art education supplies, course materials and equipment for members of the police, fire,

hospital, emergency management, and emergency public health agencies.

### **URBAN AREA SECURITY INITIATIVE (UASI) Rescue Task Force Training Initiative – \$75,000**

The Prince George’s County Fire/EMS Department and Prince George’s Police Department have conducted constant and consistent in-service training thirty-seven weeks each year. The constant training has taken a toll on the equipment and training manikins that are being utilized. The training cycle is being expanded and in the next cycle includes station level training for Rescue Task Force along with the combined practical skills day with law enforcement. Funding will support a cache of training vests for students in the classroom setting.

### **URBAN AREA SECURITY INITIATIVE (UASI) - MIEMSS INDIVIDUAL FIRST AID KITS (IFAK) AND TACTICAL PARAMEDICS (TEMS) EQUIPMENT INITIATIVE – \$108,000**

The Prince George’s Fire/EMS Department is enhancing the abilities of the Command and Support Vehicles that are often found in situations where they must provide lifesaving care. Compact IFAK can be mounted to the back of the headrest of most vehicles providing easy

access when seconds count. Following Tactical Emergency Care Casualty (TECC) guidelines, these kits are equipped with tools and equipment following the Massive Hemorrhage, Airway, Respiration, Circulation (MARCH) algorithm. Our TEMS are expanding their evacuation and care equipment. The equipment must be compact and easy to use under threat situations.

### **SENATOR WILLIAM H. AMOSS FIRE, RESCUE AND AMBULANCE (STATE 508) FUND -- \$2,060,100**

The State of Maryland Military Department Fifth Regiment Armory provides funding for fire, rescue and ambulance services to promote high quality service and the continued financial viability of volunteer fire, rescue, and ambulance companies. In accordance with State law, funds may be used for the acquisition or rehabilitation of apparatus and capital equipment, fire and rescue equipment, supplies, and for the renovation of facilities used to house apparatus.

## SERVICE DELIVERY PLAN AND PERFORMANCE

**Goal 1** — To provide emergency medical services to County residents and visitors in order to reduce deaths and injuries from medical emergencies and traumatic events.

**Objective 1.1** — Improve first arriving Advanced Life Support Unit (ALS) response time under 540 seconds for 90 percent of dispatched ALS incidents.

FY 2031 Target	FY 2024 Actual	FY 2025 Actual	FY 2026 Estimated	FY 2027 Projected	Trend
N/A	76%	62%	N/A	N/A	↑

### Trend and Analysis

The Fire/EMS department was consistent with FY 2024 performance measures with a slight increase in total call volume (+0.8%). During FY 2024, the Department made several adjustments to call types and dispatch procedures. These adjustments contributed to ALS resources filling identified system-wide gaps. The continued increase in call volume was seen equally in each ALS and basic life support (BLS) call types. The upward trend in call volume, coupled with an upsurge in hospital turnaround times, and a decrease in volunteer staffing participation, contributed to the department's inability to show significant improvement in this performance measure. As the department continues to identify resourceful educational opportunities to increase ALS clinicians, there should be some improvement in unit efficiencies. It is anticipated that this measure will show some improvement in FY 2026. Advances in automated vehicle location (AVL) technology, staffing improvements, and deployment utilization efficiencies will improve response reliability for the most critical call types (ALS2 calls). To further improve resource allocations, predictive analytical software continues to optimize unit availability. This software uses historical call volume demand data to determine potential resource relocation. Combined, these solutions will optimize resource response times and reliability while maximizing service delivery capability throughout the County.

Note: In October of FY 2026, the Department began a pilot program in which ALS1 call types were changed to ALS0 call types, effectively removing the suppression piece from the initial dispatch of an ALS call in an effort to increase the efficacy of current resources. It is anticipated that this change will significantly reduce estimated unit hours consumed for ALS1 transport. Due to changes in operational protocol, the measures "ALS incident-ALS Response: under 540 seconds" and "ALS incident-first response: under 300 seconds" will be reworked in the spring of 2026 to more appropriately represent work toward improving first arriving response times as a proxy.

Prior year actuals for "Advanced Life Support (ALS) equipped units" has been restated for accuracy to account for paramedic engines that are also dispatched.

### Performance Measures

Measure Name	FY 2023 Actual	FY 2024 Actual	FY 2025 Actual	FY 2026 Estimated	FY 2027 Projected
<b>Resources (Input)</b>					
Advanced Life Support (ALS) equipped units	40	40	40	40	40
<b>Workload, Demand and Production (Output)</b>					
ALS2 Emergency Medical Services (EMS) incidents	3,019	2,218	562	562	573
ALS1 EMS incidents	36,491	45,738	58,515	71,292	84,069
Billable ALS transports	18,159	19,112	29,980	34,346	40,311
Unit hours consumed - ALS responses	91,670	100,830	94,003	97,831	98,996

**Performance Measures** *(continued)*

Measure Name	FY 2023 Actual	FY 2024 Actual	FY 2025 Actual	FY 2026 Estimated	FY 2027 Projected
<b>Efficiency</b>					
Unit hours consumed for transport ALS2	2,961	2,998	598	543	572
Unit hours consumed for transport ALS1	49,276	52,667	47,855	3,600	3,680
<b>Impact (Outcome)</b>					
ALS incident - ALS Response: under 540 seconds	75%	76%	62%	N/A	N/A
ALS incident - first response: under 300 seconds	31%	33%	45%	N/A	N/A

**Objective 1.2** — Improve first arriving Basic Life Support Unit (BLS) response time under 300 seconds for 90 percent of dispatched ALS incidents.

FY 2031 Target	FY 2024 Actual	FY 2025 Actual	FY 2026 Estimated	FY 2027 Projected	Trend
N/A	33%	45%	N/A	N/A	↑

**Trend and Analysis**

The Fire/EMS department continues to observe this benchmark, and it remains stable across all ALS incident categories. Prior system-wide modifications implemented during the COVID-19 period have contributed to improved resource availability and sustained operational consistency. Consequently, this benchmark will now be evaluated using ALS2 determinant call types only (highest acuity call determinants). In FY 2022 and 2023, measurable gains in response time reliability were achieved through targeted staffing enhancements in the Calverton and Lanham communities. Also, the previously identified improvements within the Shady Glen community continue and remain on an upward trajectory. These staffing adjustments strengthened response time reliability in those service areas and produced a downstream reduction in demand for resources from surrounding communities. Numerous volunteer-staffed companies remain unable to consistently meet the two-unit deployment model (fire suppression resource and EMS resource) due to staffing limitations. This staffing constraint adversely affects response benchmarks and necessitates the reassignment of resources from neighboring communities. Volunteer recruitment and retention initiatives have been expanded to mitigate staffing gaps and enhance service delivery Countywide. The Fire/EMS department intends to sustain and broaden the two-unit staffing model as the operational standard, as it yields the highest return on investment.

The most influential factor affecting attainment of this standard is continued investment in the department's capital improvement plan. Due to population growth and demographic redistribution, several communities cannot be effectively served by the current inventory of facilities. Construction of future Fire/EMS stations, along with corresponding staffing and apparatus, is required to ensure units are positioned within communities and adjacent to major transportation corridors to optimize coverage area and population served. Based on current geographic information system (GIS) analyses, only 34% of the County's land area and 64% of the population are accessible within the projected response time benchmark. This aligns with existing performance indicators and reflects the limited improvement observed in this metric. With implementation of the capital improvement plan over the next seven years, coverage is projected to increase to 39% of the land area and 91% of the population.

Note: See note in Objective 1.1 addressing rework of the target measure for this Objective.

**Objective 1.3** — Improve first arriving BLS Unit response time under 480 seconds for 90 percent of dispatched urgent BLS incidents.

FY 2031 Target	FY 2024 Actual	FY 2025 Actual	FY 2026 Estimated	FY 2027 Projected	Trend
50%	55%	51%	49%	47%	↓

**Trend and Analysis**

This objective remains stable and is expected to demonstrate incremental improvement over the next several years. The Fire/EMS department continues to evaluate EMS transport capacity to enhance unit availability for the highest-acuity incident types. EMS transport units persistently lose productive operational hours due to prolonged patient offload delays at healthcare facilities. This condition disproportionately affects basic life support units more than advanced life support units during critical transports, as patient clinical requirements are generally less time-sensitive. Healthcare facilities currently lack systemic incentives to facilitate rapid EMS unit turnaround and return to service. In previous years, to mitigate these challenges, the department added a third EMS supervisor dedicated to managing hospital transfer activities in accordance with the established 30-minute benchmark. Additionally, the department employs a transport coordinator to direct clinicians to hospitals with the lowest concentration of EMS units. This approach supports workload balancing at individual facilities and reduces the number of EMS units awaiting triage. Collectively, these operational strategies are intended to enhance access to healthcare services while further minimizing adverse impacts on EMS resource availability. Hospital emergency department capacity data is also disseminated to EMS clinicians to support informed transport decisions and reduce unit out-of-service intervals. In FY 2024, the average hospital cycle time was roughly 90 minutes. Despite multiple mitigation strategies implemented by the department and collaboration with the Maryland Institute for Emergency Medical Services Systems (MIEMSS), the Statewide authority overseeing EMS care, this performance measure has consistently exceeded the department's 30-minute benchmark.

To address the growing demand associated with this measure, the department continues to adopt a proactive posture and engage hospital administrators to reduce avoidable consumption of EMS resources. Prior to the COVID-19 pandemic, the Mobile Integrated Healthcare (MIH) unit actively engaged individuals who frequently utilized the 9-1-1 system; however, inpatient interaction was significantly limited during the pandemic period. MIH has since experienced a notable increase in service requests. The department continues to leverage both in-person and virtual engagements to connect Mobile Integrated Healthcare resources with residents requiring assistance. The department has also implemented a State-approved protocol that permits personnel to transport low-acuity patients directly to emergency department waiting rooms, thereby bypassing extended triage delays.

To systematically monitor these impacts, the department has introduced a new performance indicator, "Hospital Wait Time," designed to track EMS unit presence and average dwell time at individual healthcare facilities. This measure is expected to generate the necessary quantitative data to evaluate post-service unit availability and ensure consistent system-wide resource readiness when measured against the department's 30-minute benchmark. Computation of this measure will commence in FY 2027.

Note: The department initiated calculation of "Hours in LERP (limited emergency response plan) I (60% consumption of EMS resources)" and "Hours in LERP II (80% consumption of EMS resources)" in FY 2024; therefore, these indicators were recorded as "N/A" in prior fiscal years.

**Performance Measures**

Measure Name	FY 2023 Actual	FY 2024 Actual	FY 2025 Actual	FY 2026 Estimated	FY 2027 Projected
<b>Resources (Input)</b>					
Basic Life Support (BLS) units	29	29	29	29	29
<b>Workload, Demand and Production (Output)</b>					
BLS1 Emergency Medical Service (EMS) incidents	28,188	21,324	20,892	20,672	20,524
Unit hours consumed BLS responses	74,566	76,516	78,588	80,579	82,590
BLS0 EMS incidents	33,550	31,299	30,267	28,442	26,781
Billable BLS Transports	41,673	42,331	65,998	75,992	89,155
Hospital wait time	N/A	N/A	N/A	N/A	N/A
<b>Quality</b>					
Hours in LERP I (60% consumption of EMS resources)	N/A	90%	39%	36%	34%
Hours in LERP II (80% consumption of EMS resources)	N/A	5%	N/A	N/A	N/A
<b>Impact (Outcome)</b>					
BLS1 incident - first response: under 480 seconds	58%	55%	51%	49%	47%

**Goal 2** — To provide fire suppression services to County residents and visitors in order to reduce death, injury, and property losses from fire emergencies.

**Objective 2.1** — Reduce civilian fire deaths per 100 structure fires.

FY 2031 Target	FY 2024 Actual	FY 2025 Actual	FY 2026 Estimated	FY 2027 Projected	Trend
0	0	0	0	0	↔

**Trend and Analysis**

The overarching objective of the Fire/EMS department is to achieve zero fatalities attributable to fire incidents. While this outcome may not be attainable in all circumstances, all departmental risk reduction initiatives are strategically aligned toward the principle of "zero fire deaths." Multiple community risk reduction programs remain active across the department. Given that the majority of fire-related fatalities occur within residential structures, these initiatives are primarily focused on residential occupancies. Both single-family residences and multi-family dwellings are addressed through established pre-incident planning and inspection programs. These programs have recently been integrated into the department's geographic information system (GIS) platform to improve coordination, data integration, and documentation. Current efforts have been prioritized in areas where response time performance is projected to exceed eight minutes and in homes constructed prior to 1995 that lack residential sprinkler systems. These conditions are nationally recognized as being strongly associated with elevated risk of residential fire fatalities. The most effective risk reduction strategy for these occupancies is ensuring the presence of functional and reliable smoke alarms. The department maintains programs to provide smoke alarms to residents who are unable to obtain them independently.

In addition, the Fire/EMS department is advancing a proposed amendment to the building code informed by recent research conducted by the Underwriters Laboratories Firefighter Safety Research Institute. This research demonstrates that closing a bedroom door during a structure fire can significantly enhance occupant survivability. The findings have been translated into a public education initiative known as "Close Before You Doze." The proposed code

revision would require bedroom doors in residential construction to be self-closing, ensuring this critical life-safety action occurs automatically. This intervention can be implemented with only a modest increase in construction material costs, estimated at several hundred dollars per dwelling, while offering substantial potential benefits in reducing fire-related fatalities.

**Performance Measures**

Measure Name	FY 2023 Actual	FY 2024 Actual	FY 2025 Actual	FY 2026 Estimated	FY 2027 Projected
<b>Resources (Input)</b>					
Engine companies	46	46	46	46	46
Truck companies	21	21	21	21	21
Rescue squad companies	9	9	9	9	9
Total number of personnel eligible for response duty	2,014	1,992	1,878	1,830	1,825
<b>Workload, Demand and Production (Output)</b>					
Fire calls for service	18,191	17,550	18,165	17,943	17,930
Structure fires dispatched	2,916	2,898	3,034	3,067	3,126
Rescue calls for service	15,066	16,279	17,684	20,628	21,937
<b>Impact (Outcome)</b>					
Structure fire suppression response time (average)	5:43	5:52	4:52	4:38	4:12
Civilian deaths as the result of fire emergencies	10	9	3	0	0
Firefighter deaths	0	0	0	0	0
Civilian deaths per 100 dispatched structure fires	0	0	0	0	0
Structure fire incident - first engine response -under 320 seconds	56%	56%	59%	60%	61%

**Objective 2.2** — Improve first arriving fire engine response rate under 320 seconds for 90 percent of dispatched structure fires calls.

FY 2031 Target	FY 2024 Actual	FY 2025 Actual	FY 2026 Estimated	FY 2027 Projected	Trend
67%	56%	59%	60%	61%	↑

**Trend and Analysis**

This response time benchmark is derived from the average duration required for a fire in a contemporary, constructed and furnished residential occupancy to progress to the "flashover stage," a condition that is widely considered non-survivable. This metric has demonstrated measurable improvement in operational performance over the past several years. However, the continued growth in call volume and extended hospital turnaround times, combined with reduced volunteer participation, has made it increasingly difficult for many stations to consistently meet established unit production expectations. In numerous instances, this has resulted in the deployment of only a single unit, thereby placing additional units out of service. The cumulative impact is a reduction in available unit hours produced relative to the escalating system-wide demand. To achieve on-scene performance objectives, many EMS incident categories require the dispatch of a first responder (engine) when an EMS transport unit is not available within a defined time threshold. When hospital cycle times are prolonged, EMS transport units remain unavailable for subsequent incidents, necessitating the deployment of the nearest first responder, which in most cases is an engine company. To mitigate

this condition, the department implemented a staffing model mandating a minimum of two staffed units at every station. This approach is intended to ensure immediate fire suppression capability and significantly enhance the operational effectiveness of the first-arriving engine. When EMS units are delayed at hospitals, system-wide stress is amplified. The dedicated staffing model ensured continuous staffing of both fire suppression and EMS units while offsetting declining volunteer participation at station levels. As a result, implementation of this model has produced a 2.8% improvement in response time compliance when compared to FY 2024. Although rising call volume has eroded some of the overall gains, this incremental improvement, in conjunction with automated vehicle locator technology, has increased unit availability and production and is expected to yield a sustained positive impact on this performance objective.

**Goal 3** — Provide fire inspection, fire investigation, and community affairs services to County residents and visitors in order to minimize fire deaths, injuries, and property damage.

Refer to Table 2.1

**Objective 3.1** — Improve report completion percentage for origin and cause investigation.

FY 2031 Target	FY 2024 Actual	FY 2025 Actual	FY 2026 Estimated	FY 2027 Projected	Trend
100%	90%	98%	100%	100%	↑

**Trend and Analysis**

The determination of fire origin and cause is a critical performance indicator for assessing the breadth and complexity of fire-related issues within the County. Accurate identification of causal factors, supported by trend and pattern analysis and appropriate follow-up, directly contributes to successful case resolution and closure. As personnel are replaced through normal attrition, sustained investment in advanced training, continuing professional development, and the integration of emerging investigative technologies is essential to preserving a skilled and dependable fire investigation function. Strategic measures have been implemented to achieve closure in 90 percent of origin and cause investigations and 38 percent of confirmed incendiary fire cases. Long-term performance objectives are focused on attaining a 100 percent closure rate and consistently surpassing established national benchmarks for investigative effectiveness.

**Performance Measures**

Measure Name	FY 2023 Actual	FY 2024 Actual	FY 2025 Actual	FY 2026 Estimated	FY 2027 Projected
<b>Resources (Input)</b>					
Trained fire investigators	11	11	9	9	10
<b>Workload, Demand and Production (Output)</b>					
Fire incidents investigated	477	411	508	489	511
Explosive incidents investigated	106	66	130	125	137
Arrests resulting from investigation case closure	15	9	47	40	49

**Performance Measures** *(continued)*

Measure Name	FY 2023 Actual	FY 2024 Actual	FY 2025 Actual	FY 2026 Estimated	FY 2027 Projected
<b>Efficiency</b>					
Average number of fire investigation cases per fire investigator	43	37	58	62	69
<b>Impact (Outcome)</b>					
Cases completed for origin and cause investigation	87%	90%	98%	100%	100%

**Objective 3.2** — Increase the percentage of fire inspections closed.

FY 2031 Target	FY 2024 Actual	FY 2025 Actual	FY 2026 Estimated	FY 2027 Projected	Trend
100%	90%	94%	100%	100%	↔

**Trend and Analysis**

The closure rate for fire safety inspections is historically high (exceeding 90%), and this pattern is anticipated to steadily improve. Once an inspection is initiated, the Office of the Fire Marshal is required to conduct follow-up actions until full compliance is attained. This duty and accountability contribute directly to the consistently strong closure rate. In addition to inspecting family daycare homes and other occupancies that must undergo fire inspections to secure or renew licensure, the Office of the Fire Marshal undertakes a coordinated initiative to inspect all schools, both public and private, as well as hotels within the County. Other occupancy categories should receive comparable annual inspections but do not because of staffing constraints. Deliberate efforts are undertaken to maximize the efficiency of existing staff, and certain inspection responsibilities are being delegated to station personnel to enhance effectiveness in this area. New development and heightened economic activity throughout the County continue to introduce additional buildings and businesses requiring inspection to ensure the safety of residents and visitors. Staffing levels have remained unchanged or declined over time. Increased staffing will be necessary to keep pace with growth, along with the aging inventory of existing buildings across the County. During the past fiscal year, the Office of Inspections made a focused effort to raise inspection totals following their substantial decline during the pandemic. This momentum is expected to persist while maintaining a high closure rate.

Note: There was a change in calculation methodology for the measure "Fire incidents involving residential sprinklers" in order to more accurately represent the department's data. The department does not have access to prior year data for FY 2023 and FY 2024 in order to restate those actuals.

**Performance Measures**

Measure Name	FY 2023 Actual	FY 2024 Actual	FY 2025 Actual	FY 2026 Estimated	FY 2027 Projected
<b>Resources (Input)</b>					
Trained fire inspectors	7	6	10	10	10
<b>Workload, Demand and Production (Output)</b>					
Fire inspections conducted	2,639	3,255	3,403	3,863	4,245
Fire incidents involving residential sprinklers	N/A	N/A	40	40	41
Revenue generated by fire inspection program (thousands)	\$206.4	\$224.9	\$295.0	\$170.2	\$250.0

**Performance Measures** *(continued)*

Measure Name	FY 2023 Actual	FY 2024 Actual	FY 2025 Actual	FY 2026 Estimated	FY 2027 Projected
<b>Efficiency</b>					
Fire inspection cases per fire inspector	377	543	47	56	61
<b>Quality</b>					
Inspections that require follow up	10%	0%	7%	8%	9%
<b>Impact (Outcome)</b>					
Inspections closed	91%	90%	94%	100%	100%