Performance Management in Practice

Presented by,
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Atlanta Fire Rescue Department

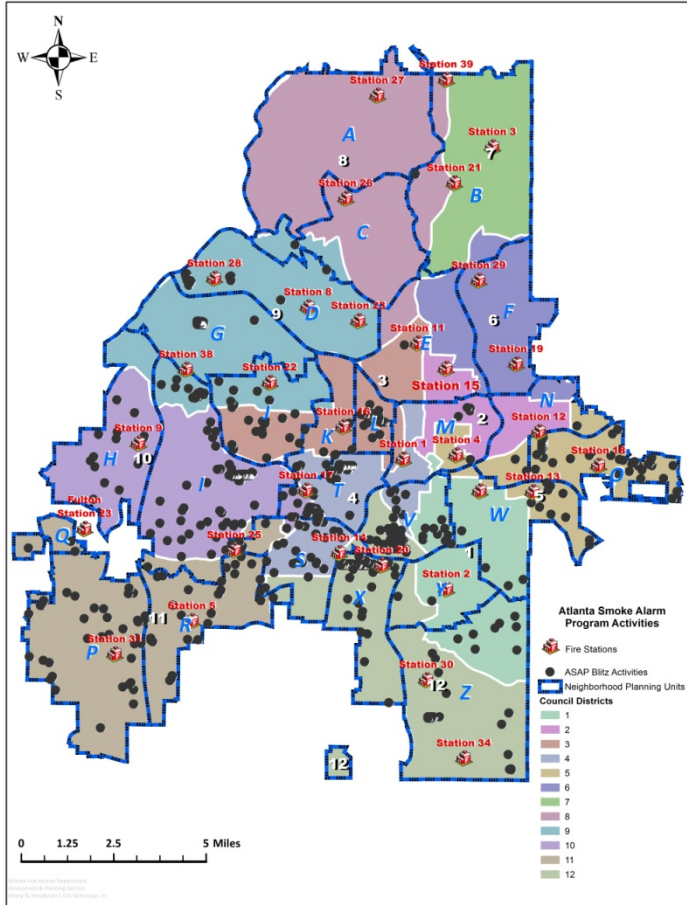# AFRD Assessment & Planning Section

- Assessment & Planning Section

  ◦ Manage Accreditation

  ◦ AFRStat

  ◦ GIS Analysis & Mapping

  ◦ Special Projects / Community Risk Reduction
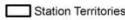
- FOR Atlanta (Focus On Results – Atlanta)

GIS Mapping

ASAP – Community Risk Reduction

Outside of Norm – Travel Time

AFRStat

- Bi-Weekly Performance Management Meetings
  - "Problem Solving Sessions" vs. "Bi-Weekly Beatings"
- Managers take ownership and provide action plans

AFR Strategic Initiative:	Improve Prove Sustain	FOCUS ON RESULTS FOR ATLANTA
	Performance Target:	
Data Source:		
Current Period:		
Previous Period:		

Analysis	Recommendations	Impact

- **Analysis**
  - Their Interpretation

- **Recommendations**
  - Their Recommendations

- **Impact**
  - The Impact They Expect

AFR Strategic Initiative: Fire Investigation

Performance Measurement: # of fires set by juveniles

Data Source: BATS

Current Period: FY 2014

Previous Period: N/A

	FY 14 Q1	FY 14 Q2	FY 14 Q3	FY 14 Q4	Total
# of fire investigations per quarter	54	57	58	51	220
# of incendiary fires	20	16	12	12	60
# of fires set by juveniles	1	1	2	2	6

Chart: Fires Investigated (54, 57, 58, 51), Incendiary Fires (20, 16, 12, 12), Juvenile Fires (1, 1, 2, 2) across FY14-Q1, FY14-Q2, FY14-Q3, FY14-Q4.
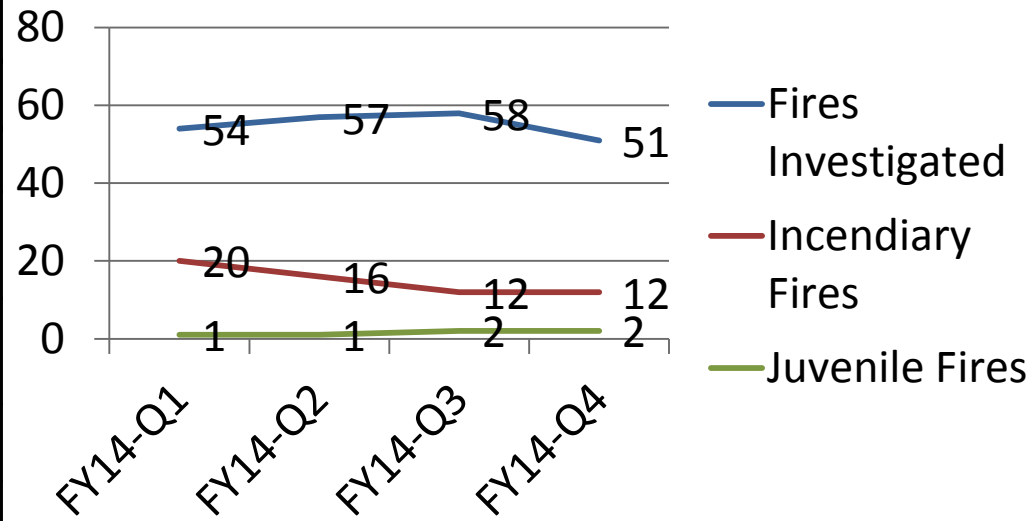
Analysis

Fires determined to be set by juveniles remains low but consistent.

In FY 2014 4 juveniles were referred to the JFS Program

2 Juveniles were arrested and awaiting trial

Recommendations

Continue to improve current Juvenile Fire Setters Program with additional training for Fire Ed Specialist.

Have all Fire Investigators attend Juvenile Fire Setters training.

Continue Fire Safety Training in school age children.

Build a stronger rapport with the juvenile justice system to ensure sentencing of arrested juveniles includes JFS Program.

Conduct follow up visits to ensure no additional occurrences

Impact

Educating juveniles on the danger of fire and fire safety principles will reduce instances of fires making for a safer community.

AFR Strategic Initiative:

Accident Review Committee

Improve Prove Sustain

FOCUS ON RESULTS
FOR ATLANTA
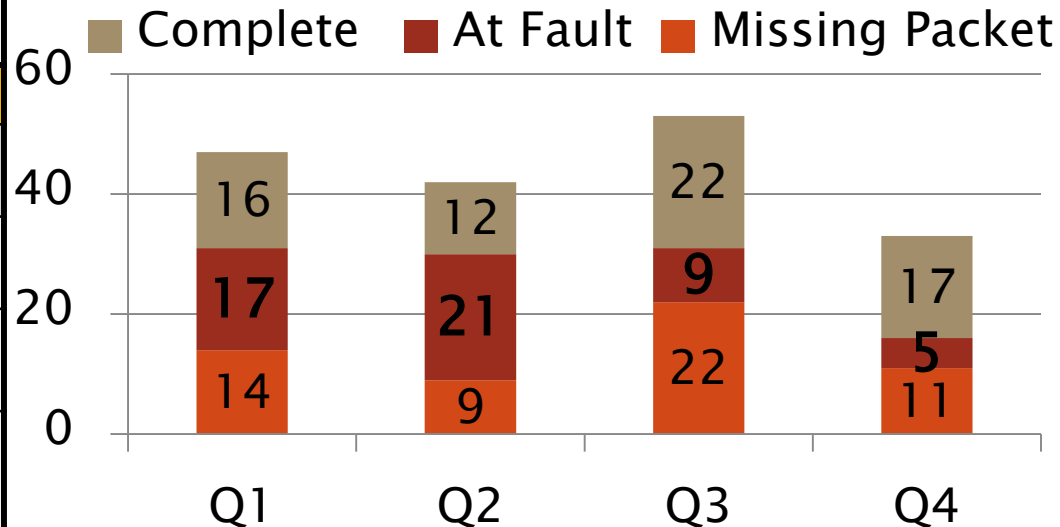
Performance Output: % of accident investigations with missing packets

Data Source: ARC – Access Database

Current Period: FY14					
	FY14 Q1	FY14 Q2	FY14 Q3	FY14 Q4	Total
# of accidents	47	42	53	33	175
# Missing Packets	14	9	22	11	56
% of accident invest. Missing Packets	**30%**	**21%**	**42%**	**33%**	**32%**

Stacked bar chart — Complete (tan), At Fault (dark red), Missing Packet (orange):
- Q1: Missing Packet 14, At Fault 17, Complete 16
- Q2: Missing Packet 9, At Fault 21, Complete 12
- Q3: Missing Packet 22, At Fault 9, Complete 22
- Q4: Missing Packet 11, At Fault 5, Complete 17

Analysis

175 Accidents by Battalion and Administration:

Batt. 2–(30), Batt. 3 (41), Batt. 4 (27), Batt. 5 (28), Batt. 6 (17), Batt. 7 (16), Adm. (16)

Missing Accident Packages by Battalion & Administration: Batt. 2 (9) , Batt. 3 (6) , Batt. 4 (13) , Batt. 5 (13) , Batt. 6 (12) , Batt. 7 (1) , Adm. (4)

Recommendations

- Submit all accident/incident packages within 14 day or provide justification
- Provide additional training on the policy, see ppt
- Utilize specified email address–AFR-ARPackages@atlantaga.gov.
- Provide sample accident package on Outlook

Impact

- Timely Submittal of accident/incident packages
- Increase accuracy of accident/incident packages
- Timely review of accidents packages
- Timely adjudication of accidents/incidents

Performance Target: Turnout time for first–due Unit, staffed with at least 3 FF's, is <u>2 minutes and 3 seconds</u> 90th Percentile
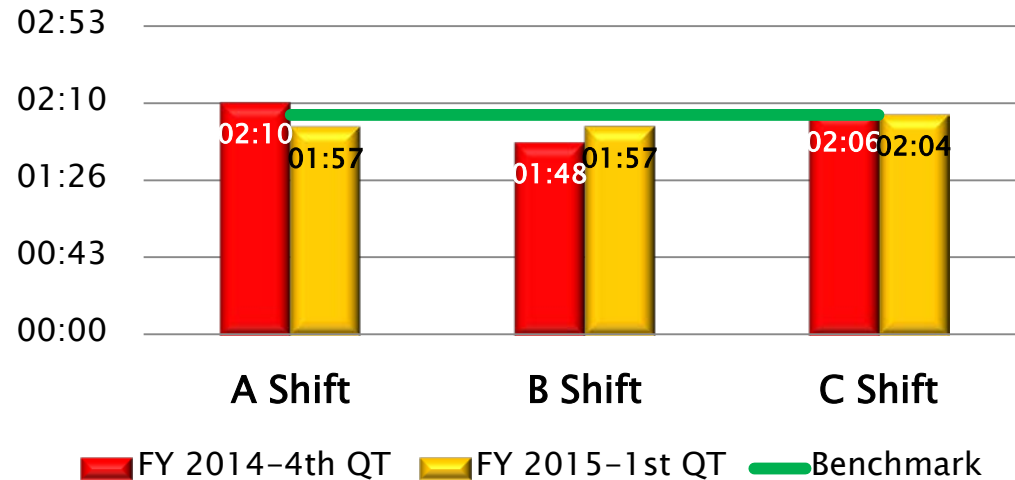
Data Source: Emergency Management–Based Reporting System (EMBRS) and Response Analyst Application (RAA)

Current Period: 07/01/2014 to 09/30/2014

Previous Period: 04/01/2014 to 06/30/2014

Shift	FY 2014-4th QT			FY 2015-1st QT		
	# Inc	ToT	% Outside	# Inc	ToT	% Outside
A	127	02:10	4%	143	01:57	6%
B	88	01:48	4%	122	01:57	10%
C	212	02:06	7%	129	02:04	6%

1st Due Turnout Time

Chart: 1st Due Turnout Time by shift

- A Shift: FY 2014–4th QT = 02:10, FY 2015–1st QT = 01:57
- B Shift: FY 2014–4th QT = 01:48, FY 2015–1st QT = 01:57
- C Shift: FY 2014–4th QT = 02:06, FY 2015–1st QT = 02:04

Legend: ■ FY 2014–4th QT ■ FY 2015–1st QT — Benchmark

Analysis
- 13 responses missed target during the review period
- 11 missed target by less than 30 seconds (85%)
- 2 missed target by a range of 52–63 seconds (15%)

Recommendations
- Continue to actively monitor and measure unit performance
- Meet with Company Officers to identify factors affecting unit response performance
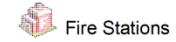- Implement action(s) that positively impact performance

Impact
- Company-level performance accountability
- Enhanced company-level awareness & participation
- Reduction of the gap between actual and target performance

Battalion 3

Battalion 3: Incidents Outside of Norm

🏢 Fire Stations

⬜ Station Territories

🟨 Battalion 3

Outside Travel Time (TT)

🔺 FY 2014-4th QT (86 Totals)

🟡 FY 2015-1st QT (99 Totals)

Streets

— Interstates
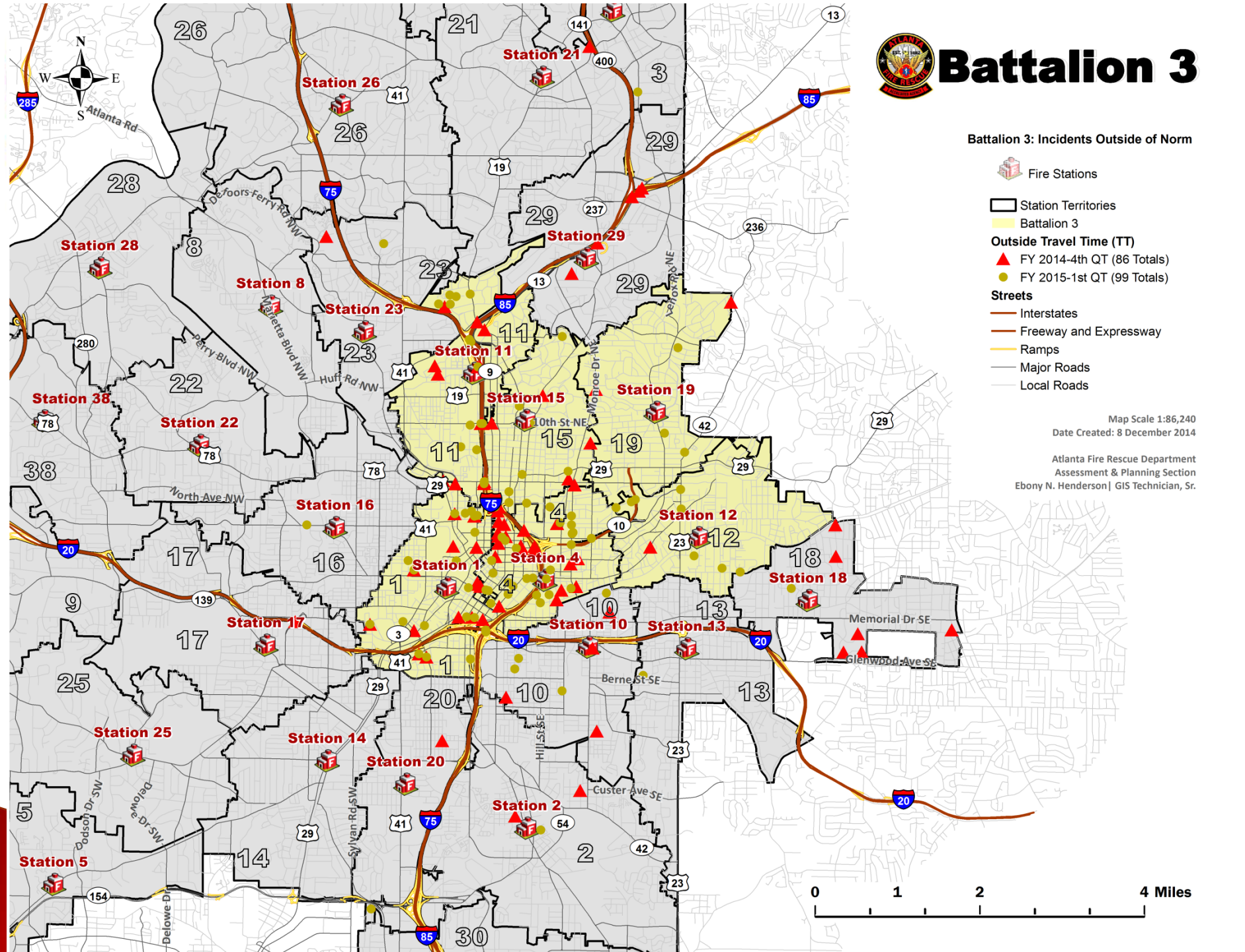
— Freeway and Expressway

— Ramps

— Major Roads

— Local Roads

Map Scale 1:86,240
Date Created: 8 December 2014

Atlanta Fire Rescue Department
Assessment & Planning Section
Ebony N. Henderson| GIS Technician, Sr.

Station 26
Station 21
Station 28
Station 8
Station 23
Station 29
Station 11
Station 38
Station 22
Station 15
Station 19
Station 16
Station 1
Station 4
Station 12
Station 17
Station 10
Station 13
Station 18
Station 25
Station 14
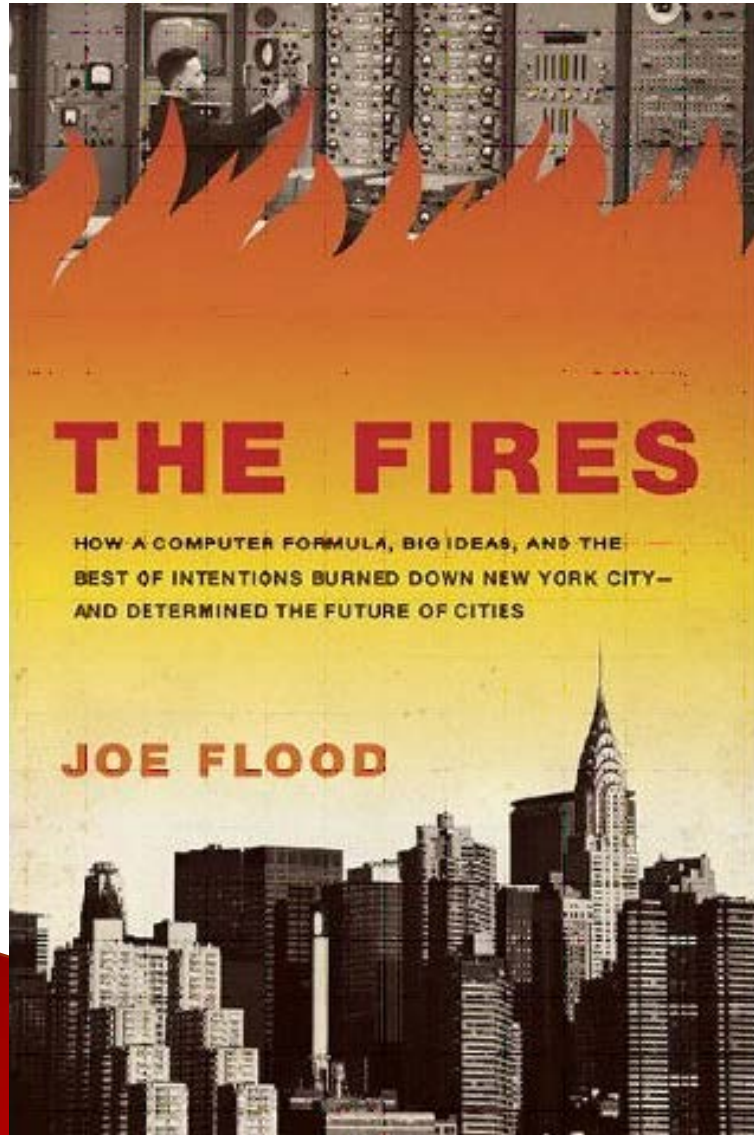Station 20
Station 2
Station 5

0   1   2   4 Miles

FOR Atlanta

- Focus On Results – FOR Atlanta
  - "COO Monthly Roundtable"
  - Innovation Delivery and Performance Team
- Key Performance Indicators
  - Monthly Performance Data
- Initial Open Performance Data Initiative
  - http://foratlanta.github.io/

THE FIRES

HOW A COMPUTER FORMULA, BIG IDEAS, AND THE BEST OF INTENTIONS BURNED DOWN NEW YORK CITY— AND DETERMINED THE FUTURE OF CITIES

JOE FLOOD

"In 1968, New York City struck a deal with the RAND Corporation to use their computer models to establish more efficient public services and save millions of dollars, beginning their first civilian effort with the FDNY. Over the next decade a series of fires swept through New York, displacing more than 600,000 people, all thanks to the intentional withdrawal of fire protection from the city's poorest neighborhoods -- and all based on RAND's computer modeling systems."

"Juking The Stats"

Juke: (Gullah)"To deceive or outmaneuver…"

- "Fudging the Numbers"
  - Reclassifying calls after the fact
  - Changing data on the front end
- What Is Measured, Matters…
  - Most Important?
  - Mutually Exclusive?
  - Manipulate–able?
- Philadelphia PD – UCR Data
- AFRD Turnout Times

- Can supervisors really fix the problems identified?
  - Is your service model focused on supply or demand?
- Displacement
  - "Whack-a-Mole"
- Public perception of proposed "solutions"
  - Concerted Deployment
- Political perception of proposed "solutions"
  - System Status Models