

# Fire and Rescue Department

**Mission** To provide the highest quality services to protect the lives, property, and environment of our community.

**Focus** The Fire and Rescue Department (FRD) currently operates 38 fire stations. Fire stations are staffed full time by County personnel with supplemental services provided by volunteers. The department operates from an “all-hazards” platform and serves Fairfax County and its residents by suppressing fires; providing advanced life support; pre-hospital emergency medical care; rescue operations (i.e. searching for and rescuing persons who become trapped in fires, and extrication from vehicle accidents); and special operations, including the release or spill of hazardous materials, technical rescue (i.e. swift water rescue, building or trench collapse, high angle or rope rescue), marine operations (i.e. water rescue, boat fires, fuel spills) on the lower Potomac and Pohick Bay, and performing emergency planning. The Fire Marshal's Office investigates fires, bombings and hazardous material releases. The department also supports regional, national, and international emergency response operations during disaster situations through maintaining and supporting the Urban Search and Rescue (US&R) Team (Virginia Task Force 1), the National Capital Region Incident Management Team, and other response groups. The US&R Team is one of only two teams in the United States federally sponsored for international disaster response.

Additionally, FRD provides critical non-emergency services to prevent the 911 call, such as community risk reduction, educating the public on fire and personal safety issues, providing public information and prevention education, and enforcing fire prevention and life safety codes in all public buildings.

FRD also operates a number of facilities to ensure personnel are trained and prepared to perform the mission. The Fire and Rescue Academy provides firefighter, rescue, and emergency medical training and conducts citizen emergency response training. Two apparatus shops are staffed to ensure emergency response vehicles are safe and service-ready.

FRD actively engages at local, regional and national levels to meet the challenges of emergency response and prevention. Robust life safety education programs, concentrated enforcement of fire prevention codes and operational personnel dedicated to protecting lives are instrumental in the County maintaining a low fatality record. Regionally, FRD has built collaborative relationships with surrounding localities and organizations necessary for responding to emergency incidents regardless of jurisdictional boundaries and across public safety disciplines.

Despite high demands for emergency services (almost 105,000 incidents in FY 2019) and tightened financial resources, FRD has maintained its ability to meet core responsibilities while striving to remain on the cutting edge of safety and technological advancements. To fund many initiatives the department continually seeks alternative funding sources. During FY 2019, FRD was awarded in excess of \$11.6 million in grant funds. Grant funding is used to support Urban Search and Rescue personnel, purchase personal protective equipment and emergency response vehicles, as well as to support firefighter training and education.

FRD is dedicated to being the best community-focused fire and rescue department and ensuring a safe and secure environment for all residents and visitors. To successfully meet challenges posed by increasing urbanization and a more densely populated response area, FRD will continue to be progressive in efforts to achieve economies of scale through regional cooperation, seek out innovative methods for keeping pace with technology, sustain programs to maintain a healthy workforce and adjust staffing configurations to meet the needs of future growth in Fairfax County.

In August 2018, FRD became an accredited agency with the Commission on Fire Accreditation International (CFAI). The required Annual Compliance Report was completed and adopted by the Commission in September 2019. FRD also holds a Class 1 rating from the Insurance Service Office (ISO). The department is one of only three agencies worldwide that serves a population greater than one million that is accredited by CFAI and holds an ISO Class 1 rating.

## Organizational Chart



## Budget and Staff Resources

Category	FY 2019 Actual	FY 2020 Adopted	FY 2020 Revised	FY 2021 Advertised
<b>FUNDING</b>				
<b>Expenditures:</b>				
Personnel Services	\$172,572,769	\$189,293,622	\$187,754,648	\$197,641,701
Operating Expenses	32,134,466	29,696,342	34,819,072	30,339,172
Capital Equipment	598,736	0	1,823,888	107,730
<b>Total Expenditures</b>	<b>\$205,305,971</b>	<b>\$218,989,964</b>	<b>\$224,397,608</b>	<b>\$228,088,603</b>
<b>Income:</b>				
Fire Prevention Code Permits	\$1,817,322	\$1,925,505	\$1,925,505	\$1,925,505
Fire Marshal Fees	5,270,241	5,247,840	5,335,745	5,442,460
Charges for Services	584,992	260,238	255,000	255,000
EMS Transport Fee	21,193,236	21,469,517	21,469,517	21,469,517
<b>Total Income</b>	<b>\$28,865,791</b>	<b>\$28,903,100</b>	<b>\$28,985,767</b>	<b>\$29,092,482</b>
<b>NET COST TO THE COUNTY</b>	<b>\$176,440,180</b>	<b>\$190,086,864</b>	<b>\$195,411,841</b>	<b>\$198,996,121</b>
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>				
Regular	1593 / 1593	1594 / 1594	1601 / 1601	1627 / 1627

This department has 19/18.5 FTE Grant Positions in Fund 50000, Federal-State Grants.

## FY 2021 Funding Adjustments

*The following funding adjustments from the FY 2020 Adopted Budget Plan are necessary to support the FY 2021 program:*

**Employee Compensation \$6,873,092**

An increase of \$6,873,092 in Personnel Services includes \$3,925,190 for a 2.06 percent market rate adjustment (MRA) for all employees and \$205,985 for performance-based and longevity increases for non-uniformed merit employees, both effective July 2020, as well as \$2,741,917 for FY 2021 merit and longevity increases (including the full-year impact of FY 2020 increases) for uniformed employees awarded on the employees' anniversary dates.

**Fire Station 44 – Scotts Run \$1,724,968**

An increase of \$1,724,968 is required to support 25/25.0 FTE new positions to begin the process of staffing the new Scotts Run Fire Station. In early 2013, land, as well as design and construction of a second fully functional fire station in Tysons East, was negotiated through a development partnership to support future growth in Tysons. These positions will allow the department to begin a recruit school in advance of the station opening due to the time required to train new recruits. It should be noted that an increase of \$764,090 in Fringe Benefits funding is included in Agency 89, Employee Benefits, for a total cost of \$2,489,058 in FY 2021. For further information on Fringe Benefits, please refer to the Agency 89, Employee Benefits, narrative in the Nondepartmental program area section of Volume 1.

**Department of Vehicle Services Charges \$420,130**

An increase of \$420,130 in Department of Vehicle Services charges is based on anticipated billings for maintenance and operating-related charges.

**Diversion First \$105,501**

An increase of \$105,501 and 1/1.0 FTE new position is required to support the County's Diversion First initiative. Diversion First aims to reduce the number of people with mental illness in the County jail by diverting low-risk offenders experiencing a mental health crisis to treatment rather than bring them to jail. This position will allow the Fire and Rescue Department to support the Community

Response Team. It should be noted that an increase of \$58,851 in Fringe Benefits funding is included in Agency 89, Employee Benefits, for a total cost of \$164,352 in FY 2021. For further information on Fringe Benefits, please refer to the Agency 89, Employee Benefits, narrative in the Nondepartmental program area section of Volume 1.

## **Fire and Rescue Department Organizational Review** (\$25,052)

A decrease of \$25,052 is associated with recommendations made following a review of the department's organizational structure and compensation plan. The changes implemented in October 2019 as a result of the study included the regrade of the Fire Technician and Master Technician job classes and the implementation of a staff position stipend. A total of \$2,680,592 was held in reserve in FRD as part of the FY 2020 Adopted Budget Plan and funded the partial-year impact of recommendations from the study. The full-year impact of these changes is \$3,690,696, including \$2,655,540 in Agency 92, Fire and Rescue Department, and \$1,035,156 in Agency 89, Employee Benefits. This adjustment, which transfers \$25,052 of the \$2.68 million reserve to Agency 89, and an additional adjustment of \$1,010,104 in Agency 89 account for the \$1.04 million fringe benefit impact of these changes.

## **Changes to FY 2020 Adopted Budget Plan**

*The following funding adjustments reflect all approved changes in the FY 2020 Revised Budget Plan since passage of the FY 2020 Adopted Budget Plan. Included are all adjustments made as part of the FY 2019 Carryover Review, and all other approved changes through December 31, 2019.*

### **Carryover Adjustments** \$5,074,165

As part of the *FY 2019 Carryover Review*, the Board of Supervisors approved funding of \$5,074,165 including \$4,605,578 in encumbered carryover in Operating Expenses and \$468,587 in Capital Equipment.

### **Fire Station 44 – Scotts Run** \$1,085,324

As part of the *FY 2019 Carryover Review*, the Board of Supervisors approved funding \$1,085,324 to support the purchase of one engine and one medic unit for Fire Station 44, Scotts Run.

### **Reclassification of Non-Merit Benefits Eligible Positions to Merit** \$0

As part of an ongoing Board-directed review of the County's use of limited-term staffing, 7/7.0 FTE new merit positions are included due to the reclassification of non-merit benefits-eligible positions to merit status. These are part of a total of 235 positions that were identified in the *FY 2019 Carryover Review* across all County agencies as candidates for possible conversion based on the tasked performed by each position and the hours worked by incumbents. No additional funding has been included as the work hours of these positions are expected to remain largely unchanged.

### **Fire and Rescue Department Organizational Review** (\$751,845)

As part of the *FY 2019 Carryover Review*, funding of \$751,845 was transferred from Agency 92, Fire and Rescue Department, to Agency 89, Employee Benefits, to account for the fringe benefit impact of proposed changes resulting from the Fire and Rescue Compensation and Organizational Study. A total of \$2,680,592 was held in reserve in FRD as part of the FY 2020 Adopted Budget Plan to fund the impact of recommendations from the study. Several changes were implemented in October 2019, with a partial-year impact of \$1,928,747 in Agency 92, Fire and Rescue Department, and \$751,845 in Agency 89, Employee Benefits. An additional adjustment has been included in the FY 2021 Funding Adjustments section to align the baseline \$2.68 million reserve with the full-year impact of these changes.

## Cost Centers

The four cost centers of the Fire and Rescue Department are the Office of the Fire Chief, the Operations Bureau, the Business Services Bureau, and the Personnel Services Bureau. The cost centers work together to fulfill the mission of the department and carry out key initiatives for the fiscal year.

### Office of the Fire Chief

The Office of the Fire Chief manages and coordinates all aspects of the Fire and Rescue Department which include directing overall policy, planning and management of the department. This office also includes the department's Public Information Section, Life Safety Education Section and the Security Intelligence Liaison.

Category	FY 2019 Actual	FY 2020 Adopted	FY 2020 Revised	FY 2021 Advertised
<b>EXPENDITURES</b>				
Total Expenditures	\$1,265,101	\$4,156,635	\$1,373,924	\$4,025,899
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>				
Regular	5 / 5	5 / 5	8 / 8	8 / 8

### Operations Bureau

The Operations Bureau is composed of the EMS Operations Division, the Field Operations Division, and the Special Operations Division. The goal of the Operations Bureau is to save lives and protect property by providing emergency and non-emergency response to residents and visitors of Fairfax County. The Operations Bureau operates on three separate 24-hour rotation shifts. Each shift is led by a Deputy Fire Chief. The County is separated geographically into seven battalions, each managed by a battalion management team of a Battalion Fire Chief and EMS Captain. Fire suppression personnel and paramedics work in tandem to ensure the highest level of safety and care for residents and visitors of Fairfax County.

Category	FY 2019 Actual	FY 2020 Adopted	FY 2020 Revised	FY 2021 Advertised
<b>EXPENDITURES</b>				
Total Expenditures	\$162,340,393	\$172,922,805	\$177,047,161	\$180,229,957
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>				
Regular	1298 / 1298	1299 / 1299	1327 / 1327	1351 / 1351

### Business Services Bureau

The Business Services Bureau consists of the Fire Prevention Division, the Fiscal Services Division, the Information Technology Division, the Planning Section and the Support Services Division. Business Services functions are critical to ensuring the Operations Bureau has the resources needed to respond to emergency incidents.

Category	FY 2019 Actual	FY 2020 Adopted	FY 2020 Revised	FY 2021 Advertised
<b>EXPENDITURES</b>				
Total Expenditures	\$26,007,048	\$25,050,451	\$27,006,120	\$26,091,556
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>				
Regular	208 / 208	208 / 208	194 / 194	194 / 194

## Personnel Services Bureau

The Personnel Services Bureau includes the Health, Safety & Wellness Division, the Human Resources Division, the Professional Standards Division, the Training Division and the Volunteer Liaison's Office. This bureau strives to provide a representative work force through equal employment opportunity, active recruitment of qualified applicants and volunteers, basic training, professional certifications and continuing education. They are responsible for occupational safety, health and wellness, payroll, and human resources functions.

Category	FY 2019 Actual	FY 2020 Adopted	FY 2020 Revised	FY 2021 Advertised
<b>EXPENDITURES</b>				
Total Expenditures	\$15,693,429	\$16,860,073	\$18,970,403	\$17,741,191
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>				
Regular	82 / 82	82 / 82	72 / 72	74 / 74

## Position Detail

The FY 2021 Advertised Budget Plan includes the following positions:

<b>OFFICE OF THE FIRE CHIEF - 8 Positions</b>			
1	Fire Chief	1	Public Safety Information Officer IV
1	Deputy Fire Chief	1	Public Safety Information Officer III
1	Battalion Chief	1	Communications Specialist II
1	Management Analyst II	1	Administrative Assistant IV
<b>OPERATIONS BUREAU - 1,351 Positions</b>			
1	Assistant Fire Chief	1	Management Analyst III
5	Deputy Fire Chiefs	2	Management Analysts I
25	Battalion Chiefs, 1 AP	1	Material Management Specialist I
62	Captains II, 1 AP, [+1]	1	Emergency Management Specialist III
86	Captains I, 1 AP, [+3]	2	Administrative Assistants IV
176	Lieutenants, 5 AP	2	Administrative Assistants III
572	Fire Technicians, 3 AP, [+9]	1	Public Health Nurse III
414	Firefighters, 3 AP, [+11]		
<b>BUSINESS SERVICES BUREAU - 194 Positions</b>			
1	Assistant Fire Chief	3	Network/Telecom. Analysts I
2	Deputy Fire Chiefs	1	Programmer Analyst III
5	Battalion Chiefs	1	Programmer Analyst II
5	Captains II	1	Business Analyst IV
15	Captains I	1	Business Analyst III
12	Lieutenants	1	Business Analyst II
1	Fire Apparatus Supervisor	1	Emergency Management Specialist III
2	Asst. Fire Apparatus Supervisors	1	Geographic Information Spatial Analyst III
8	Fire Technicians	2	Geographic Information Spatial Analysts II
8	Fire Apparatus Mechanics	3	Code Specialists II
3	Management Analysts IV	1	Contract Analyst II
1	Management Analyst III	1	Fire Inspector IV
4	Management Analysts II	5	Fire Inspectors III
3	Management Analysts I	38	Fire Inspectors II
1	Engineer V	1	Inventory Manager
1	Engineer IV	1	Instrumentation Technician III
13	Engineers III	1	Instrumentation Technician II
3	Engineering Technicians I	3	Vehicle Maintenance Coordinators
1	Data Analyst II	1	Administrative Assistant V
1	Data Analyst I	5	Administrative Assistants IV
2	Financial Specialists IV	6	Administrative Assistants III
5	Financial Specialists III	3	Administrative Assistants II
2	Financial Specialists II	2	Material Management Specialists III

BUSINESS SERVICES BUREAU			
2	Financial Specialists I	2	Material Management Specialists II
1	Internet/Intranet Architect III	2	Material Management Specialists I
1	Internet/Intranet Architect II	1	Material Management Driver
1	Network/Telecom. Analyst III	1	Truck Driver
1	Network/Telecom. Analyst II		
PERSONNEL SERVICES BUREAU - 74 Positions			
1	Assistant Fire Chief	1	Management Analyst IV [+1]
2	Deputy Fire Chiefs	1	Management Analyst III
6	Battalion Chiefs	2	Management Analysts II
5	Captains II	2	Management Analysts I
10	Captains I [+1]	1	Assistant Producer
14	Lieutenants	3	Nurse Practitioners/Physician Assts.
2	Fire Technicians	1	Business Analyst I
1	Human Resources Generalist IV	2	Administrative Assistants V
2	Human Resources Generalists III	7	Administrative Assistants IV
2	Human Resources Generalists II	2	Administrative Assistants III
3	Human Resources Generalists I	2	Administrative Assistants II
1	Internal Affairs Investigator	1	Facility Attendant II
1,432 Uniformed Positions/195 Civilian Positions			
+	Denotes New Position(s)		
AP	Denotes Alternative Placement Program		

## Performance Measurement Results

Fairfax County Fire and Rescue Department has identified a four-pronged approach to a total community fire and life safety program:

- Prevent the 911 call through community outreach, education and prevention programs including building inspections and code enforcement;
- Respond to structure fires to save lives and property;
- Respond to medical emergencies to save lives; and
- Respond to all hazards incidents to save lives, property and the environment.

The overarching priority of the Fairfax County Fire and Rescue Department is to "Prevent the 911 Call" to reduce the risk that any Fairfax County resident, business employee, or visitor will suffer a fire injury or death, and reduce the chances of fire-related property loss or damage. To achieve the goal of preventing the 911 call, FRD is committed to community risk reduction, and providing essential fire prevention and life safety education programs.

The objective of the Community Risk Reduction Section's Life Safety Education program is to educate 20,000 preschool and kindergarten students, 16,000 school-age children, and 10,000 older adults annually in an effort to eradicate fire deaths and burn injuries within these high-risk populations. In FY 2019, the number of school-age children reached remained higher than estimated as a result of additional programs offered to children in the summer and at after school day-care programs. The number of preschool/kindergarten students and senior citizens reached was significantly lower than estimated as a result of a staff vacancy in the Life Safety Education section and fewer programs delivered to these high-risk populations. The vacancy in the Life Safety Education section has been filled so the estimates to educate the County's high-risk populations on fire and life safety will stabilize in FY 2020 and FY 2021.

In FY 2019, Operations responded to 104,937 incidents and 54,854 patients were transported to local hospitals. In addition to deaths, burn injuries, and property loss from fires, the FRD initiated a new fire suppression outcome measure: total property value saved. In FY 2019, the total property value loss was \$18.1 million, and the total property value saved from fire suppression activities was \$3.5 billion, which is 99.5 percent of the total property value.

FRD reports cardiac arrest outcomes using the Gutstein template, the international standards for cardiac arrest reporting, as it more accurately reflects the populations of patients for whom prehospital interventions are likely to have the most impact, i.e. those presenting in a shockable rhythm. The strongest predictor of survival is the return of spontaneous circulation (ROSC), a pulse prior to arrival at a hospital. FRD's FY 2019 actual performance outcome based on CY 2018 data was 22.8 percent for those patients presenting in a shockable rhythm. In CY 2018, there were a total of 608 resuscitations attempted, only 57 met the Ustein criteria and only 13 of those patients arrived at an emergency department with a pulse. As reported by the Cardiac Arrest Registry to Enhance Survival (CARES) surveillance data, 10.4 percent of adults and 10.7 percent of children who had prehospital ROSC survived their out of hospital cardiac arrest.

The National Fire Protection Association (NFPA), a standard-setting organization for fire departments, adopts standards regarding response time objectives and staffing levels. The Service Quality indicators reported by FRD track the percent of time the department meets NFPA standards. NFPA response time standards for structure fires require the first engine company to arrive on the scene of a structure fire within five minutes and 20 seconds, and 15 firefighters to arrive on scene within nine minutes and 20 seconds, 90 percent of the time. In FY 2019, the department met these standards, 50.9 percent and 76.4 percent of the time respectively. NFPA response time standards for medical emergencies require an advanced life support (ALS) transport unit on scene within nine minutes and an AED on scene within five minutes, 90 percent of the time. In FY 2019, these response goals were met 87.5 percent and 52.7 percent of the time respectively. The department's goal is to improve response times to both fire and medical incidents through increased staffing and emergency vehicle pre-emption on traffic signals.

Fire Prevention Services activities are designed to minimize property loss in commercial (non-residential) fires through effective and comprehensive inspections that enforce all applicable codes. In FY 2019, the revenue generated per inspection/systems testing activity and the fire prevention cost recovery rate was lower than estimated due to industry paying for fewer inspections using overtime rates. The FY 2019 commercial fire loss was \$760,405, which was significantly less than estimated. The FY 2020 and FY 2021 estimates for commercial fire losses remain at \$2.0 million.

The total number of inspections was higher in FY 2018; however, the total number of system test activities was lower than estimated. Customer demand for fire protection systems acceptance testing has shifted from predominantly tenant build-out and retrofit work that requires one inspector for an hour or less per system test, to a team of two inspectors for multiple full workdays. This means a commensurate number of hours/revenue dollars are billed but fewer actual system tests are accomplished. Shell building new construction is more complex to test and witness due to floors of multiple fire alarm and sprinkler devices versus inspections of tenant buildouts or retrofits that move only a limited number of devices. It is anticipated this trend will continue and workload estimates have been revised to reflect this shift into new construction, especially in the Tysons and Reston areas.

Maintaining a well-trained fully staffed workforce is key to the department's ability to function. The Training Division graduated 37 career firefighters from two recruit schools during FY 2019. This number was significantly lower than estimated because the total number of recruits enrolled was



# Fire and Rescue Department

lower than previous years and several recruits dropped out of recruit school for personal reasons. In FY 2020 and FY 2021, the FRD will hold larger recruit schools to meet projected staffing needs based on retirements, turnover, and growth of additional positions as a result of a new fire station in Tysons planned for occupancy in early 2021.

As a result of the Volunteer SAFER Recruitment and Retention grant awarded in 2011, volunteer departments have continued to experience growth in total membership. The average number of years that volunteers remain active is about five years. In FY 2019, the number of operational volunteers remained constant which resulted in a slight decrease in the total number of volunteer operational hours, as well as the number of times volunteer units were placed in service in FY 2019. The Volunteer Departments are in the process of pursuing another SAFER Recruitment and Retention grant to increase volunteer membership.

Indicator	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimate/Actual	FY 2020 Estimate	FY 2021 Estimate
<b>Operations Bureau</b>					
Percent ALS transport units on scene within 9 minutes	89.42%	88.20%	90.00%/87.45%	90.00%	90.00%
AED response rate within 5 minutes	56.06%	55.81%	60.00%/52.71%	60.00%	60.00%
Total incidents responded to	101,326	103,926	103,000/104,937	105,000	105,000
Fire suppression response rate for the arrival of an engine company on a structure fire within 5 minutes and 20 seconds	50.88%	48.82%	52.00%/50.98%	52.00%	52.00%
Fire suppression response rate for 15 personnel within 9 minutes and 20 seconds	82.18%	79.02%	85.00%/76.36%	85.00%	85.00%
Percent of cardiac arrest patients arriving at the Emergency Department with a pulse <sup>1</sup>	38.7%	9.5%	40.0%/22.8%	30.0%	30.0%
Number of smoke alarms distributed and installed	1,870	391	0/1,067	7,000	3,000
Number of File of Life used as resource in patient encounters	1,335	1,854	0/460	400	400
Fire loss (millions)	\$14.7	\$27.2	\$16.0/\$18.1	\$16.0	\$16.0
Fire loss as percent of total property valuation	0.01%	0.60%	0.01%/0.01%	0.01%	0.01%
Total civilian fire deaths	2	6	2/3	2	2
Civilian fire deaths per 100,000 population	0.18	0.52	0.18/0.26	0.17	0.17
Civilian fire-related burn injuries	6	20	15/27	15	15
Civilian fire-related burn injuries per 100,000 population	0.5	1.8	1.3/1.8	1.3	1.3
<b>Business Services Bureau</b>					
Preschool and kindergarten students served	25,024	10,572	20,000/10,577	20,000	20,000
Senior citizens served	11,763	7,506	10,000/8,507	10,000	10,000
Children (5 years and under) deaths due to fire	1	0	0/0	0	0
Children (5 years and under) burn injuries	3	0	1/0	0	0
Senior citizen (over age 60) deaths due to fire	1	5	1/2	1	1
Senior citizen (over age 60) burn injuries	3	3	2/6	2	2
Fire investigations conducted (including arson cases)	335	296	300/287	300	300
Hazardous materials cases investigated	103	155	170/223	170	170
Fire inspection activities conducted	19,981	16,659	19,000/20,206	19,000	19,000
Systems testing activities conducted	9,905	10,289	11,000/10,423	11,000	11,000

# Fire and Rescue Department

Indicator	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimate/Actual	FY 2020 Estimate	FY 2021 Estimate
<b>Business Services Bureau</b>					
Revenue generated for all inspection activities	\$5,042,863	\$7,378,543	\$6,846,300/\$5,911,337	\$5,757,832	\$5,757,832
Percent of fire prevention services cost recovered	94.4%	123.3%	98.0%/96.6%	88.8%	88.5%
Percent total fire investigation cases closed (fires, bombings, threats and arson)	85.0%	91.1%	90.0%/89.0%	90.0%	90.0%
Percent arson cases closed	61.0%	41.0%	40.0%/41.0%	40.0%	40.0%
Percent hazardous materials cases closed	94.0%	98.7%	95.0%/96.0%	90.0%	90.0%
Total fire loss for commercial structures	\$2,639,547	\$3,800,000	\$2,000,000/\$760,405	\$2,000,000	\$2,000,000
Transport billing (in millions)	\$21.2	\$21.3	\$20.8/\$21.2	\$21.3	\$21.3
<b>Personnel Services Bureau</b>					
Volunteer operational hours	84,695	81,598	82,000/81,364	82,000	82,000
Times volunteer-staffed emergency vehicles are placed in service annually	1,719	1,648	1,700/1,358	1,600	1,600
Trained career firefighters added to workforce	76	66	50/37	74	99

<sup>1</sup>The Fairfax County Fire and Rescue Department aims to meet or exceed the national average for out of hospital cardiac arrest, which ranges from 10 to 15 percent between the years of 2006 through 2016. As a result, the department expects at least 30 percent of cardiac arrest patients to arrive at Emergency Departments with a pulse in FY 2021.

A complete list of performance measures can be viewed at <https://www.fairfaxcounty.gov/budget/fy-2021-advertised-performance-measures-pm>