

Chief Rubin became responsible for Fire and EMS Department leadership in March of 2007 and has accomplished the following since that time:

- Implemented an integrated Fire and EMS services delivery strategy involving Paramedic Engine Companies (PECs), Medic Units and Ambulances that helped improve first response EMT and first response advanced life support (ALS) capacity to sick and injured patients. First EMT response for critical medical calls now averages 4 minutes 16 seconds. First ALS response for critical medical calls now averages 5 minutes 16 seconds.
- Implemented the National Registry EMT (NR-EMT) certification standard for EMS. 83% of the operational workforce is now NR-EMT certified, with complete transition expected by February 2011. The NR-EMT program assures that all District of Columbia certified EMTs meet a national training standard as outlined by the Federal Department of Transportation (DOT), the Federal agency responsible for national EMS oversight.
- Implemented a quality assessment and improvement program that monitors critical events associated with EMS calls. Using the E-PCR documentation system, this program allows the Department's quality management team to more quickly identify compliance issues and work with employees to improve patient outcomes.
- Implemented a comprehensive Water Supply Delivery Program, placing in service a dedicated and immediately available Water Supply Engine Company equipped with 4" large Diameter Hose within each Battalion. These fire trucks deliver improved water supply capacity to incident scenes at greater quantity and pressure. The Department is in the process of replacing outdated 4" hose with new 5" supply hose on all fire trucks.
- Implemented new water supply procedures and developed an in-depth water supply training program to better prepare firefighters for managing water supply issues during structural firefighting.
- Implemented an EMS patient customer satisfaction survey mailed to all patient customers transported by ambulance. The more than 3,000 returned customer

surveys indicate an overall satisfaction rate of 95% with Emergency Medical Services since May of 2008.

- Implemented a completely revised employee discipline system based on fairness and consistency along with developing better data collection and tracking systems to bring employees into compliance with Department rules and regulations.
- Implemented a streamlined Trial Board adjudication system for speedier resolution of serious discipline cases and developed a process to send less serious violations to Chief Officer hearings thereby reducing the financial burden of more costly Trial Boards.
- Implemented the Mobile Data Computer terminal program, providing all fire trucks, ambulances, rescue squads and command vehicles with a mobile computers to receive critical incident information. This system allows for quicker response times by providing the latest GPS mapping features including incident routing instructions and can account for individual unit performance by time stamping incident events.
- Implemented a “Buff, Scrub and Greening” program to evaluate all facilities operated by the Department for priority repairs including the cleaning and painting of all hard surfaces, replacement of high use electrical lights with lower use lights, motion switches that turn lights off and on when motion/non-motion is detected and the replacement of inefficient windows and doors with higher rated energy efficient windows and doors.
- Implemented a renovation and replacement program to modernize all facilities operated by the Department. To date, this includes completed renovations of E-9, E-25 and E-32. E-10 has reached the 60% completion mark. E-14, E-28, E-29, E-27 are in preparation phase with the renovation of E-29 scheduled to begin within 6 months. Renovation projects include a program to locate a temporary fire station in the immediate alarm area so as not to delay emergency response.
- Identified two fire stations for relocation to maximize service delivery including E-22 from Georgia and Missouri NW to Georgia and Aspen Street NW and E-26

from the 1300 block of Rhode Island Ave NE to a location in the area of Rhode Island and South Dakota Avenue NE.

- Implemented the first EMS medical protocol revision process since 2002. Revised protocols effective March 15, 2010, include the use of new out-of-hospital medications, medical equipment and treatment procedures.
- Promoted the second ever African American woman Battalion Chief and appointed her as the first woman Deputy Fire Marshal in history of the District of Columbia.
- Successfully planned and managed fire and EMS protection services for the single biggest one day special event in District of Columbia history – the 2009 Presidential Inauguration.
- Successfully placed a Fire Intelligence Analyst in the Washington Regional Threat and Analysis Center, allowing for Fire and EMS professionals to directly share real time critical threat and analysis services from an intelligence center for the first time.
- Implemented a pilot program to test the use of medium duty chassis for ambulances to evaluate the cost savings benefits of heavier chassis.
- Implemented a PPE replacement program to meet the recommended replacement schedule of the NFPA and PPE manufacturers.
- Implemented a “high risk business” fire safety inspection program targeting restaurants, bars and nightclubs during peak business hours to verify compliance with fire and life safety laws. In 2009, the Office of the Fire Marshall conducted more than 800 “high risk business” inspections.
- Implemented a hospital transport management plan to better and more efficiently direct patients to hospitals. This plan has significantly impacted the closure and diversion status of hospitals, resulting in an 86% reduction in closure and diverted hours and the elimination of hospital emergency rooms closed to ambulance transport by the end of 2009.

- Implemented an Internal Affairs Office to coordinate the handling of cases involving alleged crimes and serious misconduct, which has increased public trust of the Fire and EMS Department workforce as well as increasing integrity of Department employees.
- Implemented professional responsibility standards and created personal responsibility pledge forms that are now being adopted by peer jurisdictions.
- Implemented an electronic patient care reporting (E-PCR) system that transitioned more than 100,000 paper patient care reports to electronic records. More than 99% of patient care reports are now completed using computers.
- Implemented the Street Calls Program for addressing the needs of at-risk high-volume EMS system callers. Using Physician Assistants, Paramedics and EMTs, this program delivers medical and social assistance resources to identified or referred EMS patients. This resulted in a 75% use reduction of 911 and EMS ambulance transports for the original group of Street Calls patients tracked by the program.
- Implemented a number of community outreach programs including the Smoke Alarm Utilization and Verification (SAVU) Program, blood pressure tracking and disease prevention clinics, childhood fire safety education programs, free child car seats and installation assistance and community CPR education. Together, these programs reduce the risk of fire and emergency medical problems for District residents, improving public safety.
- Implemented an NFPA fire safety compliance work uniform requirement, eliminating the long practice of using polyester work uniforms which added to the significance of burns sustained during firefighting operations.
- Completely revised the Department Diversity Training Program and increased mandatory training hours
- Implemented a first ever Department wide Domestic Violence training program for all employees.

- With the cooperation and assistance of WASA, implemented a Customer Services Unit (CSU) concept tasked with monitoring fire hydrant infrastructure status in the District of Columbia. In 2009, these 6 units flush tested 25,000 fire hydrants, updating a WASA Google Earth application tracking hydrant location and service status.
- Revised pumping apparatus specifications to address the needs of an aging water supply infrastructure, including the implementation of 5" water supply hoses.
- Pursued an aggressive legislative agenda for improving public safety including passing a fire-safe cigarettes statute along with recommending passage of legislation to ban fireworks, require residential fire sprinkler systems and better regulate "private" fire hydrants not owned by government interests.
- Implemented the newest edits and updates to the Departments Standard Operating Guidelines.
- Improved employee safety and supervision at emergency incidents by adding an additional Battalion Chief on all Box Alarms.
- Improved employee safety by inserting the Rapid Intervention Team in the initial response assignment (5th due Engine) as opposed to past practice of waiting for Working Fire Dispatch resources to arrive later in the incident.
- Reinstated the Back to Basics Program focusing on delivering high quality training that emphasizes and supports critical basic fire/rescue skills.
- Completed firefighter self-rescue, firefighter rescue and Engine Company Operations training for Operational firefighter employees.
- Implemented a Fire Officer III career training program to improve Chief Officer credentialing and development.
- Procured grant assistance funding for a new Foam Unit, a Command Training Center, a Driving Simulator, a Medical Patient Simulator, WMD training, smoke alarms, CBRNE detection equipment and USAR equipment.

- Implemented the TeleStaff personnel management application. When fully functioning by December 2010, this system will for the first time allow complete and instant verification of employee assignment, status and overtime eligibility. This application has the potential to reduce overtime pressures by better management of scheduling demands before they occur.
- Implemented a random drug screening policy in compliance with District law.
- Implemented a comprehensive employee wellness program which includes adopting stress testing guidelines and providing a rehabilitation program to successfully return people to work.
- Implemented new policies and guidelines regarding Fire Investigations enforcement and evidence collection that meet or exceed industry standards.
- Implemented a new working schedule for fleet management to maximize efficiency of the fleet apparatus mechanic workforce.
- Implemented an aggressive preventative maintenance plan for all emergency apparatus to decrease out-of-service fleet time.
- Sponsored Department employees on the NFPA 1901 committee to ensure that metro size department were properly represented on the committee that sets the National Recommendations for Fire Apparatus.
- Implemented a redesigned ordering system for fire station supplies to assure all facilities have the necessary tools available to complete their mission.
- Implemented the use of the SAMs ordering and inventory control system to ensure stock levels are maintained.