General Instructions for Performance Measurement Reporting

1. This survey focuses on jurisdictions’ performance for the jurisdiction’s 12-month fiscal year that ended in 2013. Please report data for that period only. Please do not provide calendar year data, unless your jurisdiction’s fiscal year is the same as the calendar year. Please do not report data for any programs or activities that did not operate for the full year.

2. Please answer the survey questions according to their specific instructions. Many survey questions have a detailed instructions or definitions accompanying them. These instructions are included so that you and your fellow participants can rely on each other’s data. Please read and follow the question instructions. If you cannot answer a question according to the instructions, please skip the question.

3. Please report actual financial, staffing, and performance data. Your fellow CPM participants want to be able to compare their actual performance to your jurisdiction’s actual performance. Therefore, please report only actual financial, staffing, and performance data. Do not report estimates, budgeted amounts, averages, guesses, or data that have been rounded. The only exceptions would be those few questions that specifically indicate that something other than actual data are acceptable.

4. Similarly, when reporting actual hours paid, please do not simply multiply the number of full-time equivalents (FTEs) by 2,080 hours or report the number of budgeted hours. Doing so would ignore the effects of vacant positions, overtime, etc. If you are not able to report actual hours paid (e.g., from your jurisdiction’s finance or payroll system), please skip the question.

5. Please enter a 0 if the accurate answer is “none” or “zero”, rather than leaving the field blank.

6. Please count the contract-related expenditures and work produced but ignore the hours worked by contractors unless specifically requested. When you report your jurisdiction’s hours paid, please exclude the hours worked by contractors. Please count only the hours worked by jurisdiction staff. On the other hand, when you report your jurisdiction’s expenditures, please include the amounts that your jurisdiction spent on contractors. We do this because the hours paid data is used to calculate jurisdiction staffing levels, and we don’t want the levels inflated by contractor hours. However, many jurisdictions rely on contractors, and that’s why capturing the expenditures that are paid to contractors is important. Likewise, in the questions about work output, please include the work done by jurisdiction staff and by contractors, such as tons of refuse collected or help desk calls received.

7. Please focus on the service being measured and ignore your organization’s department structure. In some cases, the service being measured may be performed by multiple work teams from several different departments in your jurisdiction. For example, your public works department might collect residential refuse, while your parks department might collect yard waste. From the perspective of a resident, however, it’s “the government” that provides the services.

8. In other words, think like a resident as you complete the survey and ignore your organizational chart, and work with your colleagues to report your entire jurisdiction’s service area data, not just your department’s data. If jurisdiction –wide data cannot be reported for a particular question, please skip the question.

9. Please report only the direct expenditures to provide a service. We recognize that the police can’t do their job without help from the fleet staff, and the parks department can’t succeed without support from human resources and information technology. However, in order to focus on comparability between jurisdictions, the surveys are designed to ignore overhead expenditures related to providing a service.
That’s why the instructions accompanying the expenditure questions will direct you to exclude expenditures for fleet, human resources, information technology, and so on, even if those expenditures are charged back to the departments. These service areas have their own dedicated surveys where their performance is specifically measured. The goal of CPM is comparability between jurisdictions, so removing the overhead is sometimes required in order to make valid comparisons.

10. Please balance the time and effort to report your data vs. the value you may derive from it. We think performance measurement is a critical management tool for making evidence-based decisions. We have seen first-hand the dramatic improvements that jurisdictions can make simply by tracking their performance and comparing themselves to others. However, performance measurement is not about data collection; it’s about having information that enables your jurisdiction to continuously improve.

11. We know that some of the CPM survey questions may be highly relevant to your jurisdictions while others may be less so or not at all. If there are questions on the surveys that will take an inordinate amount of staff time and effort to answer, but will yield little in the way of improved decision-making, we recommend that you skip those questions and indicate that they are N/C (Not Collected) or N/A (Not Applicable). Maybe you can work toward establishing a system that makes it easier to collect that data so you can report it next year or maybe that question will never be relevant to your jurisdiction. Either way, only you and your colleagues can determine what survey questions you should take the time to answer.
General Demographics

Question 2

DEFINITIONS:

**Adults** are individuals 18 years of age and older (>=18).

**Juveniles** are individuals from birth to age 18 (<18).

NOTE

- The sum of adults and juveniles must match the total population.
- If the jurisdiction uses different definitions of juvenile and adult, report the populations based on the jurisdiction's definitions.
Code Enforcement Questions

NOTE
- All time information is to be reported in calendar days. Do not include proactively initiated cases in complaint to response time questions.
- Include dispositions or actions taken during the reporting period regardless of when the cases were initiated.

Question 6

INCLUDE
- Actual expenditures for inspections, equipment, and staff that are directly involved in enforcement of code violations reported on this survey
- Expenditures for all code enforcement activities, regardless of whether or not they are centralized in the code enforcement division or department.

EXCLUDE
- Budgeted amounts. If actual expenditures cannot be calculated, please check the “not available” box.
- Expenditures for overhead activities:
  ▪ Management staff not directly involved in the supervision of code enforcement staff or activities
  ▪ Facilities management services (e.g., custodial and repair services, building depreciation, and all utilities)
  ▪ Finance and payroll services
  ▪ Fleet management (and all fuel)
  ▪ Procurement services
  ▪ Information technology (and all telephone calls and system administration)
  ▪ Human resources
  ▪ Risk management (and all workers’ compensation)

NOTE: Enter 0 if the jurisdiction had no Code Enforcement expenditures.

For all Code Violation Questions (Q7 through Q11)

Note: In addition to the definitions provided for Q7 through Q11, see additional instructions provided for each individual question (Q7, Q8, Q9, and Q10) as well.

DEFINITIONS:

Housing Code Violations should fall under applicable definitions of local housing ordinance or state code and habitability statutes. Local ordinances may follow the Uniform Housing Code, published by the International Code Council or some other code. Typical violation areas may include, but are not limited to, structural deficiencies, unsanitary housing conditions, trash and debris problems, HVAC, minimal space, paint, weatherization, plumbing, electrical, etc.
**Zoning Code Violations** should fall under applicable definition of local zoning ordinance or codes regulating land use.

**Nuisance Code Violations** may include, but are not limited to, weed lots, junk lots, graffiti, and abandoned vehicles. (Abandoned vehicles include unlicensed, inoperable, and/or abandoned vehicles on private property.) Nuisance violations fall under applicable definitions of the local jurisdiction.

**Dangerous Building Code:** A jurisdiction’s code, applied to buildings or structures within the jurisdictional limits, that is designed to promote the health and safety of the residents. Violations to this code category may include, but are not limited to, violations that endanger the life, limb, health, morals, property, safety, or welfare of the general public. Additionally, the buildings or structures occupants may be required to repair, vacate, or demolish the buildings/structures. Dangerous building code violations should fall under applicable definitions of local dangerous building code or the Uniform Code for the Abatement of Dangerous Buildings as published by the International Code Council.

**Other Code Violations** should include all violations not included in the previous categories for which your jurisdiction is responsible. Please note the types of violations you include in this category to assist in making comparisons and in making any further revisions to the survey.

**Question 7**

**DEFINITION:**

* A unique complaint is defined as one or more complaints made by one or more residents on the same code issues prior to case closure/resolution.

**EXAMPLES**

- Situation 1. The Code Enforcement Department receives a complaint from a resident regarding a nuisance and housing issue on a property, and the next day receives another residential complaint on the same property with the same issues. These would be recorded as one unique complaint. If no violations were present, or the case has been resolved and closed, but the property owner receives another nuisance complaint after determination and/or resolution, record that as a second unique complaint.
- Situation 2. If the Code Enforcement Department receives another complaint from a resident before, during, or after investigation, violation determination, and/or resolution of the first complaint(s), but the complaint is regarding a zoning issue, then this would counted as two unique complaints: one unique complaint for the housing and nuisance issues, and then one unique complaint for the zoning issue.

**Question 8**

**INCLUDE**

- The time from when the first unique complaint is first reported to your first investigation of the complaint (whether or not the jurisdiction’s first response is an inspection).
• If it is possible to break down response based upon fractions of days please do so. Otherwise please report response in whole days.

EXCLUDE
• Staff-initiated complaints

Question 9
DEFINITION:  
**Unique Staff Initiated Action:** a proactive approach to finding possible code violations. Such actions include rental license inspection, code enforcement officer observes a violation, or any staff initiated action which did not originate as a complaint made by a resident.

Question 10
DEFINITIONS
**Voluntary Compliance:** violation brought into compliance by the property owner, tenant or person responsible for the property in response to some type of notification of violation by the jurisdiction. An example of a notification would be a correction letter, a door hanger, a personal visit or telephone conversation with a person connected to the property.

**Forced Compliance:** violation brought into compliance by the jurisdiction taking some form of action that caused the violation to be resolved other than, or in addition to, a notification as addressed in Voluntary Compliance. There are three ways for this to occur; they are jurisdictional abatement, administrative hearing, or judicial hearing.

**Closed Without Resolution:** Are code enforcement cases not being pursued for compliance. These cases originated as a complaint or staff initiated action then an turned into a case (actionable violation(s)) but for various reasons was closed without resolving the violation.
Streets

Question 12

DEFINITION

Lane miles should be based on standard width of 12 feet. If your jurisdiction uses different lane widths, please convert your figures to match this definition. (One lane mile measures 12 feet by 5280 feet or 3.66 meters by 1.61 kilometers.)

Paved lane miles, including asphalt and concrete.

INCLUDE

• All paved road surfaces, including travel lanes, turn lanes, parking lanes, bike lanes, and shoulders.
• All paved lane miles of road for which the jurisdiction is responsible regardless of whether they underwent maintenance during the reporting period.

EXCLUDE

• Drainage ways and alleys, regardless of whether they are paved.
• Bike, walking, or other recreation trails that are not part of the roadway.

Unpaved surfaces, including dirt and gravel.

INCLUDE

• All unpaved lane miles of road for which the jurisdiction is responsible regardless of whether they underwent maintenance during the reporting period.

EXCLUDE

• Drainage ways and alleys, regardless of whether they are paved.
• Bike, walking, or other recreation trails that are not part of the roadway.
• Unpaved road shoulders.

Question 13

DEFINITION:

Rehabilitation includes, but is not limited to, resurfacing, slurry sealing, mill and overlay, pothole repair, and micro-surfacing. It does not include reconstruction.

INCLUDE

• Actual expenditures, not budgeted or encumbered amounts.
• Salaries, benefits, supplies, and equipment expenditures (except as noted below).
• Expenditures for street surface rehabilitation only (including those activities that may be financed from your capital budget), whether rehabilitation work was performed by jurisdiction employees or contract employees.
• All applicable expenditures, regardless of the funding source.

EXCLUDE

• Expenditures for overhead activities, specifically for the following support services:
- Management staff not directly involved in the supervision of highways/road maintenance staff or activities
- Facilities management services (e.g., custodial and repair services, building depreciation, and all utilities)
- Finance and payroll services
- Fleet management (and all fuel)
- Human resources
- Information technology (and all telephone calls and system administration)
- Procurement services
- Risk management services and all workers compensation.

- Expenditures for new capacity and construction, debris removal, street sweeping, median island/green space maintenance, snowplowing, sanding/salting, and the maintenance of bridges, tunnels, stormwater drainage systems, traffic signal devices, signs, streetlights, gutters, and sidewalks.
- Expenditures for roads that were converted from unpaved to paved. These are considered new construction expenditures and are not currently included in this template.
- Capital expenditures for new capacity and construction/reconstruction.
- Offsets to expenditures via revenue received from the state or federal government as a rebate or distribution of sales tax, GST, or other funds (these revenues or rebates should be reported in the comments section only).
- Debt service payments.

**Question 14**

**DEFINITION:**

_Reconstruction_ consists of activity that results in an increase of an existing paved road’s traffic service level, expands its capacity, or changes its original design function.

**INCLUDE**

- Actual expenditures, not budgeted or encumbered amounts.
- Salaries, benefits, supplies, and equipment expenditures (except as noted below).
- Expenditures for road reconstruction only (including those activities that may be financed from your capital budget), whether reconstruction work was performed by jurisdiction employees or contract employees.
- All applicable expenditures, regardless of the funding source.

**EXCLUDE**

- Expenditures for overhead activities, specifically for the following support services:
  - Management staff not directly involved in the supervision of highways/road maintenance staff or activities
  - Facilities management services (e.g., custodial and repair services, building depreciation, and all utilities)
  - Finance and payroll services
  - Fleet management (and all fuel)
  - Human resources
• Information technology (and all telephone calls and system administration)
• Procurement services
• Risk management services and all workers compensation.

• Expenditures for design costs and acquisition costs for right of way.
• Expenditures for intersections/signage not part of roadway.
• Expenditures for new capacity and construction, debris removal, street sweeping, median island/green space maintenance, snowplowing, sanding/salting, and the maintenance of bridges, tunnels, stormwater drainage systems, traffic signal devices, signs, streetlights, gutters, and sidewalks.

• Expenditures for roads that were converted from unpaved to paved. These are considered new construction expenditures and are not currently included in this template.
• Capital expenditures for new capacity and construction/reconstruction.
• Offsets to expenditures via revenue received from the state or federal government as a rebate or distribution of sales tax, GST, or other funds (these revenues or rebates should be reported in the comments section only).
• Debt service payments.

**Question 15**

**NOTE:** This indicator should be based on results from any number of standard systems for objectively rating road conditions. It must not be based on results from informal “looking-out-the-window “ surveys.
Parks and Recreation

Question 16
DEFINITIONS:

Undeveloped park acreage: Any undeveloped or predominantly undeveloped land, including waterways, in and around an urban area. Examples include meadows, forests, hilltops, orchards, farms, and marshes. This also includes land that is owned by the jurisdiction, but is not used for recreational purposes, and not maintained by the jurisdiction. This acreage may be preserved as wilderness parks, conservation easements, wildlife refuges or other arrangements.

Developed park acreage: Any land that is as developed as the jurisdiction intends it to be, has been improved, is maintained, and is open to the public. Also includes agency-owned park land that is categorized as a body of water, whether or not it is currently or seasonally dry.

INCLUDE
- Acreage only for those parks that the jurisdiction operates and maintains, whether through jurisdiction employees or contractors. paid by the jurisdiction.
- Cemetery acreage, only if it is maintained by the jurisdiction’s parks and recreation department.
- Golf course acreage.

EXCLUDE
- Green space along roadways (medians, shoulders, etc.)
- Wilderness parks and designated open space if the jurisdiction does not expend any labor or money for maintenance.
- Parks maintained by homeowners associations.

NOTE: Enter 0 if the jurisdiction has no acreage in a particular category.

Question 17
Undeveloped and Developed Parks

INCLUDE
- Actual expenditures for park maintenance and operations (not budgeted amounts).
- Salaries and fringe benefits for supervisory, non-supervisory, and direct admin/clerical staff (whether full-time, part-time, or seasonal)
- Expenditures for contractor/consultants, supplies, materials, and parts.
- Expenditures for jurisdiction tree maintenance and cemetery landscape maintenance.
- Expenditures related to lakes, beaches, and watersheds.
- All expenditures that meet these definitions, regardless of the funding source.

EXCLUDE
- Expenditures for recreation programs.
- Expenditures for maintenance of green space along roadways (e.g., medians, shoulders, etc.).
- Expenditures for Park Rangers
- Expenditures for overhead activities:
Management staff not directly involved in the supervision of parks and recreation staff or activities.
- Facilities management (custodial/repair, building depreciation).
- Finance and payroll services.
- Fleet and equipment maintenance (and all fuel).
- Human resources.
- Information technology (and all telephone calls and system administration).
- Procurement services.
- Risk management (and all workers' compensation).
- Capital improvements, land acquisition, or debt service payments.
- Vehicle purchases or replacement.

**Recreation Programs**

**INCLUDE**
- Actual expenditures for all recreation staff, coaches, etc., and for the operation of recreation programs.
- Salaries and fringe benefits for supervisory, non-supervisory, and direct admin/clerical staff (whether full-time, part-time, or seasonal)
- Expenditures for contractor/consultants, supplies, materials, and parts.
- Expenditures for regular swimming pools operated and maintained by the jurisdiction.
- All expenditures that meet these definitions, regardless of the funding source.

**EXCLUDE**
- Park maintenance expenditures.
- Expenditures related to specialized facilities like convention centers, museums, theme parks, water parks (with wave pools, water slides, etc.), and zoos. These facilities have their own category.
- Custodial or building maintenance expenditures.
- Utility or other expenditures that are already counted under the parks section.
- Expenditures for overhead activities:
  - Management staff not directly involved in the supervision of parks and recreation staff or activities.
  - Facilities management (custodial/repair, building depreciation).
  - Finance and payroll services.
  - Fleet and equipment maintenance (and all fuel).
  - Human resources.
  - Information technology (and all telephone calls and system administration).
  - Procurement services.
  - Risk management (and all workers' compensation).

**Utilities**

**INCLUDE**
- Expenditures for utilities serving open areas (e.g., ball fields, lighting, irrigation, etc.).
- Expenditures for water, gas, electricity, outdoor lighting, etc.
EXCLUDE

- Utility expenditures for recreation facilities within parks (e.g., a gymnasium, etc.). This is captured in the facilities management template.
- Expenditures for fuel for heating, cooling, etc. This is captured in the facilities management template.

NOTE

- Do not report duplicate expenditures in a. general operating and maintenance expenditures and in b. utility expenditures. These categories are mutually exclusive.
- Golf courses operated by your jurisdiction include courses staffed by jurisdiction employees and courses staffed by contractors paid by your jurisdiction.
- Specialized facilities include skate parks, water parks, zoos, nature centers, stables, bowling centers, shooting ranges, and similar facilities.
- Enter 0 if the jurisdiction expended no funds in a given category.

Question 18

DEFINITIONS:

Program Fees and Charges include revenue collected from users for participation in the jurisdiction’s parks and recreation programs. Please note that fees and charges for some activities are reported separately.

All Other Revenue includes revenue collected from leases and contract services that may be provided through the parks and recreation department(s).

Endowments, Grants, Solicitations, and Foundations revenue includes only such revenue that is intended to be used for operations and maintenance. Do not include endowment, grant or foundation revenue that is intended for capital purchases.
Permitting

Question 19

DEFINITIONS:

**Residential** – detached one (1) and two (2) family dwellings and townhouses not more than three stories above-grade in height with a separate means of egress and their accessory structures. This definition is from the International Residential Code.

**Commercial** – Buildings or structures not included in residential definition including multi-family structures (3 or more units).

NOTE: If an applicant takes back their application to consider further changes, this time should not be counted as “in-house” processing time.

Question 20

DEFINITIONS:

**Public Right-of-Way.** An area located between lot or tract lines that is owned and maintained by the jurisdiction, and used for public transportation.

**Public Improvements.** The jurisdiction’s infrastructure, including but not limited to, sidewalks, pavement, curb and gutter, street lights, trees, storm sewer, water, sanitary sewer, that is located within the public right-of-way for the benefit of the community.

Please include “fuel gas “ permits under “mechanical “ below.

**Commercial** – Buildings or structures not included in residential definition including multi-family structures (3 or more units).

Question 21

DEFINITIONS:

**Development Plan:** A plan for existing or new buildings, structures, and land improvements which may include information such as maps for topographic, traffic impact, utility services, storm drainage, common open space, parks, parkways, public uses, density, open areas around buildings and structures, and architectural, landscaping and design features. This is not an exhaustive list. Plans may also include stages of projects; along with agreements, provisions or covenants that govern the use, maintenance and continued protection of the development and any of its common open spaces. Your jurisdiction should report both the lowest level plans and major plans in the total count. For clarification, do not include review of materials for building permits as a plan review. We count permitting as a separate function in this survey.

**Plan Reviews:** All plan reviews that were completed during the reporting period, regardless of whether the plan was approved or if the plan was proposed during a previous fiscal year. For example, if one development plan is reviewed three times by one or more departments, count this as three plan reviews.

For clarification, the review of plans does not include review of building permits since we are counting the permitting task as a separate function in this survey.
INCLUDE: Discretionary permitting: Permitting of a land use development plan that is approved by an administrator (such as a director or mayor), by a hearing examiner, or by a body such as a city council.

Administrative Subdivision: A re-subdivision of platted property which creates no additional lots for development, and involves no creation or extension of dedicated public right-of-way. These re-subdivisions normally only involve divisions, mergers, or adjustments of existing lot boundaries. This category often has no public hearing.

Platted Subdivision: A survey of commercial, residential and/or public property that includes a legal description of the exterior boundary; a drawing that includes the interior lots, tracts, right-of-way, units, easements, etc. plus pertinent adjacent information; dedications, restrictions, consents, execution, acknowledgment, approvals, certifications, etc.; plus other necessary information pertaining specifically to the described parcel.

Number of Plans: Please include the number of plans that were reviewed. Each plan should count as one, regardless of how many times the plan was reviewed.

Number of Reviews Conducted: Please include each review of every plan. For instance, one plan could go through a review with Community Development, and with a general plat office. Please count both reviews in the Number of Reviews Conducted.

Average Number Of Calendar Days To Plan Approval: Please calculate the average time from initial receipt of the plan to the final approval of the plan.
Police

Question 22

INCLUDE

- Only salary and benefit expenditures that are charged to the police department
- Salary and benefit expenditures for police staff regardless of funding source. (For example, if a COPS grants or revenue from the sale of seized assets are used to fund some salary and benefit expenditures, include those expenditures here.)
- Employer contributions to pension and deferred compensation plans
- Health benefits
- Workers compensation, life insurance, disability, and FICA
- Benefit expenditures include health care, insurance, retirement, social security, workers compensation, stipends or allowances (e.g., for uniforms, vehicles), one-time bonuses, education reimbursements, flexible benefit plan contributions, lump sum payments in lieu of sick/vacation leave, and any other employee benefits that must be declared for tax purposes (as well as any benefits paid on overtime hours, although overtime salary should be excluded here and reported in the next question).

EXCLUDE

- Jail and holding facility staff
- Crossing guards
- Animal control officers
- Overtime pay
- Overhead staff, specifically for the following activities:
  - Management staff not directly involved in the supervision of police staff or activities.
    - Facilities management services (e.g., custodial and repair services, building depreciation, and all utilities)
    - Finance and payroll services
    - Fleet management (and all fuel)
    - Human resources
    - Information technology (and all telephone calls and system administration)
    - Procurement services
    - Risk management services and all workers compensation.

NOTE: Enter 0, if you have no expenditures for the category requested.

Question 23

<table>
<thead>
<tr>
<th>UCR Part I Crimes</th>
<th>UCR Part I Violent Crimes</th>
<th>UCR Part I Property Crimes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Murder</td>
<td>Burglary</td>
<td></td>
</tr>
<tr>
<td>Rape</td>
<td>Larceny theft</td>
<td></td>
</tr>
<tr>
<td>Robbery</td>
<td>Motor vehicle theft</td>
<td></td>
</tr>
<tr>
<td>Aggravated Assault</td>
<td>Arson</td>
<td></td>
</tr>
</tbody>
</table>
DEFINITION:

Number of crimes cleared

- For adults: Refers to those in which at least one person is arrested, charged with the commission of the offense, and turned over to the court for prosecution.
- For juveniles: When a juvenile is involved, even though no physical arrest may have been made, a clearance by arrest is recorded when a juvenile must appear in juvenile court or before other authorities.
- Exceptional cases: Law enforcement agencies may clear crimes by exceptional means when some element beyond law enforcement control precludes the placing of formal charges against the offender. Exceptional means are the death of the offender, the victim’s refusal to cooperate with the prosecution, and the denial of extradition because the offender committed another crime and is being prosecuted in a different jurisdiction. In all exceptional clearance cases, law enforcement must have identified the offender, must have enough evidence to support arrest, and know the offender’s location.

NOTE

- The number of arrests and the number of crimes cleared will not necessarily be identical.
- Clearances recorded may not be for crimes that were reported during the same reporting period.
- This measure reflects the total number of crimes cleared, not just those cleared by investigators.

Question 25

DEFINITION

Top priority: Traditionally, top priority calls require an immediate police response. Many jurisdictions refer to top priority calls as “Priority 1” or “Code 3” for an emergency police response. Jurisdictions define top priority calls differently; possible examples of top priority calls might include, but are not limited to:

- Emergency response and/or lights and sirens
- Immediate threat to life
- Violent criminal act in progress
- Suspect pursuing citizen
- Imminent critical danger
- Possibility of major property loss

NOTE: Enter all calls that your jurisdiction defines as “top priority”, regardless of whether they meet the definition above.
Fire and EMS:

Question 26
DEFINITIONS

Fire and EMS:

INCLUDE: All fire and EMS staff (e.g., suppression, prevention, hazmat……), and all in-house EMS staff, regardless of whether they are assigned to fire or another department.

EXCLUDE: Any staff from outside/franchised operations

Sworn:

INCLUDE
• All staff who are considered eligible for public safety/fire retirement or other similar benefits, regardless of whether they are assigned in a direct service (e.g., firefighter, EMT), specialty (e.g., fire marshal) or supervisory role (e.g., fire chief, battalion chief).
• All supervisory, non-supervisory, full-time, and part-time sworn staff and sworn dispatch staff, regardless of source of funding. All firefighters and EMT/paramedic staff should be counted here.

Civilian:

INCLUDE: All civilian (non-sworn) supervisory, non-supervisory, dispatch/communications, clerical, full-time, and part-time staff regardless of source of funding.

NOTE: Participants are encouraged to add any comments to the template concerning the relevance of the sworn/civilian breakout or any further refinements proposed in these definitions.)

Salary and benefits (without overtime):

INCLUDE
• Actual full time & part-time base pay expenditures, regardless of funding source
• Actual expenditures for full-time and part-time employees' health care, insurance, retirement, social security, workers compensation, stipends or allowances (e.g., for uniforms, vehicles, standby/callback), one-time bonuses, education reimbursements, flexible benefit plan contributions, lump sum payments in-lieu of sick/vacation leave, and any other employee benefits that must be declared for tax purposes.

EXCLUDE
• Overtime pay
• Stipends, reimbursements or other payments to volunteers/paid-call staff
• Salaries and benefits of staff who perform overhead functions
  ▪ Management staff not directly involved in the supervision of fire/EMS staff or activities
  ▪ Facilities management services (e.g., custodial and repair services, building depreciation, and all utilities)
  ▪ Finance and payroll services
  ▪ Fleet management (and all fuel)
  ▪ Information technology (and all telephone calls and system administration)
  ▪ Procurement services
  ▪ Human resources
Personnel Expenditures—Overtime

INCLUDE
- Actual expenditures for overtime salary only. All benefits, whether on base pay, overtime pay, a per-shift basis, or some other basis should be reported under ‘salary and benefits— NO OVERTIME’
- Actual expenditures for overtime salary paid, even for time that is part of the normal work schedule. If FLSA requires that certain regular working hours per pay period be treated as overtime (7k time), include that overtime salary expenditure here.

EXCLUDE
- Overtime paid to staff who perform overhead functions
- Overtime worked by employees who do not qualify for overtime pay (e.g. FLSA-exempt staff).

Question 27

INCLUDE
- Actual operating and maintenance expenditures, not budgeted amounts.
- Sales tax, gas taxes, or other tax, permit, license, or service payments made as part of the fiscal year’s operations.

EXCLUDE
- Salaries, benefits and overtime
- Telephone utility charges for local and long distance service and actual calls made, pager and cell phone charges for service subscriptions, line charges, equipment leases, and actual calls made.
- Capital expenditures (as capital is defined by your jurisdiction)
- Offsets to expenditures via revenue received from the state or federal government as a rebate or distribution of sales tax, GST, or other funds (these revenues or rebates should be reported in the comments section only).
- Accruals and expenditures for vehicle replacement.

Direct Services:

INCLUDE
- The following operating expenditures only if they are charged to fire or EMS departments.
  - Fire communications (911 and other)
  - Training academy
  - Volunteer/paid-on-call stipends, reimbursements, or other payments
  - Hazmat
  - Other fire suppression, prevention, and administration expenditures

EXCLUDE
- All sworn and civilian salaries, benefits and overtime

Support services:
INCLUDE
- Support expenditures only if they are charged to the fire or EMS departments
- Overhead, specifically for the following support services (e.g. for a department mechanic, recruiter, IT specialist, etc.):
  - Facilities management (and custodial/repair, building depreciation, utilities)
  - Finance and payroll services
  - Fleet management (and fuel)
  - Human resources
  - Information technology (and telephone calls and system administration)
  - Procurement services
  - Risk management (and workers comp. administration)

NOTE
- FOR DEFINITIONS of Fire and EMS, see prior instructions.
- Please do not double-count expenditures.
- Enter 0 if you have no expenditures for the category requested.

Question 28
INCLUDE
- NFIRS incident types 111-123
- Any fire incident inside a building or structure whether or not there was structural damage to the building.
- Fires in mobile property used as a fixed structure are part of the category “One- and two-family structures.”
- Any fire incident inside a building or structure whether or not there was structural damage to the building.
- Any incidents: i) inside the jurisdiction; or ii) outside the jurisdiction boundary but still within the official service area. These should be reported regardless of whether the jurisdiction or a neighboring agency (via mutual/automatic aid) was the first to have a unit arrive on the scene.

EXCLUDE
- False alarms; that information is collected in a separate question.
- Mutual or automatic aid responses, or other out-of-area strike teams where the jurisdiction is responding outside its official service area

DEFINITIONS
Flamespread
- **Flamespread confined to the object or room of origin** includes those fires confined to the object of origin or room of origin (NFIRS 5.0 codes 1 and 2). Incident types 113-118 (cooking fires contained to stove, fires contained to chimney, etc.) do not require the completion of the structure file module, but should also be logged as being confined to object or room of origin.
- **Flamespread confined to the floor or structure of origin** includes fires confined to floor of origin or structure of origin (NFIRS 5.0 codes 3 and 4).
• **Beyond structure of origin** includes those fires with an NFIRS 5.0 code of 5

• **Undetermined** is used to capture any fire incidents that cannot be assigned to one of the categories provided.

• **On arrival** refers to the first responding fire suppression unit on the scene.

• **Out on arrival**: Report structure fires that are out on arrival according to the extent of flame spread.

**Structures**

- **Residential one- and two-family dwelling structures** are defined as private dwellings and duplexes each occupied by members of a single family group, with total sleeping accommodations for not more than 20 people and rooms rented to not more than two outsiders per unit. Rowhouses, townhouses, garden apartments, and other similar units shall be counted here if there are only two units. A mobile home and a travel trailer not in transit and used as a dwelling should be counted. (All NFIRS 5.0 fixed property classifications 410-419.)

- **Residential multi-family dwelling structures** are defined as three or more units that are located within common fire division walls and under a common roof or that have a common basement. Multi-family dwellings are quarters for families living independently of each other. They may be referred to as apartments, condominiums, flats, tenements, or any other name. (All NFIRS 5.0 fixed property classifications 420-429.)

- **Other residential dwelling structures** are defined as rooming houses, boarding houses, hotels, motels, inns, lodges, dormitories, and home hotels that serve a transient population as well as other property that cannot be classified in one of the above categories. (All NFIRS 5.0 fixed property classifications 400, 409, and 430-499.)

- **Commercial structures** are defined as public assembly property (e.g., amusement/recreation centers, stadiums, gymnasiums, churches, clubs, libraries, museums, court rooms, restaurants, nightclubs, terminals, theaters, studios), educational property (e.g., nurseries, kindergarten, boarding, trade, vocational, and other schools, colleges, and universities), institutional property (e.g., hospitals, nursing homes, foster-homes, orphanages, prison cells, rehab centers, mental institutions, and homes for the disabled). Include stores and offices and storage properties (warehouses). Include commercial properties under construction, unoccupied property, and special structures. (All NFIRS 5.0 fixed property classifications 100-189, 200-249, 300-369, 500-599, 800-899, and 910-929.)

- **Industrial structures** are defined as manufacturing property regardless of whether the work is performed by machine or hand, whether done in the factory or in the home, whether sold at wholesale or retail. Include all factories. Include industrial structures under construction. (All NFIRS 5.0 fixed property classifications 600-689, 700-799.)

**NOTE**

- REPORT EACH INCIDENT in the first category that would apply. Do not double count. For example, if a fire was confined to room of origin, do not double-count it in the category “confined to floor or structure of origin.”

- TOTAL NUMBER OF INCIDENTS should equal the sum of the fires out on arrival and the fires reported in the extent of flame spread questions.
Question 29

**Fire Incidents Involving Non-Structures:** Report here any incidents which do involve a fire but that do not involve a structure (such as a vehicle fire)

**INCLUDE**
- NFIRS incidents of types 100 (fire, other) and 130-170 (mobile property/vehicles fires, natural vegetation fires, outside rubbish fires, special outside fires, and cultivated vegetation/crop fires).
- NFIRS 5.0 fixed property classifications 900, 909, 930-989

**Non-fire incidents:** Report here non-fire incidents that require the dispatch of fire suppression equipment or personnel. Examples of incidents to report here are a request for medical assistance from a fire suppression first responder or a request to turn off a fire hydrant.

**INCLUDE**
- Only those responses from fire suppression personnel.
- Any non-fire incidents which are also reported elsewhere in the survey (e.g., as EMS responses or as hazmat responses).
- NFIRS series 200, 300, 400, 500, 800, and 900. NOTE: Some incidents in Series 300 and 400 may also be counted in other categories (see separate instructions regarding technical incidents, EMS, and hazmat incidents)

**EXCLUDE**
- Responses by fire department staff who provide EMS exclusively (e.g., paramedics who are not also firefighters).
- False alarms and good intent calls

**NOTE**
- If a first-responder fire company provided a medical service, that response should be logged as a non-fire incident. If the jurisdiction also provides EMS/paramedic/transport service, this call should also be reported in the EMS section. If both a medical/transport unit and a fire unit responded, it would be reported as both an EMS response and a non-fire response.
- Although this does have the effect of counting such incidents in two places, this allows a direct comparison of the number of fire responses to the fire response times for those incidents, and a comparison of the number of EMS responses to the EMS response times for those incidents. To clarify the total number of fire plus EMS incidents, however, please note in the comments sections what number of EMS incidents are thus double-counted as non-fire incidents.
Question 30

**INCLUDE**
- All calls dispatched to fire suppression staff, regardless of the priorities they were assigned.
- All fire calls dispatched, NFIRS Series 100, within the official service area, regardless of whether the jurisdiction or a neighboring agency was the first to have a unit arrive on the scene.

**EXCLUDE**
- Calls for EMS (NFIRS series 300; whether based in a fire or EMS department). This information is requested in a separate section.
- Calls for mutual or automatic aid where the jurisdiction is not the official first responder, per the service area identified in the beginning of the survey, or assistance as part of any other out-of-jurisdiction strike team.
- Calls later determined to have been false alarms or good intent calls (NFIRS series 600-700)
- Other non-fire calls, (e.g., NFIRS series 200, 400, 500, 800 or 900).
- Other non-fire calls, (e.g., NFIRS series 200, 400, 500, 800 or 900).

**DEFINITIONS:**

_Emergency calls_

**INCLUDE** all calls dispatched as emergency calls (lights and sirens), regardless of traffic or weather conditions that may be encountered en route.

**EXCLUDE** those calls that are downgraded from emergency to non-emergency prior to engine arrival due to: 1) false alarm, 2) fire having already been extinguished.

Response time has multiple components, some of which may overlap. To allow for a calculation of total response time, as perceived by the caller, the components of response time requested in this template are designed to exclude overlap. These components are:

**PSAP Processing Time:** The time it takes to transfer a 911 call from the point at which it is answered at the Public Safety Answering Point (PSAP) to the point where the fire/EMS call taker answers the call. If the PSAP call taker is the fire/EMS dispatcher, then enter 0, then proceed to remaining response time questions. If 911 calls are first answered by the sheriff’s or police department, and then transferred to fire/EMS, enter the time from when that department answered the call to when it is transferred to fire/EMS.

**Call Entry:** This is the point when the fire/EMS call taker answers the call.

**Conclusion of Dispatch:** This is the conclusion of the dispatch process (notification of the station and affected company) for the first-dispatched unit. Dispatch is not considered completed solely upon initial tone-out. If additional responders are necessary, either immediately following the first-dispatched response or after on-scene evaluation of the incident, the time to dispatch these units should be excluded from the time to “conclusion of dispatch”.

**Turnout Time:** This is the time from conclusion of dispatch to when the first responding unit is en route to the scene.

**Arrival on Scene:** This is the time when first responding unit is on scene, regardless of whether this was the first unit dispatched.
“X minutes and under”

**INCLUDE:** responses up to and including X minutes

**EXCLUDE:** responses that exceed X minutes by any amount (e.g., a call responded to in 5 minutes, 1 second or 5 minutes, 59 seconds would not be considered to have been responded to in 5 minutes or less.)

**NOTE**

- Generally, the percentage of emergency calls responded to within a given amount of time is greater than the percentage of non-emergency calls responded to within that same time. The percentage of total calls responded to in that time is a weighted average between those two. For example, if there are 3 emergency calls, all responded to in 5 minutes or less, and 2 non-emergency calls, only one of which was responded to in 5 minutes or less, then the emergency response in 5 minutes or less is 100%.
- Include all calls that would fall into each category (total and emergency), regardless of conditions that may be encountered during the response (e.g., traffic, severe weather, etc.) that may make the response time “out of the jurisdiction’s control.” The intent of this question is not to capture what policies, goals or standards jurisdictions may have, but what they have actually experienced. For instance, if the adopted standard states that 90% of emergency calls should be responded to within a given period of time, and of 20 calls, 17 were responded to within that period of time, while 3 encountered heavy traffic and delayed arrival, the response should be 85% of all emergency responses, (not 100% of all non-disqualified emergency responses).

**Question 31**

**INCLUDE**

- All EMS calls dispatched, regardless of the priorities they may be assigned and the weather or traffic conditions encountered
- All EMS personnel responses, regardless of the departments to which EMS personnel are assigned
- NFIRS series 300-324. NOTE: Codes 331-381 should be reported as technical incidents.
- Fire suppression staff providing medical assistance. This information is also requested under Non-Fire Incidents and should be reported in both locations. If you are reporting in both sections, please note this in the comments section.
- Contracted EMS service data where that service is managed and over seen by the jurisdiction

**EXCLUDE**

- Service provided by private/franchise EMS providers
- Non-emergency inter-facility transfers
- Mutual or automatic aid responses or other out-of-area responses where the jurisdiction is not the official first responder.

**DEFINITIONS:**

*Emergency calls*
INCLUDE: all calls dispatched as emergency calls (lights and sirens), regardless of traffic or weather conditions that may be encountered en route.

EXCLUDE: those calls that are downgraded from emergency to non-emergency prior to arrival. Response time has multiple components, some of which may overlap. To allow for a calculation of total response time, as perceived by the caller, the components of response time requested in this template are designed to exclude overlap. These components are:

**PSAP Processing Time:** The time it takes to transfer a 911 call from the point at which it is answered at the Public Safety Answering Point (PSAP) to the point where the fire/EMS call taker answers the call. If the PSAP call taker is the fire/EMS dispatcher, then enter 0, then proceed to remaining response time questions. If 911 calls are first answered by the sheriff’s or police department, and then transferred to fire/EMS, enter the time from when that department answered the call to when it is transferred to fire/EMS.

**Call Entry:** This is the point when the fire/EMS call taker answers the call.

**Conclusion of Dispatch:** This is the conclusion of the dispatch process (notification of the station and affected company) for the first-dispatched unit. Dispatch is not considered completed solely upon initial tone-out. If additional responders are necessary, either immediately following the first-dispatched response or after on-scene evaluation of the incident, the time to dispatch these units should be excluded from the time to “Conclusion of dispatch.”

**Turnout Time:** This is the time from conclusion of dispatch to when the first responding unit is en route to the scene.

**Arrival on Scene:** This is the time when first responding unit is on scene, regardless of whether this was the first unit dispatched.

**“X minutes and under”**

INCLUDE: responses up to and including X minutes

EXCLUDE: responses that exceed X minutes by any amount (e.g., a call responded to in 5 minutes, 1 second or 5 minutes, 59 seconds would not be considered to have been responded to in 5 minutes or less.)

**Response** is any response to an incident is regardless of the number of units or personnel required. The terms response and incident are interchangeable for purposes of this survey. For example, if there is one major plane crash and 50 EMS vehicles are sent to the scene, count as one response.

**Transport**

INCLUDE: the number of individuals transported to a medical facility. If in one plane crash, 40 EMS vehicles transport 45 people, report 45 transports. (NOTE: This example was previously misstated, and comparisons to prior year transport totals may not be valid.)

EXCLUDE: incidents in which the local government or a contractor it oversees is not transporting the patient, but rather a private transport company (not managed/overseen by the local government) or franchisee is providing that service. Sending a local government paramedic along with a private EMS unit does not change the fact that it is a private transport and should still be excluded from these questions.
Basic life support (BLS) is a primary level of pre-hospital care that includes the recognition of life threatening conditions and the application of simple emergency life-saving procedures, including the use of adjunctive equipment aimed at supporting life.

Advanced life support (ALS) is a sophisticated level of pre-hospital care that builds on basic life support procedures and includes the use of invasive techniques such as advanced airway management, cardiac monitoring and defibrillation, intravenous therapy, and the administration of specific medications to save the patient’s life.

Level of response: BLS or ALS. Calls should be reported in the category assigned as they are initially dispatched. Thus, even if a call originally dispatched as an ALS call is later downgraded, it should still be counted as an ALS response.

**NOTE**
- Generally, the percentage of emergency calls responded to within a given amount of time is greater than the percentage of non-emergency calls responded to within that same time. The percentage of total calls responded to in that time is a weighted average between those two. For example, if there are 3 emergency calls, all responded to in 5 minutes or less, and 2 non-emergency calls, only one of which was responded to in 5 minutes or less, then the emergency response in 5 minutes or less is 100%.
- Include all calls that would fall into each category (total and emergency), regardless of conditions that may be encountered during the response (e.g., traffic, severe weather, etc.) that may make the response time “out of the jurisdiction’s control.” The intent of this question is not to capture what policies, goals or standards jurisdictions may have, but what they have actually experienced. For instance, if the adopted standard states that 90% of emergency calls should be responded to within a given period of time, and of 20 calls, 17 were responded to within that period of time, while 3 encountered heavy traffic and delayed arrival, the response should be 85% of all emergency responses, (not 100% of all non-disqualified emergency responses).