

**FY2017 PLANNING MEETING  
MARCH 29, 2016**

**REPORT OF PROCEEDINGS**



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# FY2017 PLANNING MEETING REPORT OF PROCEEDINGS

## Introduction

The 2016 Planning Meeting of the Montgomery County Fire and Rescue Service (MCFRS) was held on March 29, 2016 at the Public Safety Headquarters in the Fire Chief's Conference Room.

Meeting participants included the following MCFRS leaders, managers and staff:

- Fire Chief Scott Goldstein
- Division Chief Stephen Jones, Operations Division
- Division Chief Diane Zuspan, Human Resources Division
- Division Chief Dominic Del Pozzo, Fiscal Management Division
- Scott Gutschick, Manager III, Planning and Accreditation Section
- Demetrios Vlassopoulos, Accreditation Manager, Planning and Accreditation Section
- Linda Dowdy, Administrative Specialist II

Note: Division Chiefs Alan Hinde (Volunteer and Community Services Division) and David Steckel (Support Services Division) were not in attendance but provided input beforehand concerning their division's priority initiatives for FY17.

The meeting was led/facilitated by Planning & Accreditation Section Manager Scott Gutschick. Notes were taken by Linda Dowdy.

One month prior to the Planning Meeting, participants were asked to prepare for the meeting by:

- Reviewing the MCFRS vision, mission, guiding principles and department-level goals
- Reviewing the initiatives and priorities found in the draft *2016-2022 Fire, Rescue, Emergency Medical Services, and Community Risk Reduction Master Plan*
- Reviewing the MCFRS FY16 Strategic Plan
- Obtaining input from their Division's Section Managers
- Identifying three priority initiatives to present at the meeting [Note: Most divisions identified and presented more than three initiatives.]

## Meeting Objectives and Agenda

The primary objectives of the 2016 Planning Meeting included the following:

- To review and modify (as needed) the MCFRS vision, mission, guiding principles, and department-level goals.
- To identify departmental priority initiatives for FY2017 (July 1, 2016 – June 30, 2017) for inclusion in the MCFRS' FY17 Strategic Plan.

The secondary objectives of the meeting included the following:

- To review and discuss the schedule for preparation of the MCFRS FY17 Strategic Plan.
- To discuss the need for and approach to updating the division/section-level goals and objectives.

The agenda for the 2016 Planning Meeting included the following elements:

- I. Purpose of Meeting
- II. Review of MCFRS Vision, Mission, Guiding Principles and Goals
- III. Impact of CE's Recommended FY17 Operating Budget on MCFRS' FY17 Initiatives
- IV. Priority Initiatives for FY17:
  - A. Fiscal Management Division
  - B. Operations Division
  - C. Human Resource Division
  - D. Support Services Division
  - E. Volunteer & Community Services Division
  - F. Planning & Accreditation Section
- V. Ranking of Priority Initiatives
- VI. Development of FY17 Strategic Plan
  - A. Discussions with Division Chiefs and Section Managers for details of initiatives
  - B. Schedule for completion, review and approval of plan
- VII. Updating of Division/Section Goals & Objectives

# 1. VISION, MISSION, AND GUIDING PRINCIPLES

## Vision

Existing Vision: *The Montgomery County Fire and Rescue Service's vision is to keep our communities safe, secure and healthy by providing the best fire, rescue, emergency medical services and related services, utilizing career and volunteer resources.*

Discussion among meeting participants centered on whether the word “best” was needed, whether the word “resources” should be replaced by something more personal such as “personnel,” and whether to insert wording stating that MCFRS is part of the community. The consensus decision was to have the words “best” and “resources” remain and to insert narrative emphasizing that MCFRS was part of the community.

Following the 2016 Planning Meeting, there was additional work performed by Chief Goldstein and Scott Gutschick. on rewording of the MCFRS Vision – see below.

Replacement Vision (approved by Chief Goldstein on 4/15/16): *The Montgomery County Fire and Rescue Service's vision is to enhance public safety and support quality of life through direct immersion in our communities, effectively blending outreach and education, and by leveraging our career and volunteer workforce to deliver exceptional services and improve our resiliency to meet increased challenges.*

## Mission

Existing Mission: *The mission of the Montgomery County Fire and Rescue Service is to protect lives, property and the environment with comprehensive risk reduction programs and safe and effective emergency response provided by highly skilled career and volunteer service providers representing the County's diverse population.*

There were no comments concerning the need for modification, so the existing MCFRS mission will remain unchanged.

## Guiding Principles

Existing Guiding Principles:

*Our Montgomery County Fire and Rescue Service providers will:*

- *Deliver services to our customers with impartiality and excellence*
- *Promote the highest standards of safety and welfare*
- *Serve with integrity and mutual respect*
- *Promote the efficient and effective utilization of our resources*

- *Ensure that all organizations and personnel comprising the Fire and Rescue Service share the responsibility for continuously improving their capabilities, effectiveness, and efficiency*
- *Be responsible for the honor of our profession and public service*
- *Recognize the importance of diversity of our workforce and communities*
- *Promote equity and harmony among career and volunteer personnel*
- *Maintain and promote open honest communication, creativity, and competence*
- *Continuously improve public confidence and trust*
- *Be accountable and ethical*

There were no comments concerning the need for modification, so the existing MCFRS guiding principles will remain unchanged.

## 2. DEPARTMENTAL GOALS

Existing department-level goals are shown below along with modifications and additions (highlighted in grey) coming as a result of discussion during the Planning Meeting. There was also discussion concerning Goal #15 as to whether CountyStat should be mentioned; however, it was decided that inclusion of “performance measurement” in the goal encompassed the measurement of departmental performance achieved through CountyStat.

### OVERARCHING DEPARTMENTAL GOAL

To comprehensively plan for the future needs of the Montgomery County Fire and Rescue Service and its customers by addressing all aspects of MCFRS capabilities to deliver effective and efficient emergency and non-emergency services as well as capabilities to address the functional, developmental, wellness, and safety needs of the organization.

### DEPARTMENTAL GOALS

1. To set a desirable and attainable course for the future through strategic planning and with the establishment and periodic updating of “SMART<sup>1</sup>” goals and objectives.
2. To reassess and refine our vision, mission, and guiding principles periodically.
3. ~~To prevent the 9-1-1 call; minimize deaths, injuries and property damage; and render occupancies safe through a comprehensive risk reduction strategy. [Former goal]~~  
 [Replacement goal] *To minimize the number of deaths and number/severity of injuries to our customers through a comprehensive, all-hazards, risk reduction strategy implemented through our community outreach program.*

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<sup>1</sup> SMART – Specific, Measureable, Attainable, Relevant, and Time-dependent

4. To maintain our operational readiness at all times for an all-hazards mission and response capability, including emergency medical services, fire suppression, technical rescue, water/ice rescue, aviation fire-rescue, hazardous material, and explosive device emergency services.
5. To ensure that sufficient numbers of personnel, apparatus, equipment, and facilities are in place to effectively and efficiently deliver emergency services and achieve our adopted standards of response coverage.
6. To deploy and leverage our resources to best serve our customers' needs while maximizing our effectiveness and efficiency.
7. To maximize the utilization of our career and volunteer resources to achieve our mission.
8. To seek and sustain tactical and strategic partnerships with other county, municipal, regional, state and federal agencies and private sector organizations to enhance our capabilities to prevent, respond to, and mitigate emergency incidents locally and regionally in keeping our homeland safe.
9. To maintain and grow our infrastructure, including facilities, apparatus, equipment, communications systems, and information technology systems to support our mission.
10. To provide for and enhance the wellness, safety, training, and development of our personnel, including implementation of risk reduction strategies to improve occupational safety and to improve the health and wellness of MCFRS personnel.
11. To ensure that MCFRS continuously recruits the career and volunteer personnel required to effectively deliver our services and programs and undertakes the steps needed to retain these individuals for long-term service to the community.
12. To address the current and projected needs for career and volunteer leadership and workforce development, including adequate training programs.
13. To ensure MCFRS embraces diversity, that our membership is reflective of the community served, and that our environment is open and accepting to all members of the community.
14. To establish an organizational commitment to evaluate, develop, and implement new technologies and innovations on a continuous basis that will enhance the effective delivery of services and performance of business processes.
15. To evaluate our progress, measure our performance, and strive for continual improvement through accreditation, performance measurement, dashboard monitoring, and program appraisal.
16. [New Goal] *To ensure the transparency of our business operations and that open lines of communication are maintained with our customers.*

### 3. IMPACT OF FY2017 BUDGET ON FY17 INITIATIVES

Fiscal Management Division Chief Dominic Del Pozzo provided an overview of the impact of the County Executive's Recommended FY17 Operating Budget on the identification of FY2017 initiatives for MCFRS. He reminded meeting participants that the County Council could modify the CE's budget before approving it which would have further impact (positive or negative) on MCFRS' FY17 initiatives. D/C Del Pozzo's overview focused on the following:

- Shifting Fire Code Compliance function, including Section personnel and resources, to the Department of Permitting Services (to be initiated in April 2016 but having a full year impact in FY17).
- Hyattstown Engine 709 and Hillandale Aerial Tower 724 would be taken out of service.
- ALS enhancements would include:
  - Adding a fourth person (i.e., firefighter-paramedic) to three engines (E710, E711, E726) presently having 3-person staffing and no paramedic.
  - Initiating ALS chase car service at one station while converting that station's medic unit to a BLS transport unit.
- Initiating a recruit class in January 2017 with 66 students, 16 of which would be trained as firefighter-paramedics.
- Replacement of SCBA under a 7-year master lease agreement.
- If MCFRS were to be awarded a SAFER Grant from the Department of Homeland Security during FY17, additional engines having 3-person staffing would be upgraded to 4-person staffing including a firefighter-paramedic. [This initiative may not be realized until FY18 due to timing of the grant award as well as timing of the hiring process for the new firefighters who would fill the new positions plus the recruit class for training them.]

### 4. FY2017 INITIATIVES

During the Planning Meeting, each Division and the Office of the Fire Chief was given the opportunity to identify and briefly describe three priority initiatives for FY17; although some had more and some had less as could be expected. The objective was to provide a macro-level description of the initiatives, with detail to be provided and discussed during subsequent meetings between the Planning & Accreditation Section Manager (who will write the FY17 Strategic Plan) and each Division Chief. The initiatives of each Division are shown below. In the case of the two divisions whose division chiefs were not in attendance at the meeting, the Planning & Accreditation Section Manager summarized the initiatives given to him beforehand by those division chiefs and their written descriptions of their initiatives were handed out.

The ranking of initiatives was deferred as it was determined that ranking would be done by the Fire Chief during the review phase of the draft FY17 Strategic Plan.



## OPERATIONS DIVISION

Division Chief Jones presented the following FY17 initiatives for the Operations Division:

- Advanced Life Support (ALS) services expansion:
  - Phase 1:
    - Continue implementation of 4-person staffing of engines by adding a firefighter-paramedic to Engines 710, 711 and 726 (paramedics coming off of Medics 704, 730 and 735, with those units converted to BLS transport units).
    - Initiate an ALS chase unit at the Bethesda-Chevy Chase Rescue Squad (Station 41) by replacing the medic unit with an ALS chase unit; the medic unit then converted to a BLS transport unit.
  - Phase 2:
    - Initiate ALS chase units at Stations 3, 8 and 25, by replacing the medic unit at each of these stations (two medic units in the case of Station 8) with an ALS chase unit; each medic unit then converted to a BLS transport unit.
  - Phase 3:
    - Complete implementation of 4-person staffing of engines by adding a firefighter-paramedic to Engines 702 and 720 (paramedics coming off of Medics 729 and 731, with those units converted to BLS transport units).
    - Initiate ALS chase unit at Stations 1, 12 and 15.
- EMS quality improvement (QI) position: Establish a Captain or Lieutenant position within the EMS Section to assist with QI for ALS and BLS services.
- Expansion of EMS Duty Officers: Establish three additional EMS Duty Officer positions to achieve total of five (i.e., one per battalion including two existing EMS Duty Officers).
- Special Operations Captain position: Establish a Captain position to serve as the Special Operations Training Officer.
- Increase BLS capacity: Establish additional BLS transport units at stations (to be determined) having transport units with call loads above the department's 2500 incidents /year threshold.
- Initiate 4-person staffing on special services units: Initiate 4-person staffing on busiest units (to be determined) by adding a firefighter-paramedic to 3-person aerial units and rescue squads.

## HUMAN RESOURCES DIVISION

Division Chief Zuspan presented the following FY17 initiatives for the Human Resources Division:

- Reduce the number of collisions and injuries (from all causes) involving fire-rescue personnel and apparatus.
- Revamp the hiring process in order to attract and hire career recruits that are high performers and more representative of the County's diversity.
- Relocate Fire-Rescue Training Academy operations from the existing PSTA to the new PSTA scheduled to open in September 2016.
- Maintain MCFRS' three training-related accreditations:
  - Paramedic training program (institution) – accredited by CAAHEP/COAEMSP
  - EMS training program – accredited by MIEMSS
  - Overall fire, rescue and EMS training program – accredited by FSPQB (“Pro Board”)

## SUPPORT SERVICES DIVISION

DC Steckel submitted the following FY17 initiatives for the Support Services Division:

- Increase staffing for the Fleet Maintenance and Facilities Maintenance Sections
- Initiate station projects
  - Montgomery Village Station 39
  - Shady Grove Station 36 (more likely deferred to FY18)
  - Station 25 expansion/renovation
  - LFRD renovations – Stations 16, 26 and 40
  - Level-of-effort projects
- Select and implement new inventory system for the Property & Supply Section that covers all equipment (i.e., clothing, protective gear, SCBA) in a single system.
- IT enhancements:
  - Implement Fire RMS/Motorola CAD Interface
  - Replace mobile devices for eMeds
  - Replace Property Tracker and SCBA Tracker, with integration to PosiChek
  - Migrate Telestaff database engine from SQLAnywhere to MS SQLServer
  - Implement fire station network security enhancement
  - Implement Online Analytical Processing System

## VOLUNTEER & COMMUNITY SERVICES DIVISION

Division Chief Hinde submitted the following FY17 initiatives for the Support Services Division:

- Revamp the delivery method for the Community Outreach Program through greater involvement and utilization of community partners and firefighter-rescuers.
- Expand volunteer staffing and reduce failures to respond (FTRs) at stations having integrated career-volunteer staffing, including Stations 10, 15, 17, 40 and 42 (R2).
- Increase the retention of deployable CERT members (i.e., “Go Team” members).

## FISCAL MANAGEMENT DIVISION

Division Chief Del Pozzo stated that his division did not have any specific initiatives for FY17; rather that his division would continue to support the overall initiatives of the department from the fiscal management perspective.

## OFFICE OF THE FIRE CHIEF, PLANNING & ACCREDITATION SECTION

Section Manager Scott Gutschick and Accreditation Manager Jim Vlassopoulos presented the following initiatives for the Planning & Accreditation Section:

- Finalize the 2016-2022 Master Plan in conjunction with County Council review/approval.
- Prepare the FY18 Strategic Plan.
- Participate in site evaluation (to be led by the Department of General Services) for new Station 39 - Montgomery Village.
- Serve as MCFRS liaison for State/County mass transit projects, including Purple Line, Corridor Cities Transitway, and Bus Rapid Transit system, advocating for MCFRS needs and concerns regarding system design.
- Prepare and submit the Annual Accreditation Compliance Report to the Commission on Fire Accreditation International (CFAI).
- Update department’s Self-Assessment Manual and Community Risk Assessment & Standards of Cover document in preparation for the 2018 re-accreditation.
- Develop uniform appraisal process for each program addressed in Category 5 of CFAI’s Fire and Emergency Services Self-Assessment Manual (FESSAM), 9<sup>th</sup> edition.

## 5. FY17 STRATEGIC PLAN PREPARATION

Planning & Accreditation Section Manager Scott Gutschick presented to Planning Meeting participants the methodology and schedule for developing and finalizing the FY17 Strategic Plan. The development schedule is shown in Figure 1. Before the first draft is written, Mr. Gutschick will meet individually with each Division Chief and his/her section managers (per division chief's prerogative) to discuss the specifics of each initiative to obtain sufficient detail for inclusion in the Strategic Plan.

**Figure 1. Strategic Plan Development**

### SCHEDULE FOR COMPLETING FY17 STRATEGIC PLAN

	<u>Date</u>
Meet with Division Chiefs and Section Managers as needed	4/15/16
Complete Draft #1	4/29/16
Distribute Draft #1 to Division Chiefs for review & comment	5/02/16
Comments on Draft #1 due	5/17/16
Complete Draft #2 based on comments received	5/31/16
Submit Draft #2 to Fire Chief for review and comment	6/01/16
Complete Final Plan	6/17/16
Obtain final approval by Fire Chief	6/28/16
Disseminate plan via email and QuickLinks	6/30/16

## 6. DIVISION/SECTION GOALS & OBJECTIVES

Scott Gutschick informed the Division Chiefs that goals and objectives of the Divisions and Sections were in need of review and updating. Doing so will meet an accreditation maintenance requirement as well as a departmental best practice. Updating of the Division/Section goals and objectives will also bring them in alignment with department-level goals that were reviewed and updated during this Planning Meeting.

Mr. Gutschick informed meeting participants that he would soon be sending to Division Chiefs the most recent set of Division/Section goals and objectives to review and update with input from their Section managers. He explained that he had recently reformatted the table to add a column indicating accreditation criterion corresponding to the goals and objectives. He had also made adjustments to entries in the “Division/Section” column so that the column reflects the organizational restructuring that had been implemented in January 2016. Mr. Gutschick indicated that updates would need to be completed within approximately one month (specific date to be announced). Upon review/approval of the updated goals and objectives by the Fire Chief, the 2016 Annual Compliance Report to the Commission on Fire Accreditation International (CFAI) will identify this FY16 achievement.

Jim Vlassopoulos informed meeting participants that he would like to upload the goals and objectives – either the existing version or the soon-to-be updated version – to MCFRS QuickLinks so that the goals and objectives could be readily accessed by all MCFRS personnel. He explained that this action would allow MCFRS to achieve compliance with an accreditation requirement and that it would be reported as having been completed within the 2016 Annual Compliance Report to CFAI. Mr. Vlassopoulos indicated that he would prepare an Information Bulletin announcing that the goals and objectives would be available online and encouraging personnel to view them.