

Vlassopoulos, Demetrios (Jim)

From: Cynde Singer <csinger@cpse.org>
Sent: Friday, October 06, 2017 3:15 PM
To: Goldstein, Scott
Cc: Vlassopoulos, Demetrios (Jim)
Subject: ACR Approved!
Attachments: 2017 Montgomery County Fire and Rescue Service - Statement of Findings (Dauer).docx

Dear Chief,

Congratulations! Your Annual Compliance Report has been reviewed and approved. Attached, for your records, is the statement of findings from your reviewer.

We commend you on your efforts and those of the personnel in your department. Your continued dedication to the self-assessment process will certainly result in the continued professional development of your organization and ultimately provide a positive impact to your community.

If you have any questions, please feel free to contact me at any time. Again, congratulations.

Sincerely,

Karl Ristow, CFO, MIFireE
CFAI Program Director



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STATEMENT OF FINDINGS

TO: Commission on Fire Accreditation International

FROM: Dave Dauer, Retired Battalion Chief, Toledo Fire and Rescue Department

DATE: August 13, 2017

SUBJECT: Review of the annual compliance report for the Montgomery County Fire and Rescue Service, Maryland

INTRODUCTION

As the designated representative for the Center for Public Safety Excellence, Inc., I reviewed the Annual Compliance Report (ACR) for the Montgomery County Fire and Rescue Service. The purpose was to review this ACR for disposition of Strategic and Specific Recommendations made by the Peer Assessment Team and to verify that all applicable Core Competencies remain in compliance in accordance with the 8th Edition of the Fire and Emergency Service Self-Assessment Manual (FESSAM).

FINDINGS

Agency Information

The information presented is well prepared and complete. Demetrios Vlassopoulos is the Accreditation Manager for the agency. The reviewer conducted a phone interview with the Accreditation Manager.

Agency/Jurisdiction Description

Montgomery County borders Washington, D.C. and the 500 square miles jurisdiction includes 19 incorporated municipalities. Montgomery County Fire and Rescue Service is a combination fire department of 1,200 career and 800 plus on-call volunteer personnel in 37 fire stations, covering a population of approximately 1,040,000. 32 of the fire stations are associated/owned by local volunteer fire/rescue corporations while 5 fire stations are entirely owned and operated by the Montgomery County Government and staffed only by career employees

This is Annual Compliance Report number 4 for the department.

Agency Jurisdiction Changes

The agency cited the retirement of Operations Division Chief Steve Jones and the promotion of Assistant Chief John Kinsley to the Operations Division Chief. A restructuring plan aligned all agency support service responsibilities (logistics, fleet/apparatus, IT, and facilities) within the Division of Support Services and the creation within the Division of Support Services of the Technical Operations Section. Also, reorganization within the Special Operations Section.

On 10/21/2016 a new 23,000 square foot replacement station opened servicing the Glenmont/Wheaton area. This new station is located not far from where the older station was located. On 11/10/2016, the new \$69M state-of-the-art Public Safety Training Academy opened on a 40-acre County service park. In April of 2017 the entire stock of existing 4.5 Scott SCBA were replaced with all new Scott X3 5.5 SCBA. The agency reports that in FY17 numerous new apparatus in service replacing existing apparatus that included 40 new EMS transport units, 5 new aerial ladders, 2 new tanker/tender, 1 new heavy rescue squad, and 2 new mobile command units

The agency cited that as part of the multiyear Public Safety System Modernization (PSSM) Capital Improvement Project the new Motorola Premier One CAD went live on 4/2/17. In addition, completely new countywide PURVIS Systems station alerting system also on 4/2/17 and part of the PSSM project.

On 3/1/17, the agency launched the Montgomery County Non-Emergency Intervention and Community Care Coordination initiative with a goal of reducing 911 calls for service originating from "EMS super-users". This program received an award during the annual Congressional Fire Service Institute dinner.

There was no significant change to the budget.

Accreditation Model Annual Compliance

The agency indicates it is compliant with all 8th edition core competencies. The agency does note a negative performance trending over the last several years for 9th edition CC 5F.1, 5G.1, 5H.1, 5I.1, 5K.1, 5L.1 pertaining to the alarm handling (phone to dispatch) component of the total response time continuum for numerous operational service delivery programs. The agency has a credible plan for improvement.

As permitted by the 9th edition template the agency did not answer or include exhibits for the listed core competencies. However, during the interview the agency was asked about performance gaps, how goals/objective are examined and modified, and the formal appraisal process.

The agency indicates there has been no changes in compliance with non-core competencies.

Performance Monitoring

The agency indicates it is working towards meeting the performance indicators 2D.8, 2D.9, and 2D.10. The agency is planning on coming before the commission in 2018. The agency is rewriting and working towards compliance with the 9th edition of the FESSAM.

Agency Performance Tracking

The agency completed the baseline performance tracking spreadsheets for Fire Suppression, EMS, Technical Rescue, ARFF, Bomb Squad, Water/Ice Rescue, and Hazardous Materials programs at the 90th Percentile Times for FY 2013 through 2017.

Strategic and Specific Recommendations.

Of the 2 strategic and 11 specific recommendations, all have been accepted and met with implementation or near implementation.

Other Information

The agency described activities relating to the accreditation process, a review of major incidents, and the significant efforts to institutionalize the CFAI accreditation processes within the reporting period. Hyperlinks to gain access to additional information, exhibits and documentation was provided.

Exhibit List

All applicable exhibits were provided and verified.

Verification

Fire Chief Scott E. Goldstein signed the annual compliance report.

CONCLUSION

The Montgomery County Fire and Rescue Service has demonstrated that it is in compliance with all stated benchmarks, core competencies, and performance indicators. The department is in the process of migrating toward compliance with the 9th edition of the FESSAM.

RECOMMENDATIONS

I recommend that the Commission on Fire Accreditation International accept the Montgomery County Fire and Rescue Service Annual Compliance Report and that the Agency retain their Accredited Agency Status.

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Commission on
Fire Accreditation
International

Annual Compliance Report

8th Edition

Montgomery County Fire and Rescue Service
100 Edison Park Drive, 2nd Floor
Gaithersburg, MD
USA 20878-3209



This Report Prepared on July 1, 2017
By
Demetrios Vlassopoulos, Accreditation Manager
For The
Commission on Fire Accreditation International

This Report Represents The Agency's Status
As It Relates To Its Accreditation Report
Dated August 5, 2013

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Preface

The accreditation report submitted to the Commission on Fire Accreditation International (CFAI) enabled the commission to award accreditation status to your agency. Part of the requirements to retain accredited agency status is your commitment to quality improvement by keeping CFAI informed of any significant changes or developments in activities, direction, or programming. This is accomplished by the preparation and submission of an annual compliance report.

The accreditation report is the internal control document of the commission to record your agencies commitment to the quality improvement process. The annual compliance report is the document used by the Commission to monitor your status as it relates to your standards, procedures and practices as well as the progress made toward addressing strategic and specific recommendations.

Each section must be completed and documentation provided for all changes identified. Examples of appropriate documentation are: certified copy of the governing body minutes, CEO written directives, copies of Federal or State Statutes, copies of local ordinances or resolutions, copies of purchase orders, copies of signed contracts, copies of Federal or State administrative rules, copies of Federal or State regulatory agency ordered action or settlement agreement, copies of court ordered action or settlement agreement, copies of local government charters, or copies of voter approved referendum. Copies of any supporting documentation that was used by the agency to effectuate a change should also accompany the compliance report. Examples of supporting documentation are: feasibility studies, ISO grading reports, position papers, legal opinions, recommendation memos, or consultant's reports.

The annual compliance report is due 45 days before the anniversary date of your agency's most recent award of accreditation.

Any questions regarding the report, its content or length should be directed to the [CFAI Program Director](#).

Agency Information

Agency Name: Montgomery County Fire and Rescue Services

Agency Address: 100 Edison Park Drive, 2nd Floor, Gaithersburg, MD 20878

Agency Website: <http://www.montgomerycountymd.gov/mcfrs>

Agency Head: Scott E. Goldstein, Fire Chief

Agency Head E-Mail: Scott.Goldstein@montgomerycountymd.gov

Agency Head Phone: (240) 777-2451

Accreditation Mgr: Demetrios Vlassopoulos

Accred. Mgr. E-Mail: Demetrios.Vlassopoulos@montgomerycountymd.gov

Accred. Mgr. Phone: (240) 777-2405

Date of most recent
Award of Accreditation: 08/14/2013

Annual Compliance
Report due date: 07/15/2017

Annual Compliance
Report Number (1-4): 4

Current ISO Rating 2
If your agency has a split ISO rating please document below:
ISO: FPSA: 02/10 and FDS: 04/10
Rating: 2/4

Current Population: 1,043,863

Department Type: Combination

ACR Reporting Period: 7/16/2016 to 7/15/2017

Agency/Jurisdiction Changes

1. Has there been a change in key positions of the agency during the past reporting period? Yes
 - a. Retirement of Operations Division Chief Steve Jones & promotion of Assistant Chief John Kinsley to Operations Division Chief (Exhibit 1a)
 - b. The next phase of the Fire Chief's Mini-Restructuring Plan including aligning all MCFRS support service responsibilities (logistics, fleet/apparatus, IT, and facilities) within the Division of Support Services and the creation within the Division of Support Services of the Technical Operations Section. (Exhibits 1b & 1c) PI 1A.7
 - c. Reorganization within the Special Operations Section (Exhibit 1d) PI 1A.7
2. Has there been a change in the governance of the agency? No
 - a. If yes, provide description and any applicable exhibits
3. Has there been a change in the area/population the agency protects? Yes
 - a. Increase from 1,036,233 to 1,043,863 [U.S. Census Factfinder – Largest US Counties](#)
4. Have there been any changes in resources (i.e. equipment, stations, apparatus, etc)? Yes
 - a. On 10/21/2016 the new 23,000 Sq. Ft. Fire Station 18 opened servicing the Glenmont/Wheaton area. This new station is located not far from where the older station was located. The new facility will allow effective response to the community for many years. (Exhibit 2a) Criterion 6A & 6B
 - b. On 11/10/2016 the new \$69M state-of-the-art Public Safety Training Academy opened on a 40-acre County service park. (Exhibit 2b) Criteria 6A & 6B and completes 2013 FESSAM PI 8C.1 plan.
 - c. 2017-April entire stock of existing 4.5 Scott SCBA replaced with all new Scott X3 5.5 SCBA (Exhibit 2c) Criterion 6F
 - d. FY17 numerous new apparatus in service replacing existing apparatus. Criterion 6C (Exhibits 2d). 40 new EMS transport units, 5 new aerial ladders, 2 new tanker/tender, 1 new heavy rescue squad, 2 new mobile command units
 - e. Part of the multiyear Public Safety System Modernization (PSSM) Capital Improvement Project comes to fruition with the cutover to the new Motorola Premier One CAD on 4/2/17 (completes 2013 FESSAM plan for 9B.3 which also references 9B.1). In addition, completely new countywide PURVIS Systems station alerting system also on 4/2/17 (Exhibits 5a & 5b) and part of the PSSM project.

5. Have there been any changes in programs/services? Yes
- a. On 8/7/16, the three-firefighter staffed Engine 726 became a four-firefighter staffed Paramedic Engine 726 which will enhance ALS response times to that part of the Bethesda community. (Exhibit 3a) CC 5G.1 (8th edition)
 - b. As documented in the 2016 ACR within Environmental Changes, the whole Fire Prevention and Code Compliance Section was moved to a different agency, the Department of Permitting Services. However, and as documented in the 2016 ACR Changes in Compliance with Legal Requirements section, a law needed to pass and a revision of County Code Chapter 22 was needed to address this change. This has been completed. (Exhibit 3b for Bill and Exhibit 3c for Code Chapter 22 example)
 - c. On 3/1/17, the MCFRS launched the Montgomery County Non-Emergency Intervention and Community Care Coordination (MCNIC³) initiative with a marked MCFRS vehicle and with the goal of reducing 911 calls for service originating from "EMS super-users" (Exhibit 4a). This program received an award during the annual Congressional Fire Service Institute dinner (Exhibit 4b).
 - d. On 6/18/17 Engines 710 and 711, each staffed daily with three fire fighters, became Paramedic Engines and now staffed with four FF's.
 - e. On 6/18/17 Medic 704, 730, & 735 became BLS Ambulances and a new resource, A706 was placed into service.

Describe any significant changes to your annual budget?

On May 25, 2017 the Montgomery County Council unanimously approved a 5.4 billion dollar fiscal year (FY) 2018 (7/1/17 to 6/30/18) operating budget. The MCFRS FY18 approved budget is for 214.9 million, which is a one-million dollar reduction from FY17's budget.

However, the following new and enhanced initiatives are still included in the MCFRS FY18 budget:

- 1,286 positions, a decrease of 17 from FY17 (911 call-taker positions transferred to Montgomery County PD as part of the Emergency Communications Center consolidation project)
- Recruit Class 42: 70 graduates
- Overtime funding to reduce response time at Sandy Spring (FS 40)
- Five FTEs to establish a Paramedic Chase Unit at Aspen Hill (FS 25)

- \$450,000 for five FTEs to add fourth person 24/7 to Takoma Park's Engine 702 and make it a Paramedic Engine
- \$190,000 for a Washington Metropolitan Area Transportation Authority Rail Operations Control Center captain position to enhance local and regional Metrorail emergency responses

Accreditation Model Annual Compliance

A. Is your agency in compliance with all core competencies? Yes

If you are not in compliance, identify and explain all core competencies and then provide your plan for improvement during the next year (see example below). Ensure you provide exhibits as necessary. Note that during the phone interview regarding your ACR, the reviewer may have questions regarding these competencies and request additional exhibits.

1. 9th edition CC 5F.1, 5G.1, 5H.1, 5I.1, 5K.1, 5L.1: Given its standards of cover and emergency deployment objectives, the agency meets its staffing, response time, station(s), apparatus, and equipment deployment objectives...

Identify and explain: MCFRS remains compliant with these core competencies; although acknowledges, in general, negative performance trending over the last several years pertaining to the alarm handling (phone to dispatch) component of the total response time continuum for numerous operational service delivery programs. This is documented and displayed as an exhibit within the performance tracking charts of this report.

MCFRS acknowledges the following reasons for these negative trends:

- a) During FY15 (7/1/14 to 6/30/15) the agency began a multiyear initiative to civilianize 33 uniformed fire call-taking and dispatch positions in the Emergency Communications Center (ECC). This is documented in the MCFRS 2015 ACR within the Agency Environmental Changes section and Exhibit #4 in the report.
- b) Effective April 20, 2015, MCFRS ECC call-takers (new civilian and seasoned uniformed) began using the Fire Priority Dispatch System (FPDS) to triage all 911 fire, hazmat, technical rescue, water and ice rescue, ARFF, and public service calls. Prior to this the agency used its own internal 911 triage system for handling these call types. [Click here to view MCFRS Information Bulletin 15-01](#) documenting this system upgrade.
- c) Effective 4/2/17 and documented in this ACR under Exhibit 5A, MCFRS ECC cutover to a new CAD system.

- d) Since FY15 MCFRS has been mandated to and working on transitioning all ECC functions to the Montgomery County Police Department (MCPD) where this "major transition" will "become a consolidated function in the Department of Police". [Click here to view the 2015-04-13 MCFRS and County Council Public Safety Committee Operating Budget Work Session document](#) and read the beginning of the bottom of page 4.
- e) MCFRS dispatched incident call load increasing by ~3-5%/year.
- f) Montgomery County, Maryland is a "majority minority" county with many residents and visitors who are ineffective English speakers. As such, the ECC many times has to deploy the Language Line to help communicate and determine the needed services. This inherently causes a significant increase in phone-to-dispatch times when measuring at the 90th percentile fractile. It is also noted that a [2014-December M.C. Department of Transportation study titled Language Assistance Plan](#) indicates on page 3, approximately 15% (139,000) [residents] speak English less than "very well" and approximately 9% (83,500) speak English "not well" or "not at all".
- g) Montgomery County has two major interstates and one major state highway within its boundaries. Interstate 495 the Capital Beltway and Interstate 270, are some of the most heavily travelled roads on the east coast. Many highway-related calls for service come in via cell phone and require telecommunicators to spend a lot of time trying to determine the location of the emergency. MCFRS will continue working with MCPD ECC leadership to deploy more accurate cell phone GPS mapping applications such as Next Generation 911 systems.

Acknowledging all of the aforementioned have contributed to an increase in alarm handling times at the 90th percentile fractile, it is noted that MCFRS first-arriving unit total response time during this period have not significantly increased. This is due in part because of improved turnout times and even slightly improved travel times. This is important to note as the agency has seen a 3 to 5 percent increase in calls for service per year during the last few years. In addition, when the new CAD system went online on 4/2/17, the agency began using automatic vehicle locator (AVL) select and recommend for the closest unit technologies. This feature should also help decrease response times.

Plan for improvement: MCFRS understands the criticality of not just reducing alarm handling times, but assuring the call-taker nationally-accepted triage software (EMS & Fire Priority Dispatch) is properly utilized so the proper MCFRS response plans for the risk(s) are deployed.

The plan includes:

- a) At least monthly meetings between the MCFRS Assistant Chief Communications Section with the MCPD Communications Director to discuss issues surrounding the consolidation.
- b) Delaying the full transfer of Fire/Rescue ECC responsibilities to MCPD until more training and mentoring can occur with civilian telecommunicators (this has already occurred).
- c) MCFRS will work with MCPD to determine the actual amounts of time per month the Language Line is deployed so a quantitative analysis can transpire to determine actual impacts.
- d) Continued focus and investigation on specific incidents where upper and lower call processing deviation limits have been exceeded. Determine the cause(s) and address through training, coaching & counselling, positive reinforcement, and if needed, progressive discipline. If there is a technological or business management issue, work to address.
- e) Continue to closely monitor performance as decreases in alarm handling times should be realized as new and seasoned telecommunicators become more familiar with the new technologies and develop more experience.
- f) Continue working toward achieving the National Academies of Emergency Dispatch Accredited Center of Excellence award and designation for the ECC.
- g) Establish and begin using an Emergency Communication Nurse Service (ECNS) at the Emergency Communications Center (ECC). ECNS is a nurse triage system comprised of over 200 protocols designed to be implemented within an EMS communications center and used in conjunction with International Academy of Emergency Dispatch's Medical Priority Dispatch System to provide alternative care for callers having low-acuity (Omega-level) determinant codes.

Finally, a few of the aforementioned components of the plan to address the deficiencies are not just included in this ACR but are memorialized within the approved MCFRS 2016 to 2022 Master Plan. The reader/reviewer is encouraged to review this exhibit and [hyperlink to this master plan and scroll to page 5-23](#) and review the Communications Efficiencies section.

B. Agencies will provide exhibits for the following core competencies each year: **N/A:**

8th Edition Agency

- a. 2D.6
- b. 3D.1
- c. 5A.5
- d. 5B.3
- e. 5C.5
- f. 5E.3

- g. 5F.7
- h. 5G.3
- i. 5H.3
- j. 5I.2 – If Applicable
- k. 5J.2 – If Applicable
- l. 5K.2 – If Applicable
- m. 9B.10

C. Have there been any changes in compliance to non-core competencies? No

Please identify and explain all changes in non-core competencies and provide your plan for improvement (if needed) during the next year (see example below). Ensure you provide exhibits as necessary. Note that during the phone interview regarding your ACR the reviewer may have questions regarding these competencies and request additional exhibits.

Example:

1. 4A.1 The governing body and regulatory agencies give the agency appropriate direction in budget and planning matters within their scope of services.

Identify and explain:

Plan for improvement:

Performance Monitoring

Are you currently meeting the following performance indicators? Yes

If yes, please provide the exhibit. If no, describe your plan for doing so in the future.

2D.8 On at least an annual basis, the agency formally notifies the authority having jurisdiction (AHJ) of any gaps in the operational capabilities and capacity of its current delivery system to mitigate the identified risks within its service area, as identified in its standards of cover.

Identify and explain: MCFRS leadership routinely meets with the Montgomery County Council's Public Safety Committee where they are apprised of not only gaps but successes. (Exhibit 6a). Additionally, MCFRS meets with this committee during proposed fiscal year budget work sessions, which include documented successes and gaps within legislative analyst memoranda. Service level delivery gaps are documented as well as strategies to close those gaps. Programmatic successes are also documented. (Exhibit 6b)

Plan for improvement:

2D.9 On at least an annual basis, the agency formally notifies the AHJ, Montgomery County Council, of any gaps between current capabilities, capacity, and the level of service approved by the AHJ.

Identify and explain: In addition to what is explained above regarding PI 2D.8 (also applicable to this PI), MCFRS, on a quarterly basis, provides operational performance data to the Montgomery County's CountyStat Office of Performance and Measurement where the data is posted online and compared to prior quarters. This comparison offers a transparent way for the AHJ and all citizen stakeholders to determine baseline gaps and/or enhancements and thus, the level of service is quantified. In addition, a Performance Improvement Plan is listed for each of the measured programs (Exhibit 7).

MCFRS also provides a Performance & Accountability Report to the CountyStat Office annually that includes agency headline performance measures' data for the past fiscal year compared to the previous three years (i.e., performance trends), factors contributing to current performance, factors restricting performance improvement, and a performance improvement plan for each headline measure. The Performance & Accountability Report is also posted online by CountyStat; thus, making it available to the County Council as well as the public.

Plan for improvement: Continue as listed above.

2D.10 The agency interacts with external stakeholders and the AHJ, Montgomery County Council, at least once every three years, to determine the stakeholders' and AHJ's expectations for types and levels of services provided by the agency.

Identify and explain: The following provide examples of how MCFRS routinely interacts with external stakeholders and the AHJ. These interactions provide effective feedback on service delivery programs, expectations, and levels of service to name a few. [Click here for Exhibit 9 that packages numerous documents to support these examples.](#)

- (a) The Office of the County Executive's Fire and Emergency Services Commission holds monthly meetings as required in Chapter 21 of the County Code to discuss and perform appropriate actions in reference to MCFRS. This Commission is composed of 7 voting members appointed by the County Executive and confirmed by the County Council. Two members must be County career fire/rescue personnel, 2 members must be volunteer local fire and rescue department personnel, and 3 members must have no personal, family, or business connection with the County volunteer or career fire and emergency services. Each member must be a resident of the County. The members should reside in various geographic areas of the county and have a variety of occupational backgrounds.
- (b) The Fire Chief has directed Division Chiefs or their designee to serve as liaisons to Citizen Advisory Boards by attending monthly meetings at the five Montgomery County Government Regional Service Centers. [The mission statement of these centers](#) is "to represent the County in their respective regions by providing effective, timely liaison between Montgomery County and its residents and businesses and by working with individuals, community groups, regional Citizens' Advisory Boards, and other public agencies to provide information, identify and assess regional problems and issues, and recommend and/or implement solutions."
- (c) The MCFRS Master Planning process requires public hearing(s) per County Code, Section 21-12(b). The MCFRS Planning Manager attends Citizens Advisory Board meetings and presents the draft Master Plan to solicit input.
- (d) Information pertaining to PI 2D.8 and 2D.9 along with the exhibits previously documented in this report.
- (e) MCFRS is part of the District of Columbia area Council of Governments (COG). As such, MCFRS participates, interacts, and collaborates with other regional Fire/Rescue and public safety agencies to develop synergistic solutions to complex problems. These external stakeholders meet monthly. For [Fire/Rescue, there is a Fire Chief's Committee](#) that is broken down under numerous subcommittees. Chief Goldstein is currently the Vice Chairman of the Fire Chief's committee.

Plan for improvement: Continue as listed above.

Agency Performance Tracking

(Low Risk) Fire Suppression (Single Engine) – A1F - 90th Percentile Times - Baseline Performance			FY 2013 - FY 2017	FY 2017	FY 2016	FY 2015	FY 2014	FY 2013
Alarm Handling Pick-up to Dispatch		Metropolitan	03:54	04:19	04:12	03:36	03:29	03:30
		Urban	04:05	04:31	04:37	04:13	03:14	03:24
		Suburban	04:04	04:40	04:11	03:43	04:18	03:23
		Rural	04:05	04:21	04:37	04:04	03:24	03:39
		Countywide	03:59	04:24	04:16	03:44	03:31	03:30
Turnout Time Turnout Time 1st Unit		Metropolitan	01:58	01:57	01:53	02:03	01:56	02:04
		Urban	02:05	01:59	02:10	02:03	02:19	02:03
		Suburban	02:02	02:02	02:08	02:02	01:57	01:59
		Rural	02:31	02:19	02:29	02:45	03:03	02:24
		Countywide	02:06	02:01	02:04	02:10	02:00	02:08
Travel Time	Travel Time 1st Unit Distribution	Metropolitan	07:19	07:27	07:11	07:07	07:13	07:43
		Urban	09:04	08:36	09:48	08:49	09:32	08:56
		Suburban	08:35	07:54	07:56	09:18	09:18	08:52
		Rural	11:15	10:39	11:19	10:48	11:44	11:51
		Countywide	08:32	08:25	08:34	08:31	08:26	08:36
	Travel Time ERF Concentration	Metropolitan	N/A	N/A	N/A	N/A	N/A	N/A
		Urban	N/A	N/A	N/A	N/A	N/A	N/A
		Suburban	N/A	N/A	N/A	N/A	N/A	N/A
		Rural	N/A	N/A	N/A	N/A	N/A	N/A
		Countywide	N/A	N/A	N/A	N/A	N/A	N/A
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Metropolitan	11:49	12:20	11:42	11:15	11:28	11:52
			n=4936	n=1038	n=991	n=836	n=972	n=1099
		Urban	14:15	13:58	15:17	14:58	13:35	13:21
			n=702	n=167	n=133	n=118	n=146	n=138
		Suburban	13:47	12:58	13:33	14:40	14:45	12:23
			n=743	n=166	n=157	n=27	n=141	n=152
		Rural	16:14	15:38	16:52	16:50	15:47	16:45
			n=1272	n=246	n=295	n=218	n=258	n=259
		Countywide	13:09	13:24	13:17	13:13	12:54	12:51
			n=7653	n=1617	n=1576	n=1299	n=1517	n=1648
	Total Response Time ERF Concentration	Metropolitan	N/A	N/A	N/A	N/A	N/A	N/A
			N/A	N/A	N/A	N/A	N/A	N/A
		Urban	N/A	N/A	N/A	N/A	N/A	N/A
			N/A	N/A	N/A	N/A	N/A	N/A
		Suburban	N/A	N/A	N/A	N/A	N/A	N/A
			N/A	N/A	N/A	N/A	N/A	N/A
		Rural	N/A	N/A	N/A	N/A	N/A	N/A
			N/A	N/A	N/A	N/A	N/A	N/A
		Countywide	N/A	N/A	N/A	N/A	N/A	N/A
			N/A	N/A	N/A	N/A	N/A	N/A

(Low Risk) Other Hazard (Single Unit) – A1N - 90th Percentile Times - Baseline Performance			FY 2013 - FY 2017	FY 2017	FY 2016	FY 2015	FY 2014	FY 2013	
Alarm Handling Pick-up to Dispatch			Metropolitan	03:30	03:30	03:21	03:41	03:31	03:34
			Urban	03:29	03:27	03:10	03:38	03:33	03:37
			Suburban	03:19	03:20	03:07	03:16	03:34	03:23
			Rural	03:41	03:47	03:28	03:50	03:36	03:50
			Countywide	03:30	03:31	03:20	03:39	03:32	03:34
Turnout Time Turnout Time 1st Unit			Metropolitan	02:01	01:58	02:00	02:01	02:00	02:07
			Urban	02:01	02:02	02:00	01:59	01:55	02:08
			Suburban	02:03	01:58	02:03	02:09	01:59	02:07
			Rural	02:14	02:12	02:13	02:21	02:06	02:18
			Countywide	02:02	02:00	02:01	02:03	02:00	02:08
Travel Time	Travel Time 1st Unit Distribution	Metropolitan	06:36	06:06	06:08	07:07	06:50	07:43	
		Urban	07:45	07:15	07:05	08:08	08:08	08:56	
		Suburban	07:53	07:21	07:21	08:27	08:20	08:52	
		Rural	11:01	09:54	10:21	11:22	12:08	11:51	
		Countywide	07:22	06:47	06:51	07:53	07:44	08:36	
	Travel Time ERF Concentration	Metropolitan	N/A	N/A	N/A	N/A	N/A	N/A	
		Urban	N/A	N/A	N/A	N/A	N/A	N/A	
		Suburban	N/A	N/A	N/A	N/A	N/A	N/A	
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	
		Countywide	N/A	N/A	N/A	N/A	N/A	N/A	
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Metropolitan	10:45	10:14	10:18	11:25	11:05	11:18	
			31004	n=7726	n=7563	n=5536	n=5108	n=5367	
		Urban	11:58	11:18	11:15	12:20	12:09	13:16	
			n=2585	n=644	n=607	n=427	n=457	n=469	
		Suburban	11:55	11:14	11:32	12:32	12:29	12:18	
			n=3502	n=871	n=917	n=628	n=541	n=566	
		Rural	15:43	14:26	14:44	16:19	16:19	17:30	
			n=4007	n=1025	n=981	n=690	n=636	n=696	
		Countywide	11:35	10:51	11:03	12:11	11:56	12:26	
			41098	10266	10068	n=7281	n=6742	n=7098	
	Total Response Time ERF Concentration	Metropolitan	N/A	N/A	N/A	N/A	N/A	N/A	
			N/A	N/A	N/A	N/A	N/A	N/A	
		Urban	N/A	N/A	N/A	N/A	N/A	N/A	
			N/A	N/A	N/A	N/A	N/A	N/A	
		Suburban	N/A	N/A	N/A	N/A	N/A	N/A	
			N/A	N/A	N/A	N/A	N/A	N/A	
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	
			N/A	N/A	N/A	N/A	N/A	N/A	
		Countywide	N/A	N/A	N/A	N/A	N/A	N/A	
			N/A	N/A	N/A	N/A	N/A	N/A	

(Moderate Risk) Fire Suppression (2 and 1) – A2-3 - 90th Percentile Times - Baseline Performance		FY 2013 - FY 2017	FY 2017	FY 2016	FY 2015	FY 2014	FY 2013
Alarm Handling Pick-up to Dispatch	Metropolitan	02:59	03:40	03:39	02:49	02:34	02:34
	Urban	02:48	03:38	03:28	02:29	02:35	02:38
	Suburban	02:48	03:28	03:27	02:43	02:23	02:35
	Rural	03:06	03:38	04:03	02:51	02:44	02:47
	Countywide	02:58	03:41	03:39	02:48	02:34	02:35
Turnout Time Turnout Time 1st Unit	Metropolitan	02:06	02:02	02:06	02:06	02:06	02:12
	Urban	02:10	02:07	02:08	02:16	02:09	02:09
	Suburban	02:13	02:11	02:18	02:10	02:10	02:21
	Rural	02:25	02:26	02:41	02:17	02:25	02:29
	Countywide	02:10	02:05	02:10	02:07	02:08	02:13
Travel Time	Travel Time 1st Unit Distribution	Metropolitan	05:10	05:10	05:18	05:15	05:10
		Urban	06:18	06:31	06:35	06:17	06:26
		Suburban	05:51	06:24	06:25	05:42	05:51
		Rural	08:06	08:27	09:43	07:42	08:04
		Countywide	05:37	05:32	05:45	05:35	05:41
	Travel Time ERF Concentration	Metropolitan	08:23	08:01	08:20	08:40	08:42
		Urban	09:32	09:07	10:00	10:42	09:40
		Suburban	09:41	09:34	09:13	12:17	09:38
		Rural	12:01	10:37	13:15	12:37	11:17
		Countywide	08:55	08:22	08:47	09:18	09:27
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Metropolitan	08:52	09:24	09:28	08:49	08:31
			15932	n=2030	n=1650	n=4378	n=4240
		Urban	10:00	10:28	10:35	09:38	10:09
			n=1214	n=160	n=118	n=316	n=357
		Suburban	09:36	10:32	10:15	09:07	09:21
			n=1877	n=185	n=130	n=530	n=545
		Rural	11:49	12:55	14:48	11:07	11:21
			n=1565	n=176	n=128	n=454	n=472
		Countywide	09:19	09:51	09:58	09:05	09:06
			20588	n=2551	n=2026	n=5678	n=5614
	Total Response Time ERF Concentration	Metropolitan	12:42	12:20	12:35	12:55	12:56
			n=5575	n=1518	n=1148	n=1103	n=925
		Urban	14:11	13:50	13:33	14:46	14:45
			n=424	n=114	n=71	n=84	n=81
		Suburban	14:00	13:45	13:21	15:32	14:56
			n=469	n=141	n=83	n=83	n=74
		Rural	16:24	15:32	17:17	17:04	16:21
			n=400	n=121	n=78	n=76	n=77
	Countywide	13:10	12:54	13:10	13:35	13:29	13:03
		n=6868	n=1894	n=1380	n=1346	n=1157	n=1090

(High Risk) Fire Suppression – FFA-HY (Hydranted Areas) - 90th Percentile Times - Baseline Performance		FY 2013 - FY 2017	FY 2017	FY 2016	FY 2015	FY 2014	FY 2013	
Alarm Handling Pick-up to Dispatch		Metropolitan	03:18	03:57	03:32	03:05	02:58	02:53
		Urban	03:10	03:43	03:15	03:23	02:38	02:48
		Suburban	03:07	03:20	03:22	02:54	02:45	02:42
		Rural	03:23	03:51	03:53	03:19	02:53	03:21
		Countywide	03:17	03:52	03:31	03:06	02:55	02:52
Turnout Time Turnout Time 1st Unit		Metropolitan	02:12	01:54	02:08	02:12	02:13	02:19
		Urban	02:20	02:01	02:14	02:29	02:21	02:22
		Suburban	02:18	02:21	02:04	02:21	02:16	02:20
		Rural	02:29	02:28	02:45	02:18	02:27	02:35
		Countywide	02:14	02:01	02:10	02:14	02:15	02:20
Travel Time	Travel Time 1st Unit Distribution	Metropolitan	05:31	05:29	05:48	05:46	05:21	05:12
		Urban	06:59	07:04	05:59	07:24	06:58	06:28
		Suburban	06:37	07:27	06:21	06:41	06:39	06:10
		Rural	06:47	07:02	05:42	06:04	07:22	06:25
		Countywide	05:48	05:47	05:53	06:06	05:45	05:26
	Travel Time ERF Concentration	Metropolitan	16:58	15:28	15:09	16:58	19:16	17:47
		Urban	19:01	13:44	16:41	23:25	23:29	19:01
		Suburban	20:55	23:55	16:54	25:01	19:00	19:57
		Rural	17:30	15:14	17:12	1:01:17	17:33	20:44
		Countywide	17:29	15:28	15:36	17:59	19:21	18:28
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Metropolitan	08:55	09:11	09:08	08:51	08:42	08:49
			n=3255	n=422	n=507	n=783	n=748	n=795
		Urban	10:13	10:03	09:21	10:44	11:02	09:22
			n=275	n=35	n=52	n=72	n=55	n=61
		Suburban	10:00	10:43	09:04	10:00	10:29	09:09
			n=288	n=32	n=45	n=77	n=64	n=70
		Rural	09:58	09:48	11:30	09:08	10:27	09:58
			n=224	n=42	n=32	n=58	n=55	n=37
		Countywide	09:11	09:34	09:17	09:09	09:03	08:54
			n=4042	n=531	n=636	n=990	n=922	n=963
	Total Response Time ERF Concentration	Metropolitan	22:13	20:39	21:55	21:43	24:11	24:51
			n=1160	n=149	n=172	n=283	n=271	n=298
		Urban	26:05	20:10	24:01	29:29	34:42	23:28
			n=118	n=16	n=19	n=36	n=25	n=23
		Suburban	27:43	25:10	23:34	28:53	22:39	37:45
			n=117	n=13	n=25	n=36	n=23	n=22
		Rural	24:15	18:49	23:32	1:05:01	21:42	24:15
			n=87	n=20	n=12	n=22	n=23	n=11
		Countywide	23:14	20:39	22:56	25:01	24:53	25:06
			n=1482	n=198	n=228	n=377	n=342	n=354

(Special Risk) Fire Suppression – FFA-SRHR (High-Rise) - 90th Percentile Times - Baseline Performance		FY 2016 - FY 2017	FY 2017	FY 2016	FY 2015	FY 2014	FY 2013	
Alarm Handling Pick-up to Dispatch		Metropolitan	04:35	04:55	03:43	N/A	N/A	N/A
		Urban	N/A	N/A	N/A	N/A	N/A	N/A
		Suburban	02:26	02:26	N/A	N/A	N/A	N/A
		Rural	03:11	N/A	03:11	N/A	N/A	N/A
		Countywide	04:35	04:55	03:42	N/A	N/A	N/A
Turnout Time Turnout Time 1st Unit		Metropolitan	01:49	01:51	01:45	N/A	N/A	N/A
		Urban	N/A	N/A	N/A	N/A	N/A	N/A
		Suburban	02:32	02:32	N/A	N/A	N/A	N/A
		Rural	01:36	N/A	01:36	N/A	N/A	N/A
		Countywide	01:50	02:00	01:45	N/A	N/A	N/A
Travel Time	Travel Time 1st Unit Distribution	Metropolitan	04:24	04:17	04:34	N/A	N/A	N/A
		Urban	N/A	N/A	N/A	N/A	N/A	N/A
		Suburban	01:20	01:20	N/A	N/A	N/A	N/A
		Rural	03:39	N/A	03:39	N/A	N/A	N/A
		Countywide	04:24	04:17	04:34	N/A	N/A	N/A
	Travel Time ERF Concentration	Metropolitan	15:59	15:59	16:46	N/A	N/A	N/A
		Urban	N/A	N/A	N/A	N/A	N/A	N/A
		Suburban	N/A	N/A	N/A	N/A	N/A	N/A
		Rural	08:16	N/A	08:18	N/A	N/A	N/A
		Countywide	15:59	15:59	16:46	N/A	N/A	N/A
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Metropolitan	08:46	09:12	08:33	N/A	N/A	N/A
			n=124	n=46	n=68	N/A	N/A	N/A
		Urban	N/A	N/A	N/A	N/A	N/A	N/A
			n=	n=XX	n=	N/A	N/A	N/A
		Suburban	06:24	06:24	N/A	N/A	N/A	N/A
			n=1	n=1	n=	N/A	N/A	N/A
		Rural	07:12	N/A	07:12	N/A	N/A	N/A
			n=2	n=XX	n=2	N/A	N/A	N/A
		Countywide	08:46	09:12	08:18	N/A	N/A	N/A
			n=127	n=47	n=70	N/A	N/A	N/A
	Total Response Time ERF Concentration	Metropolitan	21:38	19:28	21:46	N/A	N/A	N/A
			n=29	n=9	n=17	N/A	N/A	N/A
		Urban	N/A	N/A	N/A	N/A	N/A	N/A
			n=	n=	n=	N/A	N/A	N/A
		Suburban	N/A	N/A	N/A	N/A	N/A	N/A
			n=	n=	n=	N/A	N/A	N/A
		Rural	11:34	N/A	11:34	N/A	N/A	N/A
			n=1	n=	n=1	N/A	N/A	N/A
		Countywide	21:38	19:28	21:46	N/A	N/A	N/A
			n=30	n=9	n=18	N/A	N/A	N/A

(Special Risk) Fire Suppression – FFA-NH (Non-Hydrant Areas) - 90th Percentile Times - Baseline Performance		FY 2013 - FY 2017	FY 2017	FY 2016	FY 2015	FY 2014	FY 2013
Alarm Handling Pick-up to Dispatch	Metropolitan	N/A	N/A	N/A	N/A	N/A	N/A
	Urban	N/A	N/A	N/A	N/A	N/A	N/A
	Suburban	04:39	N/A	04:39	N/A	N/A	N/A
	Rural	03:41	04:23	03:42	03:56	03:27	02:26
	Countywide	03:41	04:23	03:42	03:56	03:27	02:26
Turnout Time Turnout Time 1st Unit	Metropolitan	N/A	N/A	N/A	N/A	N/A	N/A
	Urban	N/A	N/A	N/A	N/A	N/A	N/A
	Suburban	03:03	N/A	3:03	N/A	N/A	N/A
	Rural	03:40	04:02	03:36	03:14	03:45	03:53
	Countywide	03:40	04:02	03:28	03:14	03:45	03:53
Travel Time	Travel Time 1st Unit Distribution	Metropolitan	N/A	N/A	N/A	N/A	N/A
		Urban	N/A	N/A	N/A	N/A	N/A
		Suburban	04:51	N/A	04:51	N/A	N/A
		Rural	09:48	09:53	09:07	11:45	09:31
		Countywide	09:48	09:53	09:07	11:45	09:31
	Travel Time ERF Concentration	Metropolitan	N/A	N/A	N/A	N/A	N/A
		Urban	N/A	N/A	N/A	N/A	N/A
		Suburban	N/A	N/A	N/A	N/A	N/A
		Rural	28:34	1:28:15	21:33	59:49	19:21
		Countywide	28:34	1:28:15	21:33	59:49	19:21
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Metropolitan	N/A	mm:ss	N/A	N/A	N/A
			n=	n=XX	n=	n=	n=
		Urban	N/A	mm:ss	N/A	N/A	N/A
			n=	n=XX	n=	n=	n=
		Suburban	10:21	mm:ss	10:21	N/A	N/A
			n=1	n=XX	n=1	n=	n=
		Rural	14:24	14:58	13:22	15:28	14:04
			n=160	n=25	n=29	n=36	n=40
		Countywide	14:54	14:58	13:20	15:28	14:04
			n=161	n=25	n=30	n=36	n=40
	Total Response Time ERF Concentration	Metropolitan	N/A	N/A	N/A	N/A	N/A
			n=	n=	n=	n=	n=
		Urban	N/A	N/A	N/A	N/A	N/A
			n=	n=	n=	n=	n=
		Suburban	N/A	N/A	N/A	N/A	N/A
			n=	n=	n=	n=	n=
		Rural	47:17	2:53:45	32:41	1:11:28	54:04
			n=66	n=9	n=15	n=11	n=19
		Countywide	47:17	2:53:45	32:41	1:11:28	54:04
			n=66	n=9	n=16	n=11	n=19

(Low Risk) EMS – BLS - 90th Percentile Times - Baseline Performance		FY 2013 - FY 2017	FY 2017	FY 2016	FY 2015	FY 2014	FY 2013
Alarm Handling Pick-up to Dispatch	Metropolitan	03:39	03:56	03:42	03:34	03:27	03:26
	Urban	03:48	04:04	03:48	03:47	03:31	03:33
	Suburban	03:45	04:04	03:51	03:40	03:31	03:33
	Rural	03:53	04:10	03:56	03:48	03:41	03:42
	Countywide	03:41	03:58	03:45	03:36	03:28	03:29
Turnout Time Turnout Time 1st Unit	Metropolitan	01:57	01:50	01:55	01:56	02:00	02:04
	Urban	01:59	01:54	02:00	01:58	01:57	02:06
	Suburban	02:00	01:52	02:00	02:02	02:01	02:04
	Rural	02:03	01:57	02:03	02:04	02:03	02:07
	Countywide	01:59	01:52	01:57	01:58	02:00	02:05
Travel Time	Travel Time 1st Unit Distribution	Metropolitan	07:35	07:12	07:26	07:46	07:44
		Urban	08:19	08:08	08:22	08:27	08:12
		Suburban	08:01	07:51	07:55	08:15	08:20
		Rural	09:39	09:19	09:25	09:46	09:58
		Countywide	07:53	07:33	07:46	08:03	08:01
	Travel Time ERF Concentration	Metropolitan	08:07	07:52	08:04	08:16	08:13
		Urban	09:03	08:48	08:58	09:20	09:20
		Suburban	08:51	08:42	08:46	09:01	09:11
		Rural	10:38	10:16	10:19	10:52	10:56
		Countywide	08:30	08:15	08:27	08:38	08:41
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Metropolitan	11:52	11:42	11:44	12:00	11:58
			159493	34281	32939	31596	29551
		Urban	12:37	12:42	12:35	12:42	12:35
			13982	n=3064	n=3028	n=2799	n=2740
		Suburban	12:17	12:24	12:17	12:26	12:14
			18476	n=4001	n=4045	n=3753	n=3483
		Rural	13:59	13:46	13:41	14:09	14:11
			17828	n=3897	n=3717	n=3625	n=3433
		Countywide	12:11	12:02	12:03	12:18	12:16
			209779	45243	43729	41773	40608
	Total Response Time ERF Concentration	Metropolitan	12:30	12:27	12:27	12:34	12:31
			156163	33879	32128	30909	30231
		Urban	13:35	13:35	13:38	13:38	13:40
			13312	n=2952	n=2867	n=2652	n=2613
		Suburban	13:18	13:21	13:28	13:22	13:19
			17586	n=3837	n=3836	n=3553	n=3322
		Rural	15:03	14:52	14:46	15:08	15:13
			16579	n=3664	n=3444	n=3373	n=3199
		Countywide	12:54	12:51	12:53	12:57	12:56
			203640	44332	42275	40487	39365

(Moderate Risk) EMS – ALS1 (One Paramedic) - 90th Percentile Times - Baseline Performance		FY 2013 - FY 2017	FY 2017	FY 2016	FY 2015	FY 2014	FY 2013	
Alarm Handling Pick-up to Dispatch		Metropolitan	03:22	03:35	03:24	03:18	03:14	03:13
		Urban	03:17	03:29	03:21	03:10	03:10	03:06
		Suburban	03:19	03:34	03:15	03:14	03:11	03:08
		Rural	03:21	03:33	03:25	03:19	03:03	03:09
		Countywide	03:21	03:35	03:23	03:18	03:12	03:11
Turnout Time Turnout Time 1st Unit		Metropolitan	01:59	01:51	01:57	01:58	02:01	02:07
		Urban	02:01	01:55	02:00	02:03	02:01	02:05
		Suburban	02:02	01:55	02:03	02:02	02:05	02:07
		Rural	02:05	01:58	02:03	02:03	02:07	02:13
		Countywide	02:00	01:52	01:58	02:00	02:02	02:07
Travel Time	Travel Time 1st Unit Distribution	Metropolitan	06:41	06:21	06:39	06:48	06:53	06:49
		Urban	07:44	07:19	07:44	07:50	07:59	07:51
		Suburban	07:43	07:18	07:45	08:02	07:49	07:45
		Rural	09:08	08:41	09:02	09:03	09:30	09:38
		Countywide	07:07	06:44	07:04	07:14	07:18	07:15
	Travel Time ERF Concentration	Metropolitan	07:54	07:29	07:56	07:57	08:09	08:05
		Urban	09:03	08:23	08:58	09:00	09:36	09:12
		Suburban	08:59	08:34	08:53	09:07	09:24	09:03
		Rural	10:57	10:13	10:49	11:07	11:36	11:12
		Countywide	08:24	07:55	08:24	08:26	08:45	08:34
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Metropolitan	10:45	10:33	10:44	10:46	10:53	10:53
			109142	25191	22774	22162	19176	19546
		Urban	11:36	11:22	11:27	11:52	11:47	11:30
			n=9487	n=2107	n=1912	n=1953	n=1817	n=1692
		Suburban	11:43	11:33	11:36	11:55	11:58	11:46
			11588	n=2626	n=2405	n=2398	n=2148	n=1999
		Rural	13:02	12:44	13:02	12:53	13:14	13:22
			11673	n=2693	n=2551	n=2325	n=2119	n=1975
		Countywide	11:07	10:54	11:05	11:10	11:15	11:13
			141890	32617	29642	28838	25260	25212
	Total Response Time ERF Concentration	Metropolitan	12:09	11:52	12:11	12:05	12:16	12:25
			88127	18432	18599	18870	16148	16074
		Urban	13:13	12:48	13:08	13:05	13:31	13:23
			n=7791	n=1560	n=1586	n=1664	n=1548	n=1428
		Suburban	13:14	12:56	13:00	13:22	13:27	13:18
			n=9602	n=1989	n=2016	n=2033	n=1844	n=1718
		Rural	15:06	14:22	15:12	15:05	15:38	15:27
			n=9477	n=1999	n=2148	n=1991	n=1731	n=1607
		Countywide	12:37	12:16	12:37	12:35	12:50	12:54
			114997	23980	24349	24558	21271	20827

(High Risk) EMS – ALS2 (Two Paramedics) - 90th Percentile Times - Baseline Performance		FY 2013 - FY 2017	FY 2017	FY 2016	FY 2015	FY 2014	FY 2013
Alarm Handling Pick-up to Dispatch	Metropolitan	03:01	03:17	03:03	02:59	02:54	02:54
	Urban	03:01	03:05	03:08	03:02	02:49	02:51
	Suburban	02:57	03:14	02:55	02:56	03:00	02:44
	Rural	03:00	03:25	02:59	02:51	02:49	03:01
	Countywide	03:01	03:16	03:02	02:59	02:53	02:54
Turnout Time Turnout Time 1st Unit	Metropolitan	01:59	01:52	01:56	02:00	01:59	02:09
	Urban	02:01	01:55	02:02	02:02	01:58	02:08
	Suburban	02:00	01:50	01:57	02:03	02:01	02:09
	Rural	02:03	01:59	02:01	02:02	01:59	02:09
	Countywide	02:00	01:52	01:57	02:00	01:59	02:09
Travel Time	Travel Time 1st Unit Distribution	Metropolitan	06:07	06:00	05:59	06:10	06:12
		Urban	06:53	06:28	06:42	07:13	07:11
		Suburban	07:02	06:47	06:53	07:07	07:30
		Rural	08:41	08:27	08:23	08:32	09:05
		Countywide	06:32	06:20	06:24	06:38	06:43
	Travel Time ERF Concentration	Metropolitan	07:52	07:53	07:39	07:53	08:02
		Urban	09:06	08:19	09:27	09:27	09:15
		Suburban	08:44	08:43	08:09	08:44	09:09
		Rural	11:04	11:35	10:20	11:14	11:08
		Countywide	08:27	08:27	08:09	08:30	08:42
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Metropolitan	09:54	09:55	09:45	09:52	10:00
			19486	n=3684	n=4292	n=4013	n=3766
		Urban	10:25	10:11	10:18	10:50	10:16
			n=1836	n=340	n=425	n=386	n=328
		Suburban	10:44	10:38	10:44	10:42	10:44
			n=1894	n=365	n=414	n=378	n=381
		Rural	12:17	12:49	11:51	12:02	12:18
			n=2060	n=394	n=462	n=427	n=385
		Countywide	10:14	10:14	10:06	10:10	10:17
			25276	n=4783	n=5593	n=5204	n=4860
	Total Response Time ERF Concentration	Metropolitan	11:52	12:14	11:41	11:44	11:59
			10875	n=1903	n=2662	n=2637	n=1823
		Urban	12:58	12:09	12:59	13:44	12:51
			n=1152	n=187	n=306	n=291	n=177
		Suburban	12:35	12:46	12:00	12:36	13:45
			n=1097	n=205	n=254	n=269	n=186
		Rural	14:48	16:42	13:53	15:21	14:06
			n=1234	n=219	n=310	n=312	n=188
	Countywide	12:21	12:39	12:05	12:25	12:24	12:20
		14358	n=2514	n=3532	n=3509	n=2374	n=2429

(Moderate Risk) Hazmat – HM-MR - 90th Percentile Times - Baseline Performance		FY 2013 - FY 2017	FY 2017	FY 2016	FY 2015	FY 2014	FY 2013	
Alarm Handling Pick-up to Dispatch		Metropolitan	06:36	06:36	06:38	06:57	06:09	04:51
		Urban	04:58	05:44	04:02	03:56	04:20	03:09
		Suburban	06:32	07:09	07:54	05:13	04:00	03:43
		Rural	05:26	12:20	04:15	06:00	05:26	05:09
		Countywide	06:03	06:36	05:54	06:00	05:26	05:05
Turnout Time Turnout Time 1st Unit		Metropolitan	02:42	02:28	02:45	03:04	03:26	02:40
		Urban	02:32	02:25	02:31	02:32	03:18	02:03
		Suburban	02:50	03:51	02:29	02:48	03:23	02:02
		Rural	03:03	04:14	02:54	02:41	06:51	03:12
		Countywide	02:45	02:30	02:46	03:01	03:26	02:53
Travel Time	Travel Time 1st Unit Distribution	Metropolitan	04:56	05:04	04:46	04:51	05:11	04:56
		Urban	07:31	07:16	05:42	07:32	09:02	04:32
		Suburban	05:23	06:35	05:23	05:27	04:58	01:40
		Rural	07:08	09:47	04:55	09:00	05:30	05:40
		Countywide	05:30	05:30	05:23	05:49	06:06	05:32
	Travel Time ERF Concentration	Metropolitan	20:08	16:04	18:48	23:26	16:26	20:27
		Urban	23:19	13:30	17:26	23:19	19:11	N/A
		Suburban	22:38	N/A	N/A	16:56	22:38	N/A
		Rural	39:03	N/A	N/A	39:03	16:07	27:50
		Countywide	22:38	16:04	18:48	29:34	19:11	27:50
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Metropolitan	11:43	12:06	11:54	11:01	11:37	09:08
			n=198	n=77	n=74	n=28	n=6	n=13
		Urban	13:21	13:34	10:24	12:47	14:07	09:02
			n=24	n=8	n=11	n=3	n=1	n=1
		Suburban	13:11	15:15	13:11	11:00	08:12	07:05
			n=19	n=3	n=8	n=4	n=3	n=1
		Rural	16:33	17:36	09:43	16:33	11:50	11:31
			n=18	n=5	n=2	n=6	n=3	n=2
		Countywide	12:06	12:32	12:03	11:01	11:50	11:31
			n=259	n=93	n=95	n=41	n=13	n=17
	Total Response Time ERF Concentration	Metropolitan	28:41	27:16	24:34	31:18	23:39	28:30
			n=74	n=23	n=25	n=14	n=4	n=8
		Urban	32:02	27:47	22:10	32:02	N/A	N/A
			n=4	n=2	n=1	n=1	n=	n=
		Suburban	31:30	N/A	N/A	25:24	31:30	N/A
			n=4	n=	n=	n=2	n=2	n=
		Rural	47:48	N/A	N/A	47:48	25:51	36:11
			n=6	n=	n=	n=3	n=2	n=1
		Countywide	30:57	27:47	24:34	36:16	31:30	36:11
			n=88	n=25	n=26	n=20	n=8	n=9

(High Risk) Hazmat – HM-HR - 90th Percentile Times - Baseline Performance		FY 2013 - FY 2017	FY 2017	FY 2016	FY 2015	FY 2014	FY 2013
Alarm Handling Pick-up to Dispatch	Metropolitan	06:01	06:24	08:04	05:16	06:11	06:10
	Urban	05:30	N/A	03:42	05:21	11:49	06:07
	Suburban	05:51	02:24	04:34	10:32	05:51	05:31
	Rural	06:21	06:58	07:14	05:15	05:32	06:33
	Countywide	06:01	06:24	07:14	05:21	05:55	06:07
Turnout Time Turnout Time 1st Unit	Metropolitan	03:01	02:58	02:36	02:56	03:01	03:21
	Urban	02:49	N/A	03:13	03:04	02:37	02:47
	Suburban	03:08	01:44	03:21	03:40	03:03	02:46
	Rural	03:17	03:52	02:59	03:18	03:07	02:51
	Countywide	03:01	03:02	03:01	03:01	02:59	03:04
Travel Time	Travel Time 1st Unit Distribution	Metropolitan	04:57	05:34	04:16	05:05	04:36
		Urban	05:46	N/A	04:26	07:59	05:06
		Suburban	06:25	04:46	03:00	07:13	05:06
		Rural	06:23	07:02	06:16	06:11	06:23
		Countywide	05:25	05:34	05:28	06:11	05:01
	Travel Time ERF Concentration	Metropolitan	20:17	21:17	21:30	14:09	23:58
		Urban	23:48	N/A	09:10	19:42	21:39
		Suburban	14:44	12:18	12:17	14:44	09:54
		Rural	35:06	N/A	26:50	2:03:25	19:47
		Countywide	22:38	21:17	21:30	17:41	21:39
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Metropolitan	11:38	11:46	14:01	11:16	11:38
			n=232	n=17	n=15	n=64	n=69
		Urban	12:33	N/A	09:05	12:35	15:46
			n=20	n=XX	n=3	n=4	n=8
		Suburban	11:35	08:15	08:57	18:02	11:35
			n=28	n=1	n=2	n=8	n=10
		Rural	11:40	15:59	13:54	11:40	10:50
			n=32	n=2	n=7	n=10	n=7
		Countywide	11:40	11:46	13:54	11:40	11:34
			n=312	n=20	n=27	n=86	n=94
	Total Response Time ERF Concentration	Metropolitan	31:45	35:08	33:21	25:00	33:33
			n=74	n=4	n=5	n=22	n=27
		Urban	33:49	N/A	14:19	27:06	25:38
			n=5	n=	n=1	n=2	n=1
		Suburban	20:43	16:14	18:58	20:43	16:57
			n=10	n=1	n=2	n=3	n=2
		Rural	40:35	N/A	35:02	2:09:26	28:09
			n=11	n=	n=2	n=6	n=1
		Countywide	33:21	35:08	33:21	27:51	32:04
			n=100	n=5	n=10	n=33	n=31

(Special Risk) Hazmat – HM-SR - 90th Percentile Times - Baseline Performance		FY 2013 - FY 2017	FY 2017	FY 2016	FY 2015	FY 2014	FY 2013	
Alarm Handling Pick-up to Dispatch		Metropolitan	04:23	03:57	03:46	04:15	04:45	05:06
		Urban	04:16	03:11	04:16	04:25	04:42	03:18
		Suburban	03:29	02:56	03:21	02:35	04:38	03:29
		Rural	04:42	04:54	06:00	03:20	05:01	04:00
		Countywide	04:27	04:17	04:16	04:16	04:45	04:09
Turnout Time Turnout Time 1st Unit		Metropolitan	02:59	02:46	03:24	02:48	03:10	03:21
		Urban	02:51	02:16	03:10	03:11	02:51	02:20
		Suburban	02:59	02:47	03:25	03:02	02:38	03:25
		Rural	03:08	03:33	02:41	03:04	03:03	03:57
		Countywide	03:02	02:51	03:11	02:53	03:03	03:24
Travel Time	Travel Time 1st Unit Distribution	Metropolitan	06:10	05:49	08:55	04:45	06:10	07:39
		Urban	07:02	06:47	06:17	07:02	10:38	05:21
		Suburban	06:44	06:04	07:30	00:42	06:44	05:46
		Rural	06:30	05:53	05:45	05:00	11:00	07:05
		Countywide	06:41	06:04	06:17	05:00	07:18	07:05
	Travel Time ERF Concentration	Metropolitan	25:30	18:34	24:19	40:17	25:38	22:16
		Urban	25:40	18:00	27:28	21:18	N/A	25:40
		Suburban	1:21:31	16:47	48:39	N/A	1:21:31	2:27:42
		Rural	31:08	18:06	24:35	40:32	31:08	24:35
		Countywide	27:28	18:06	25:59	40:17	31:08	26:56
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Metropolitan	10:30	09:17	10:30	08:27	10:44	13:37
			n=144	n=26	n=18	n=44	n=38	n=18
		Urban	11:57	11:57	11:45	11:48	16:09	11:02
			n=20	n=3	n=5	n=7	n=3	n=2
		Suburban	12:08	10:21	12:08	05:41	12:10	09:45
			n=19	n=2	n=6	n=1	n=7	n=3
		Rural	13:10	13:42	14:46	10:42	15:24	10:55
			n=31	n=5	n=7	n=5	n=7	n=7
		Countywide	11:31	11:57	11:45	08:45	12:10	11:22
			n=214	n=36	n=36	n=57	n=55	n=30
	Total Response Time ERF Concentration	Metropolitan	47:28	1:19:07	23:21	1:11:02	58:23	33:51
			n=65	n=8	n=3	n=23	n=19	n=12
		Urban	35:43	N/A	34:21	35:43	N/A	59:18
			n=11	n=	n=3	n=6	n=	n=2
		Suburban	1:31:38	22:30	30:28	N/A	1:31:38	54:50
			n=6	n=1	n=1	n=	n=3	n=1
		Rural	1:31:43	23:53	28:41	14:58	1:00:34	2:49:21
			n=15	n=1	n=2	n=1	n=5	n=6
		Countywide	59:18	23:53	34:21	47:28	1:00:34	59:18
			n=97	n=10	n=9	n=30	n=27	n=21

(Special Risk) Technical Rescue – TR-SR - 90th Percentile Times - Baseline Performance			FY 2013 - FY 2017	FY 2017	FY 2016	FY 2015	FY 2014	FY 2013	
Alarm Handling Pick-up to Dispatch			Metropolitan	06:20	06:20	04:12	07:53	05:12	06:19
			Urban	N/A	N/A	N/A	N/A	N/A	N/A
			Suburban	09:30	09:30	N/A	03:21	N/A	02:12
			Rural	06:46	07:52	03:44	04:29	06:46	06:03
			Countywide	06:46	07:52	04:12	07:53	06:46	06:19
Turnout Time Turnout Time 1st Unit			Metropolitan	04:59	03:51	04:36	05:59	05:35	05:01
			Urban	N/A	N/A	N/A	N/A	N/A	N/A
			Suburban	06:51	02:32	N/A	09:09	N/A	05:34
			Rural	04:49	03:27	06:50	10:48	03:58	01:59
			Countywide	05:01	03:51	05:20	06:22	05:13	05:01
Travel Time	Travel Time 1st Unit Distribution	Metropolitan	03:46	03:38	06:11	06:50	03:00	02:43	
		Urban	N/A	N/A	N/A	N/A	N/A	N/A	
		Suburban	07:03	07:03	N/A	03:43	N/A	00:52	
		Rural	07:45	07:45	06:46	14:23	05:02	04:25	
		Countywide	06:46	07:03	06:46	06:50	05:02	04:25	
	Travel Time ERF Concentration	Metropolitan	32:08	09:35	23:00	25:35	32:08	21:38	
		Urban	N/A	N/A	N/A	N/A	N/A	N/A	
		Suburban	15:46	15:46	N/A	N/A	N/A	N/A	
		Rural	12:43	05:33	12:43	10:22	04:35	N/A	
		Countywide	25:35	15:46	23:00	25:35	32:08	21:38	
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Metropolitan	10:00	08:53	09:52	15:29	08:43	10:00	
			n=28	n=6	n=6	n=9	n=4	n=3	
		Urban	N/A	N/A	N/A	N/A	N/A	N/A	
			n=	n=XX	n=	n=	n=	n=	
		Suburban	17:48	17:48	N/A	07:27	N/A	03:34	
			n=3	n=1	n=	n=1	n=	n=1	
		Rural	15:57	15:57	12:11	19:48	10:34	08:26	
			n=12	n=3	n=2	n=2	n=2	n=3	
		Countywide	13:10	15:57	12:11	15:29	10:34	10:00	
			n=43	n=10	n=8	n=12	n=6	n=7	
	Total Response Time ERF Concentration	Metropolitan	1:55:20	N/A	41:55	1:55:20	42:41	32:21	
			n=7	n=	n=2	n=3	n=1	n=1	
		Urban	N/A	N/A	N/A	N/A	N/A	N/A	
			n=	n=	n=	n=	n=	n=	
		Suburban	27:48	27:48	N/A	N/A	N/A	N/A	
			n=1	n=1	n=	n=	n=	n=	
		Rural	32:52	17:59	18:42	32:52	N/A	N/A	
			n=3	n=1	n=1	n=1	n=	n=	
		Countywide	42:41	27:48	41:55	1:55:20	42:41	32:21	
			n=11	n=2	n=3	n=4	n=1	n=1	

(Moderate Risk) Water/Ice Rescue – WIR-MR - 90th Percentile Times - Baseline Performance		FY 2013 - FY 2017	FY 2017	FY 2016	FY 2015	FY 2014	FY 2013	
Alarm Handling Pick-up to Dispatch		Metropolitan	05:12	05:12	08:12	05:09	05:04	08:13
		Urban	03:35	03:14	N/A	03:17	03:35	03:46
		Suburban	07:51	04:29	06:53	02:55	09:04	03:24
		Rural	04:36	07:49	05:17	03:27	03:54	04:10
		Countywide	05:13	05:12	06:53	05:01	05:17	04:10
Turnout Time Turnout Time 1st Unit		Metropolitan	04:24	06:06	04:25	03:38	04:59	04:12
		Urban	03:57	02:24	N/A	03:17	05:12	04:20
		Suburban	04:51	01:53	02:16	04:12	04:15	05:38
		Rural	04:46	03:39	05:04	03:44	04:49	05:25
		Countywide	04:38	03:43	04:38	03:47	04:50	05:17
Travel Time	Travel Time 1st Unit Distribution	Metropolitan	05:08	05:08	09:46	03:57	05:35	04:00
		Urban	08:59	06:55	N/A	12:01	08:22	08:59
		Suburban	07:09	03:34	07:09	00:07	10:05	03:08
		Rural	10:00	11:37	09:20	06:37	15:05	09:29
		Countywide	09:13	11:37	09:20	06:31	09:04	09:13
	Travel Time ERF Concentration	Metropolitan	37:50	10:36	11:53	37:50	16:59	10:41
		Urban	33:11	33:11	N/A	N/A	13:54	21:55
		Suburban	11:15	N/A	09:46	N/A	11:15	07:34
		Rural	22:38	26:52	N/A	26:16	17:41	22:38
		Countywide	26:16	33:11	11:53	37:50	16:59	21:55
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Metropolitan	10:41	12:49	19:15	10:58	10:41	10:16
			n=42	n=3	n=9	n=9	n=16	n=5
		Urban	13:10	10:05	N/A	17:02	13:10	12:58
			n=10	n=2	n=	n=3	n=1	n=4
		Suburban	14:46	09:56	10:31	14:46	16:07	06:43
			n=15	n=1	n=3	n=2	n=7	n=2
		Rural	16:40	16:40	16:07	10:39	18:51	19:06
			n=58	n=15	n=5	n=8	n=17	n=14
		Countywide	15:11	15:19	16:07	10:58	14:02	15:41
			n=125	n=21	n=17	n=22	n=41	n=25
	Total Response Time ERF Concentration	Metropolitan	50:26	17:22	17:10	50:26	30:30	19:52
			n=7	n=1	n=1	n=1	n=2	n=2
		Urban	38:31	38:31	N/A	N/A	19:55	26:50
			n=3	n=1	n=	n=	n=1	n=1
		Suburban	15:03	N/A	13:06	N/A	15:03	13:18
			n=3	n=	n=1	n=	n=1	n=1
		Rural	32:36	47:36	N/A	32:36	23:23	57:04
			n=22	n=7	n=	n=3	n=5	n=7
		Countywide	38:31	47:36	17:10	50:26	30:30	30:31
			n=35	n=9	n=2	n=4	n=9	n=11

(High Risk) Water/Ice Rescue – WIR-HR - 90th Percentile Times - Baseline Performance		FY 2013 - FY 2017	FY 2017	FY 2016	FY 2015	FY 2014	FY 2013
Alarm Handling Pick-up to Dispatch	Metropolitan	N/A	N/A	N/A	N/A	N/A	N/A
	Urban	N/A	N/A	N/A	N/A	N/A	N/A
	Suburban	N/A	N/A	N/A	N/A	N/A	N/A
	Rural	08:14	13:32	04:56	15:20	05:25	05:14
	Countywide	08:14	13:32	04:56	15:20	05:25	05:15
Turnout Time Turnout Time 1st Unit	Metropolitan	N/A	N/A	N/A	N/A	N/A	N/A
	Urban	N/A	N/A	N/A	N/A	N/A	N/A
	Suburban	N/A	N/A	N/A	N/A	N/A	N/A
	Rural	07:21	03:23	04:39	07:34	07:52	08:05
	Countywide	07:21	03:23	04:39	07:34	07:52	08:05
Travel Time	Travel Time 1st Unit Distribution	Metropolitan	N/A	N/A	N/A	N/A	N/A
		Urban	N/A	N/A	N/A	N/A	N/A
		Suburban	N/A	N/A	N/A	N/A	N/A
		Rural	18:16	18:38	14:30	18:16	35:36
		Countywide	18:16	18:38	14:30	18:16	35:36
	Travel Time ERF Concentration	Metropolitan	N/A	N/A	N/A	N/A	N/A
		Urban	N/A	N/A	N/A	N/A	N/A
		Suburban	N/A	N/A	N/A	N/A	N/A
		Rural	44:24	39:06	1:02:53	44:24	14:16
		Countywide	44:24	39:06	1:02:53	44:24	14:16
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Metropolitan	N/A	N/A	N/A	N/A	N/A
			n=	n=XX	n=	n=	n=
		Urban	N/A	N/A	N/A	N/A	N/A
			n=	n=XX	n=	n=	n=
		Suburban	N/A	N/A	N/A	N/A	N/A
			n=	n=XX	n=	n=	n=
		Rural	27:02	30:15	20:08	25:16	40:30
			n=20	n=3	n=4	n=3	n=5
		Countywide	27:02	30:15	20:08	25:16	40:30
			n=20	n=3	n=4	n=3	n=5
	Total Response Time ERF Concentration	Metropolitan	N/A	N/A	N/A	N/A	N/A
			n=	n=	n=	n=	n=
		Urban	N/A	N/A	N/A	N/A	N/A
			n=	n=	n=	n=	n=
		Suburban	N/A	N/A	N/A	N/A	N/A
			n=	n=	n=	n=	n=
		Rural	1:03:38	48:55	1:09:12	1:03:38	23:36
			n=10	n=2	n=3	n=2	n=1
		Countywide	1:03:38	48:55	1:09:12	1:03:38	23:36
			n=10	n=2	n=3	n=2	n=1

(Special Risk) Water/Ice Rescue – WIR-SR - 90th Percentile Times - Baseline Performance		FY 2013 - FY 2017	FY 2017	FY 2016	FY 2015	FY 2014	FY 2013
Alarm Handling Pick-up to Dispatch	Metropolitan	N/A	N/A	N/A	N/A	N/A	N/A
	Urban	N/A	N/A	N/A	N/A	N/A	N/A
	Suburban	08:50	09:22	19:03	05:08	06:02	08:50
	Rural	06:15	07:06	06:15	05:37	05:48	05:52
	Countywide	06:15	08:28	06:45	05:37	05:48	07:00
Turnout Time Turnout Time 1st Unit	Metropolitan	N/A	N/A	N/A	N/A	N/A	N/A
	Urban	N/A	N/A	N/A	N/A	N/A	N/A
	Suburban	03:38	04:42	02:24	03:02	02:57	03:42
	Rural	03:42	02:53	03:03	03:17	04:09	04:26
	Countywide	03:42	02:53	02:50	03:17	03:55	04:24
Travel Time	Travel Time 1st Unit Distribution	Metropolitan	N/A	N/A	N/A	N/A	N/A
		Urban	N/A	N/A	N/A	N/A	N/A
		Suburban	08:03	07:19	19:03	07:21	08:03
		Rural	09:23	11:27	06:15	09:08	07:48
		Countywide	09:16	10:16	06:45	08:41	07:48
	Travel Time ERF Concentration	Metropolitan	N/A	N/A	N/A	N/A	N/A
		Urban	N/A	N/A	N/A	N/A	N/A
		Suburban	17:27	17:27	17:03	12:22	42:28
		Rural	28:01	32:06	23:28	20:02	30:11
		Countywide	26:15	32:06	23:04	20:02	40:47
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Metropolitan	N/A	N/A	N/A	N/A	N/A
			n=	n=XX	n=	n=	n=
		Urban	N/A	N/A	N/A	N/A	N/A
			n=	n=XX	n=	n=	n=
		Suburban	14:53	17:27	20:16	12:35	16:32
			n=24	n=3	n=5	n=3	n=7
		Rural	15:59	32:06	16:04	14:09	13:47
			n=185	n=15	n=44	n=40	n=32
		Countywide	15:59	32:06	16:14	14:09	14:58
			n=209	n=18	n=49	n=43	n=39
	Total Response Time ERF Concentration	Metropolitan	N/A	N/A	N/A	N/A	N/A
			n=	n=	n=	n=	n=
		Urban	N/A	N/A	N/A	N/A	N/A
			n=	n=	n=	n=	n=
		Suburban	50:18	24:12	21:38	50:18	51:01
			n=15	n=3	n=3	n=2	n=4
		Rural	38:50	42:22	34:17	28:07	41:33
			n=112	n=15	n=26	n=30	n=23
		Countywide	39:11	42:22	34:17	32:32	51:01
			n=127	n=18	n=29	n=32	n=27

(High Risk) Aircraft Rescue FF – ARF-HR - 90th Percentile Times - Baseline Performance*		FY 2013 - FY 2017	FY 2017	FY 2016	FY 2015	FY 2014	FY 2013
Alarm Handling Pick-up to Dispatch	Metropolitan	06:02	06:24	08:04	05:16	06:11	06:10
	Urban	05:30	N/A	03:42	05:21	11:49	06:07
	Suburban	05:51	02:24	04:34	10:32	05:51	05:31
	Rural	06:21	06:58	07:14	05:15	05:32	06:33
	Countywide	06:01	06:24	07:14	05:21	05:55	06:07
Turnout Time Turnout Time 1st Unit	Metropolitan	03:01	02:58	02:36	02:56	03:01	03:21
	Urban	02:49	N/A	03:13	03:04	02:37	02:47
	Suburban	03:08	01:44	03:21	03:40	03:03	02:46
	Rural	03:17	03:52	02:59	03:18	03:07	02:51
	Countywide	03:01	03:02	03:01	03:01	02:59	03:04
Travel Time	Travel Time 1st Unit Distribution	Metropolitan	04:56	05:34	04:16	05:05	04:36
		Urban	05:46	N/A	04:26	07:59	05:06
		Suburban	06:25	04:46	03:00	07:13	05:06
		Rural	06:23	07:02	06:16	06:11	06:23
		Countywide	05:25	05:34	05:28	06:11	05:01
	Travel Time ERF Concentration	Metropolitan	20:17	21:17	21:30	14:09	23:58
		Urban	23:48	N/A	09:10	19:42	21:39
		Suburban	14:44	12:18	12:17	14:44	09:54
		Rural	35:06	N/A	26:50	2:03:25	19:47
		Countywide	22:38	21:17	21:30	17:41	21:39
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Metropolitan	11:38	11:46	14:01	11:16	11:38
			n=232	n=17	n=15	n=64	n=69
		Urban	12:33	N/A	09:05	12:35	15:46
			n=20	n=XX	n=3	n=4	n=8
		Suburban	11:35	08:15	08:57	18:02	11:35
			n=28	n=1	n=2	n=8	n=10
		Rural	11:40	15:59	13:54	11:40	10:50
			n=32	n=2	n=7	n=10	n=7
		Countywide	11:40	11:46	13:54	11:40	11:34
			n=312	n=20	n=27	n=86	n=94
	Total Response Time ERF Concentration	Metropolitan	31:45	35:08	33:21	25:00	33:33
			n=74	n=4	n=5	n=22	n=27
		Urban	33:49	N/A	14:19	27:06	25:38
			n=5	n=	n=1	n=2	n=1
		Suburban	20:43	16:14	18:58	20:43	16:57
			n=10	n=1	n=2	n=3	n=2
		Rural	40:35	N/A	35:02	2:09:26	28:09
			n=11	n=	n=2	n=6	n=1
		Countywide	33:21	35:08	33:21	27:51	32:04
			n=100	n=5	n=10	n=33	n=31

*NOTE: Analysis mirrors HM-HR as response plans are exactly the same.

(Special Risk) Aircraft Rescue FF – ARF-SR - 90th Percentile Times - Baseline Performance**		FY 2013 - FY 2017	FY 2017	FY 2016	FY 2015	FY 2014	FY 2013
Alarm Handling Pick-up to Dispatch	Metropolitan	04:23	03:57	03:46	04:15	04:45	05:06
	Urban	04:16	03:11	04:16	04:25	04:42	03:18
	Suburban	03:29	02:56	03:21	02:35	04:38	03:29
	Rural	04:42	04:54	06:00	03:20	05:01	04:00
	Countywide	04:27	04:17	04:16	04:16	04:45	04:09
Turnout Time Turnout Time 1st Unit	Metropolitan	03:00	02:46	03:24	02:48	03:10	03:21
	Urban	02:51	02:16	03:10	03:11	02:51	02:20
	Suburban	03:02	02:47	03:25	03:02	02:38	03:25
	Rural	03:08	03:33	02:41	03:04	03:03	03:57
	Countywide	03:02	02:51	03:11	02:53	03:03	03:24
Travel Time	Travel Time 1st Unit Distribution	Metropolitan	06:10	05:49	08:55	04:45	06:10
		Urban	07:02	06:47	06:17	07:02	10:38
		Suburban	06:44	06:04	07:30	00:42	06:44
		Rural	06:30	05:53	05:45	05:00	11:00
		Countywide	06:41	06:04	06:17	05:00	07:18
	Travel Time ERF Concentration	Metropolitan	25:30	18:34	24:19	40:17	25:38
		Urban	25:40	18:00	27:28	21:18	N/A
		Suburban	1:21:31	16:47	48:39	N/A	1:21:31
		Rural	40:32	18:06	24:35	40:32	31:08
		Countywide	27:28	18:06	25:59	40:17	31:08
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Metropolitan	10:30	09:17	10:30	08:27	10:44
			n=143	n=26	n=18	n=44	n=38
		Urban	11:57	11:57	11:45	11:48	16:09
			n=20	n=3	n=5	n=7	n=3
		Suburban	12:08	10:21	12:08	05:41	15:10
			n=18	n=2	n=6	n=1	n=7
		Rural	13:10	13:42	14:46	10:42	15:24
			n=30	n=5	n=7	n=5	n=7
		Countywide	11:31	11:57	11:45	08:45	12:10
			n=211	n=36	n=36	n=57	n=55
	Total Response Time ERF Concentration	Metropolitan	47:28	1:19:07	23:21	1:11:02	58:23
			n=65	n=8	n=3	n=23	n=19
		Urban	35:43	N/A	34:21	35:43	N/A
			n=11	n=	n=3	n=6	n=
		Suburban	1:31:38	22:30	30:28	N/A	1:31:39
			n=6	n=1	n=1	n=	n=3
		Rural	1:31:43	23:53	28:41	14:58	1:00:34
			n=15	n=1	n=2	n=1	n=5
		Countywide	59:18	23:53	34:21	47:28	1:00:34
			n=97	n=10	n=9	n=30	n=27

**NOTE: Analysis mirrors HM-SR as response plans are exactly the same.

(Moderate Risk) Bomb Squad – BS-MR - 90th Percentile Times - Baseline Performance			FY 2013 - FY 2017	FY 2017	FY 2016	FY 2015	FY 2014	FY 2013		
Alarm Handling Pick-up to Dispatch			Metropolitan	05:18	06:11	03:46	07:05	05:51	05:18	
			Urban	04:32	04:10	N/A	04:33	N/A	N/A	
			Suburban	06:02	N/A	02:24	06:02	N/A	04:06	
			Rural	04:22	05:16	06:54	04:07	04:41	02:43	
			Countywide	05:18	05:16	05:38	06:02	05:51	05:18	
Turnout Time Turnout Time 1st Unit			Metropolitan	N/A	N/A	N/A	N/A	N/A	N/A	
			Urban	N/A	N/A	N/A	N/A	N/A	N/A	N/A
			Suburban	N/A	N/A	N/A	N/A	N/A	N/A	N/A
			Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
			Countywide	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Travel Time	Travel Time 1st Unit Distribution	Metropolitan	34:57	36:45	38:55	19:35	34:01	37:53		
		Urban	13:26	N/A	N/A	13:26	11:57	N/A		
		Suburban	19:45	01:00	05:46	19:45	N/A	00:01		
		Rural	41:30	11:54	42:44	07:30	00:47	11:46		
		Countywide	34:09	36:45	41:30	19:35	34:01	24:38		
	Travel Time ERF Concentration	Metropolitan	41:59	40:56	54:13	55:05	48:25	37:53		
		Urban	37:31	37:31	N/A	13:28	15:04	N/A		
		Suburban	25:05	N/A	23:20	25:05	N/A	18:49		
		Rural	30:50	13:34	42:47	30:50	14:46	12:09		
		Countywide	40:56	37:31	42:47	30:50	48:25	30:14		
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Metropolitan	1:14:00	1:28:52	1:36:14	1:07:37	1:05:52	1:14:00		
			n=49	n=5	n=13	n=9	n=8	n=14		
		Urban	27:19	05:28	N/A	27:19	N/A	N/A		
			n=2	n=1	n=	n=1	n=	n=		
		Suburban	42:27	N/A	31:44	42:27	N/A	20:08		
			n=4	n=XX	n=1	n=2	n=	n=1		
		Rural	1:06:13	05:16	1:22:42	1:01:26	33:35	42:26		
			n=12	n=1	n=5	n=2	n=1	n=3		
		Countywide	1:12:45	1:28:52	1:36:14	1:01:26	1:05:52	1:14:00		
			n=67	n=7	n=19	n=14	n=9	n=18		
	Total Response Time ERF Concentration	Metropolitan	1:40:50	2:01:10	1:36:23	30:44	1:38:49	1:40:50		
			n=51	n=7	n=13	n=9	n=8	n=14		
		Urban	54:37	54:37	N/A	27:19	N/A	N/A		
			n=2	n=1	n=	n=1	n=	n=		
		Suburban	49:18	N/A	49:18	44:30	N/A	28:48		
			n=4	n=	n=1	n=2	n=	n=1		
		Rural	1:22:45	58:17	1:22:45	1:25:22	47:34	42:26		
			n=13	n=2	n=5	n=2	n=1	n=3		
		Countywide	1:36:23	1:10:24	1:36:23	2:05:09	1:38:49	1:40:50		
			n=70	n=10	n=19	n=14	n=9	n=18		

(High Risk) Bomb Squad – BS-HR - 90th Percentile Times - Baseline Performance		FY 2013 - FY 2017	FY 2017	FY 2016	FY 2015	FY 2014	FY 2013	
Alarm Handling Pick-up to Dispatch		Metropolitan	04:51	N/A	N/A	N/A	04:51	N/A
		Urban	N/A	N/A	N/A	N/A	N/A	N/A
		Suburban	N/A	N/A	N/A	N/A	N/A	N/A
		Rural	04:04	N/A	04:04	N/A	N/A	N/A
		Countywide	04:51	N/A	04:04	N/A	04:51	N/A
Turnout Time Turnout Time 1st Unit		Metropolitan	04:16	N/A	3:03	31:47	04:18	03:47
		Urban	N/A	N/A	N/A	N/A	N/A	N/A
		Suburban	N/A	N/A	N/A	N/A	N/A	N/A
		Rural	01:03	N/A	01:03	N/A	N/A	N/A
		Countywide	04:16	N/A	03:03	31:47	04:18	03:47
Travel Time	Travel Time 1st Unit Distribution	Metropolitan	16:34	N/A	08:44	07:19	13:01	16:34
		Urban	N/A	N/A	N/A	N/A	N/A	N/A
		Suburban	N/A	N/A	N/A	N/A	N/A	N/A
		Rural	05:03	N/A	05:03	N/A	N/A	N/A
		Countywide	13:01	N/A	08:44	07:19	13:01	16:34
	Travel Time ERF Concentration	Metropolitan	1:56:29	N/A	1:56:29	00:47	1:25:39	13:37
		Urban	N/A	N/A	N/A	N/A	N/A	N/A
		Suburban	N/A	N/A	N/A	N/A	N/A	N/A
		Rural	55:37	N/A	55:37	N/A	N/A	N/A
		Countywide	1:25:39	N/A	1:56:29	00:47	1:25:39	13:37
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Metropolitan	37:32	N/A	N/A	N/A	37:32	N/A
			n=3	n=XX	n=	n=	n=3	n=
		Urban	N/A	N/A	N/A	N/A	N/A	N/A
			n=	n=XX	n=	n=	n=	n=
		Suburban	N/A	N/A	N/A	N/A	N/A	N/A
			n=	n=XX	n=	n=	n=	n=
		Rural	09:56	N/A	09:56	N/A	N/A	N/A
			n=1	n=XX	n=1	n=	n=	n=
		Countywide	37:32	N/A	09:56	N/A	37:32	N/A
			n=4	n=XX	n=1	n=	n=3	n=
	Total Response Time ERF Concentration	Metropolitan	3:25:28	N/A	N/A	N/A	3:25:28	N/A
			n=3	n=	n=	n=	n=3	n=
		Urban	N/A	N/A	N/A	N/A	N/A	N/A
			n=	n=	n=	n=	n=	n=
		Suburban	N/A	N/A	N/A	N/A	N/A	N/A
			n=	n=	n=	n=	n=	n=
		Rural	1:12:20	N/A	1:12:20	N/A	N/A	N/A
			n=1	n=	n=1	n=	n=	n=
		Countywide	3:25:28	N/A	1:12:20	N/A	3:25:28	N/A
			n=4	n=	n=1	n=	n=3	n=

(Special Risk) Bomb Squad – BS-SR - 90th Percentile Times - Baseline Performance		FY 2013 - FY 2017	FY 2017	FY 2016	FY 2015	FY 2014	FY 2013	
Alarm Handling Pick-up to Dispatch		Metropolitan	05:24	05:24	01:19	03:08	N/A	29:44
		Urban	N/A	N/A	N/A	N/A	N/A	N/A
		Suburban	N/A	N/A	N/A	N/A	N/A	N/A
		Rural	03:50	N/A	N/A	03:45	N/A	03:50
		Countywide	05:24	05:24	01:19	03:45	N/A	29:44
Turnout Time Turnout Time 1st Unit		Metropolitan	04:58	04:58	03:34	05:30	01:53	02:24
		Urban	N/A	N/A	N/A	N/A	N/A	N/A
		Suburban	06:04	N/A	N/A	11:27	02:28	N/A
		Rural	04:02	N/A	N/A	N/A	N/A	04:02
		Countywide	04:58	04:58	03:34	06:04	02:28	04:02
Travel Time	Travel Time 1st Unit Distribution	Metropolitan	39:09	07:26	18:03	10:39	08:32	47:25
		Urban	N/A	N/A	N/A	N/A	N/A	N/A
		Suburban	00:36	N/A	N/A	00:36	00:08	N/A
		Rural	21:42	N/A	N/A	00:04	N/A	21:42
		Countywide	21:42	07:26	18:03	10:39	08:32	47:25
	Travel Time ERF Concentration	Metropolitan	43:40	43:40	41:30	31:18	00:04	2:27:58
		Urban	N/A	N/A	N/A	N/A	N/A	N/A
		Suburban	26:28	N/A	N/A	26:28	23:29	N/A
		Rural	25:07	N/A	N/A	09:29	N/A	25:07
		Countywide	41:30	43:40	41:30	31:18	23:29	2:27:58
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Metropolitan	43:51	11:33	01:52	12:56	N/A	56:09
			n=10	n=3	n=1	n=1	n=	n=5
		Urban	N/A	N/A	N/A	N/A	N/A	N/A
			n=	n=	n=	n=	n=	n=
		Suburban	N/A	N/A	N/A	N/A	N/A	N/A
			n=	n=	n=	n=	n=	n=
		Rural	1:32:49	N/A	N/A	16:44	N/A	1:32:49
			n=2	n=	n=	n=1	n=	n=1
		Countywide	56:09	11:33	01:52	16:44	N/A	1:32:49
			n=12	n=3	n=1	n=2	n=	n=6
	Total Response Time ERF Concentration	Metropolitan	1:17:54	33:41	12:24	23:15	N/A	3:13:11
			n=10	n=3	n=1	n=1	n=	n=5
		Urban	N/A	N/A	N/A	N/A	N/A	N/A
			n=	n=	n=	n=	n=	n=
		Suburban	N/A	N/A	N/A	N/A	N/A	N/A
			n=	n=	n=	n=	n=	n=
		Rural	1:44:43	N/A	N/A	59:17	N/A	1:44:43
			n=2	n=	n=	n=1	n=	n=1
		Countywide	1:44:32	33:41	12:24	59:17	N/A	3:13:11
			n=12	n=3	n=1	n=2	n=	n=6

Strategic Recommendations

Recommendation	ACCEPTED	IMPLEMENTED	REJECTED
<p>3B.1: It is recommended that the department establish and publish a formal and uniform process to track program goals.</p>		<p>ACR 2014: A management process to track program goals, objectives and performance has been established department-wide in the form of program dashboards updated by each program manager at least quarterly</p> <p>ARC 2017: During FY2017, an Excel spreadsheet was created and uploaded to the OneDrive that allows managers to track progress in addressing Division/Section goals and objectives by means of shaded "progress bars" that show progress made in 10% increments.</p>	
<p>5A.7: It is recommended that the department further improve its current practices by conducting and documenting a formal appraisal process, at least annually, for its fire suppression, fire prevention and life safety, technical rescue, hazardous materials, aviation rescue and fire fighting and bomb squad programs.</p>		<p>ACR 2017: The agency now has an internally-approved FESSAM Category V formal appraisal template to formalize existing processes. The first draft is due for review on 9/1/17 with completed product due by the Division of Operations and Volunteer & Community Services Division Chiefs by 10/1/17.</p>	

Other Information

CFAI ACR Reviewer: You are encouraged to click on all hyperlinks to gain access to additional information and documentation related to not only the following information but information posted throughout this report.

On April 7, 2017, MCFRS suffered a great loss with the sudden and [LODD passing of Posthumously-promoted Master Firefighter Charles "Rick" Gentilcore](#) while he was on-duty at Fire Station 15.

On August 10, 2016, a [catastrophic natural gas explosion and fire](#) occurred around midnight at an occupied garden apartment building located at 8701 Arliss Street. This resulted in seven fatalities, of which four were determined to have perished as a result of the ensuing fire. Thirty-six residents also received injuries of varying degrees requiring EMS services.

Beginning on December 8, 2016, MCFRS battled a stubborn [multi-day fire located at the County's Resource Recovery Incinerator facility](#).

On February 27, 2017, the Montgomery County Executive and the Fire Chief were notified by [ISO the County's Public Protection Classification \(PPC\) has been upgraded from a 3 / 6 to a 2 / 4](#). The PPC for urban hydrant areas is now a 2 and the non-hydrant rural areas a 4. These upgrades were a result of a recent survey from ISO.

On May 31, 2017, the Fire Chief continues with the uniform Recruiting Manager position with the appointment of Captain O'Neal Johnson to replace Captain Foster.

In 2017 MCFRS initiates an acceptance of NFPA 1851 (2014) *Standard on Selection, Care, and Maintenance of Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting* and specifically the 10-year PPE retirement rule within this standard.

On September 17, 2016 MCFRS' nationally-recognized Car Seat Safety Program manager Emilie Crowne was selected to receive the prestigious [Barbra A. Foley Quality, Safety, and Injury Prevention Award](#) during the Emergency Nurses Association annual gala in Los Angeles, CA. Tragically and suddenly, on February 6, 2017, [Ms. Crowne, a 36-year Montgomery County employee, passed away](#).

In September 2016, retired MCFRS Battalion Chief and current Senior Outreach Coordinator Jim Resnick, was awarded the [2015 Mid-Atlantic Life Safety Educator of the Year during the Mid-Atlantic Life Safety Conference](#).

[2017-June Fire Chief approves MCFRS FY2018 Strategic Plan](#).

MCFRS continues with the Accreditation Manager contract position until at least 12/31/17.

2017 actively working with the IAFF to enhance MCFRS' [Fire Community Assessment Response Evaluation System \(FireCares\)](#) data and response capabilities.

Other Information (continued)

2017-06-19 an [EF-0 tornado touches down in Silver Spring](#) and causes damage to the Norwood Park neighborhood.

[On December 12, 2016, 88 new Fire Fighter/Rescuer recruits](#) began a 25-week recruit class at the brand new Public Safety Training Academy (PSTA). Recruit Class #41 represented the [largest class ever hired by MCFRS](#) as well as the first class at the new PSTA. On June 1, 2017, 75 newly sworn members of MCFRS' RC41 graduated during a large ceremony held at the National Institute of Standards and Testing's Red Auditorium.

During fiscal year 2017 and at the direction of Fire Chief Goldstein, MCFRS makes significant efforts to institutionalize the CFAI accreditation processes:

1. For the first time included accreditation-related material as part of the Master Firefighter/Lieutenant promotional exam study materials. [Click on this link and view the last page of this document.](#)
2. Planning Manager and the Accreditation Manager were provided the opportunity to present overviews of these programs to Recruit Class 41 at the PSTA. [Click here for Planning Manager's presentation](#) and [click here for the Accreditation Manager's presentation.](#)
3. Accreditation Manager was featured during the [2016-August Fire Chief Monthly Video Message](#).
4. Two MCFRS [Command Officer Professional Development and Improvement \(COPDI\) courses](#) were offered at the Training Academy covering the topics of the Planning and Accreditation processes. These were presented by the Planning Manager and the Accreditation Manager.
5. Planning and Accreditation resources were provided to MCFRS members via the [Quicklinks website](#) and under the Fire Chief header. The 2013 Reaccreditation Report, the last CRA/SOC, the 2016 ACR as well as an [Accreditation FAQ](#) document are all posted within this area of Quicklinks.
6. A large team representing all facets of MCFRS assembled by the Fire Chief to serve as the agency's Self-Assessment Team. The team is broken down into CFAI 9th Edition FESSAM Category Managers and Criterion Staff members with the Accreditation Manager serving in an oversight, coaching, counselling, training, and editor capacity. An online Microsoft Office 365 solution was created for the team to write to their Criteria and Performance Indicators as the agency heads toward the 2018 reaccreditation efforts.

Exhibit List

- Exhibit #1a: Change in key agency position: Promotion of Ops Division Chief
- Exhibit #1b: Next phase of Fire Chief's mini-restructuring announcement
- Exhibit #1c: Updated org chart reflecting new phase of mini-restructuring
- Exhibit #1d: Reorganization within the Special Operations Section
- Exhibit #2a: New Fire Station 18 opens serving the Wheaton/Glenmont areas
- Exhibit #2b: New Public Safety Training Academy opens
- Exhibit #2c: All existing Scott 4.5 SCBA replaced with new Scott X3 5,500 PSI SCBA
- Exhibits 2d: Many new fire apparatus, EMS transport, & support units in-service FY17
- Exhibit #3a: E726 becomes Paramedic Engine PE726 and staffing from 3 to 4
- Exhibit #3b: Council bill passed changing County code delegating fire code compliance responsibilities to Department of Permitting Services (DPS)
- Exhibit #3c: Excerpt of updated Code Chapter 22 Fire Safety outlining DPS' new roles
- Exhibit #4a: Launch of the MCNIC³ initiative to help reduce 911 calls for service
- Exhibit #4b: 4/6/17 MCFRS MCNIC³ program acknowledged at CFSI gala dinner
- Exhibit #5a: 4/2/17 New Motorola Premier-1 CAD goes live
- Exhibit #5b: 4/2/17 New station alerting system begins cutover process to all stations
- Exhibit #6a: PI 2D.8 Agency routinely notifies AHJ of gaps-mitigations-successes
- Exhibit #6b: PI 2D.8 Agency routinely notifies AHJ of gaps-mitigations-successes
- Exhibit #7: PI 2D.9 Agency quarterly reports to AHJ data through CountyStat
- Exhibit #8: Approved MCFRS FY18 operating budget
- Exhibit #9: Documents compliance with 9th edition FESSAM PI 2D.10

MCFRS CFAI 2017 ACR EXHIBIT #1a

From: Goldstein, Scott
Sent: Thursday, October 13, 2016 7:30 PM
To: #FRS.ALL <#FRS.ALL@montgomerycountymd.gov>
Subject: Promotion - Division Chief John Kinsley

To All MCFRS Personnel,

I am honored to announce that I have selected John Kinsley for promotion to Division Chief. This promotion will follow the October 31st 2016 retirement of Steve Jones.

John has been a member of our combination fire and rescue service for 27 years and has extensive experience in fire, rescue, and EMS operations during his career. John has been, and is, very engaged in all aspects of our County Government procedures and operations and extensively involved in the Public Safety System Modernization project along with the ECC Consolidation.

John will shadow Steve for the next 2 weeks to prepare for a smooth transition come November 1st. On the 1st John will be the Acting Operations Division Chief till his promotion is permanent on November 13th 2016.

Chief Steve Jones has provided excellent leadership for the last 18 months and has ensured continuity of operations, and extensive project management. In advance of his retirement I want to thank Steve for his 30 years of service to the career and volunteer members of the department, the County Government and the residents of Montgomery County.

Scott E. Goldstein
Fire Chief
Montgomery County Fire & Rescue Service
100 Edison Park Drive, 2nd Floor
Gaithersburg, Maryland 20878
Office 240-777-2464
Fax 240-777-2415
Cell - 240-832-2598
scott.goldstein@montgomerycountymd.gov

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MCFRS CFAI 2017 ACR EXHIBIT #1b

From: Jones, Stephen (FRS-D/C)
Sent: Monday, September 26, 2016 10:57 AM
To: #FRS.ALL <#FRS.ALL@montgomerycountymd.gov>
Subject: Mini-Restructuring Plan - Oct 1st

The next phase Chief Goldstein's Mini-Restructuring Plan of MCFRS is being implemented effective October 1st. These actions are critical to Chief Goldstein's planned implementation of staffing assignments within our Divisions.

This phase includes aligning all MCFRS support service responsibilities (logistics, fleet/apparatus, IT, and facilities) within the Division of Support Services. As such, we will now reap the benefits of a newly created section within the Division of Support Services, the Technical Operations Section (Tech Ops). Battalion Chief Michael Baltrotsky, Captain Chad Moreland and Mr. Russell Hartung will all be assigned to the Tech Ops Section and their offices are now located at the Public Safety Logistics Complex, 14935-B Southlawn Lane.

Battalion Chief Michael Baltrotsky duties will also include overseeing the SCBA shop and the EMS supply section.

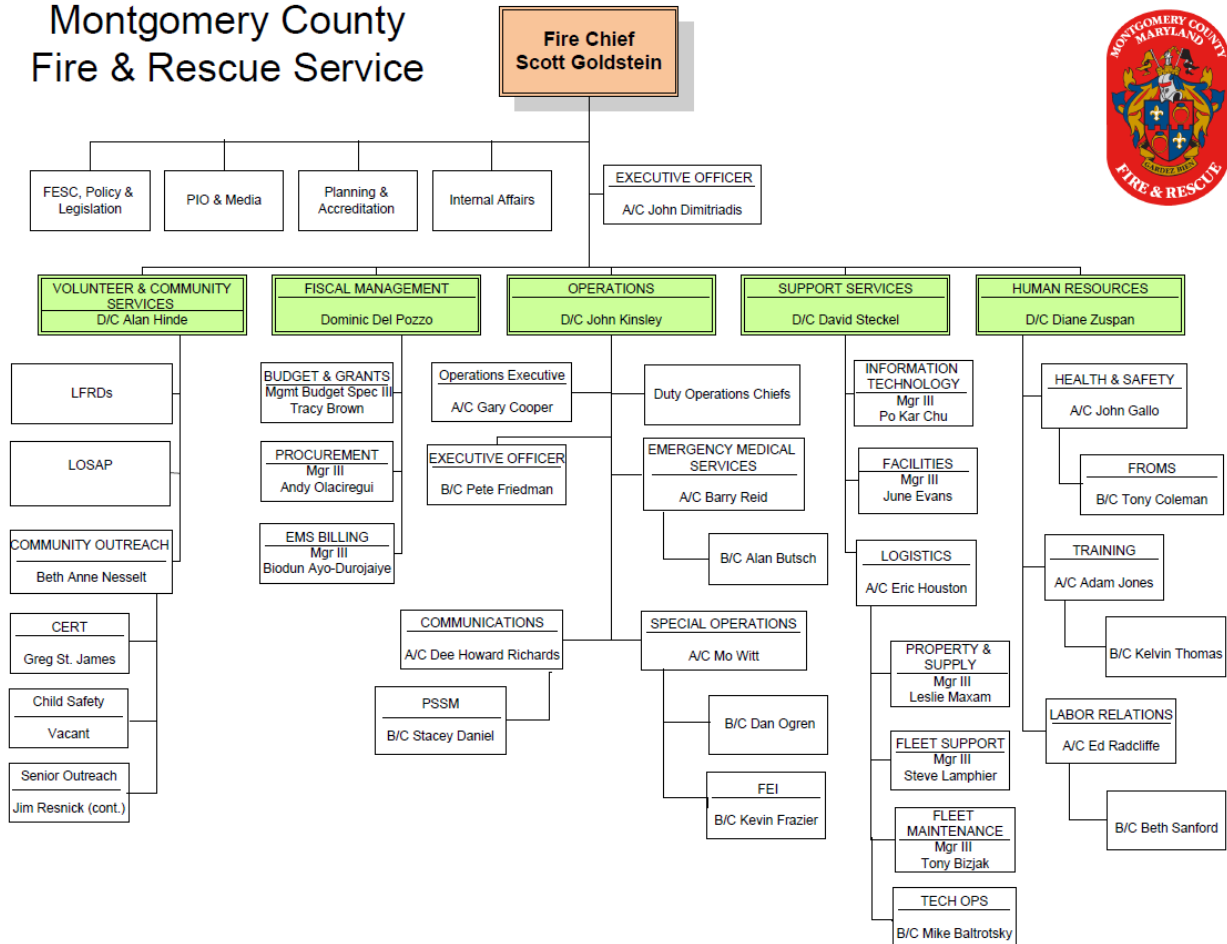
Please direct questions through your chain of command.

Stephen R. Jones, Jr.
Division Chief of Operations
Montgomery County Fire & Rescue Service
100 Edison Park Drive, 2nd floor
Gaithersburg, Maryland 20878
Office 240-777-2395
Cell - 240-328-2776
Stephen.jones@montgomerycountymd.gov

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MCFRS CFAI 2017 ACR EXHIBIT #1c

Montgomery County Fire & Rescue Service



MCFRS CFAI 2017 ACR EXHIBIT #1d

From: Witt, Maurice
Sent: Wednesday, May 24, 2017 9:39 AM
To: #FRS.ALL <#FRS.ALL@montgomerycountymd.gov>
Subject: Special Operations Section Reorganization

The Special Operations Section will reorganize on Sunday May 28th which will result in a changes in the responsibilities of the battalion chiefs assigned to the section.

The two battalion chief positions in the section will have new titles which will be the Hazardous Materials Battalion Chief and the Technical Rescue Battalion Chief. We will no longer have a Special Operations Battalion Chief or an Investigations Battalion Chief.

The Hazardous Materials Battalion Chief will manage the following teams, units and programs:

- Hazardous Materials Response team
- Fire and Explosives Investigations Unit
- MCP Emergency Services Unit Support with Station 23
- Suspicious Activity Reporting

The Technical Rescue Battalion Chief will manage the following teams and programs:

- Technical Rescue Team
- Swiftwater Rescue Team
- Rail Liaison Team
- METRO ROCC Fire Liaison

The assignments to these two positions will be as follows:

The Hazardous Materials Battalion Chief will be BC Dan Ogren

The Technical Rescue Battalion Chief will be BC Kevin Frazier

Due to BC Kevin Frazier's extended absence, BC Doug Hinkle will be detailed to the Technical Rescue Battalion Chief position until BC Frazier returns.

Thanks,
Mo

Maurice Witt, NRP
Assistant Chief, Special Operations Section
Montgomery County Fire and Rescue Service
[100 Edison Park Drive, 2nd floor](#)
[Montgomery County, Maryland](#)
(240) 777-2444 - Office
(240) 876-2014 - Cell
Maurice.Witt@MontgomeryCountyMD.Gov

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MCFRS CFAI 2017 ACR EXHIBIT #2a

From: Fire DOC Mailbox
Sent: Friday, October 21, 2016 5:13 PM
To: #FRS.ALL <#FRS.ALL@montgomerycountymd.gov>
Subject: Fire Station 18

To all,

Today Company 18 moved into their new quarters located at 12210 Georgia Ave. The station is at the corner of Georgia Ave and Mason Street.

Fire Station 18T is now closed.

Assistant Chief Michael E. Nelson, Jr.
Duty Operations Chief - C Shift
Montgomery County Fire Rescue Service
9615 Darnestown Road
Rockville, MD 20850
240/773-0660 Office
240/372-5274 Cell
Michael.Nelson@montgomerycountymd.gov
"Ita quisque domum it"

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<https://www.montgomerycountymd.gov/DGS-BDC/MMC/450900.html>

<https://twitter.com/mcfrsPIO/status/791438317963411456>

@Your4State <http://bit.ly/2eT3Gj1>

MCFRS CFAI 2017 ACR EXHIBIT #2b

[Click here for additional information on the new Public Safety Training Academy](#)

From: Jones, Adam
Sent: Wednesday, November 09, 2016 12:13 PM
To: #FRS.ALL <#FRS.ALL@montgomerycountymd.gov>
Subject: Move to the new PSTA 8751 Snouffer School Rd

Good afternoon,

The physical move to the new PSTA location will be tomorrow 11/10/2016. The new PSTA will be located at **8751 Snouffer School Rd. Gaithersburg, MD 20879**. Classes will begin at the new PSTA **Monday, 11/14/2016**.

PSTA Classes scheduled on 11/10/2016 – 11/13/2016 have been relocated to various training facilities. Academy instructors have notified their students as to the specific locations of these classes. If this has not occurred please contact your instructor or me directly and we will let you know where to report.

Your ID badge will give you access to the facility. When you arrive at the academy please proceed through the traffic gate and turn right. Fire Rescue parking is through the large gate on the ground floor of the parking garage (see attached map).

The academic portion of the PSTA is building 3A, the parking garage is 3B.

When you report to the academic building your classroom will be displayed on the TV monitor in the lobby. Fire Rescue classes are on the 2nd floor.

Thank you for your patience during this transition and if you have any questions please feel free to contact me or any of the PSTA staff directly for assistance.

Thanks again,

Assistant Chief Adam P. Jones
Director of Training
Montgomery County Fire and Rescue Service
Public Service Training Academy
9710 Great Seneca Highway
Rockville MD 20850
Office (240)773-8201 Cell (240)586-0989
Email: Adam.jones@montgomerycountymd.gov

MCFRS CFAI 2017 ACR EXHIBIT #2c

Entire stock of existing SCBA replaced with new SCBA

Montgomery County Fire and Rescue Service

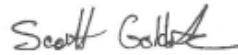
Fire Chief's General Order

NUMBER: 17-01 (Revised 4/6/2017)

February 14, 2017

TO: All MCFRS Personnel

FROM: Fire Chief Scott E. Goldstein



SUBJECT: Scott X3 SCBA Training

MCFRS has purchased Scott X3 SCBA to replace the existing stock of Scott 4.5 SCBA.

The new SCBA will be deployed on apparatus starting on April 17, 2017.

Training on the new Scott X3 SCBA will be considered to be the 2017 annual SCBA recertification required by Section 4(o) of the Certification Standards for Training, Experience, and Credentialing Requirements Regulation (#36-08AM). All personnel required to successfully complete annual recertification's, must complete the training on the Scott X3 SCBA. The training will be delivered in two parts.

Part one

Part one will be offered in an on-line format on MCFRS quicklinks. This part will provide personnel with information and specifications for the Scott X3 SCBA and will be available starting on February 1, 2017 at the following link: www.mcfrrsit.com/trackingSCBA. Also, on or about February 13, 2017, two air packs will be delivered to each worksite to facilitate hands-on familiarization.

Part two

Part two training will consist of a PSTA instructor-led session that will include a practical and didactic instructor evaluation. Instructor sessions will be held in stations and will start on February 27, 2017. **Personnel who are certified fire fighters on the IECS list must complete both part one and part two of the training by April 16, 2017.** Personnel that fail to successfully complete the training as required will have their IECS rank adjusted to the appropriate level. In addition, disciplinary and other appropriate action may be taken.

Please direct any questions to Battalion Chief Michael Baltrosky, Technical Operations Unit.

MCFRS CFAI 2017 ACR EXHIBIT #2d

New EMS Transport and "Heavy" Fire Apparatus Placed In-Service During FY17

From: Lamphier, Steve
Sent: Sunday, June 04, 2017 8:21 PM
To: Vlassopoulos, Demetrios (Jim)
<Demetrios.Vlassopoulos@montgomerycountymd.gov>
Subject: Apparatus Placed In-Service 7/1/16-6/30/17

EMS Units, County-owned, 2016 Freightliner/PL Custom

A701, M701, A703, M704, A708, M708, M708B, A712, M712, M713, M714, A715, M715, A717, A721, A722, A723, M723, A724, A725, M725, A728, M729, M731, A733, A735, M735, A740

EMS Units, County-owned, 2017 Freightliner/PL Custom

A702, M703, A705B, A706, A711, A714, A716, as well as 5 new reserve units.

Note that with the exception of stations with LFRD-owned frontline EMS units and A709, the entire frontline fleet is 2016/17.

EMS Units, LFRD-owned

A701B 2016 Freightliner/PL Custom
A713 2018 Freightliner/PL Custom
A729 2016 Freightliner/Braun
A742D 2016 International/Horton

Brush Truck

B724 2016 RAM/"home-built"
(LFRD-owned)
B740 2014 RAM/"home-built"
(LFRD-owned)

Aerials

T715 2016 Pierce rear-mount aerial (LFRD-owned)
T710 2016 Spartan ERV tractor-drawn aerial
T725 2016 Spartan ERV tractor-drawn aerial
T731 2016 Spartan ERV tractor-drawn aerial
AT708 2016 Pierce rear-mount platform (All-Wheel Steer)
AT723 2016 Pierce rear-mount platform (All-Wheel Steer)

Tanker

W717 2015 Peterbilt/4 Guys (LFRD-owned)

Rescue Squad

RS742 2016 Seagrave/PL Custom
(LFRD-owned)

Mobile Command Unit

MCU700 2016
Freightliner/Frontline (joint with MCPD)
MCU700B? 2016
Freightliner/Frontline (joint with MCPD)

Steve Lamphier, CPFP
Fleet Support Manager
Montgomery County, Maryland
Fire and Rescue Service
Division of Support Services
Fleet Unit, Logistics Section
14935-A Southlawn Lane
Rockville, MD 20850
240-777-2494 (voice)
240-773-0649 (fax)

MCFRS CFAI 2017 ACR EXHIBIT #2d (continued)

New Staff and Support Vehicles Purchased & In-Service 2016 & 2017

From: Friedman, Peter
Sent: Thursday, April 20, 2017 2:40 PM
To: Vlassopoulos, Demetrios (Jim)
 <Demetrios.Vlassopoulos@montgomerycountymd.gov>; Piringer, Peter
 <Peter.Piringer@montgomerycountymd.gov>
Subject: light duty vehicles CY16 CY17

All of these vehicles are in the County. Green highlight indicates that it is already in service.

Battalion Chief Pete Friedman
 Montgomery County Fire & Rescue
 Executive Officer – Operations Division
 100 Edison Park Dr, 2nd Floor
 Gaithersburg, MD 20878
 Office: 240-777-2250
 Cell: 240-281-1717

Type	Assigned	Type	Assigned
Interceptor 1	Ops Kinsley	F150 2	SAFETY 700
Interceptor 2	Div. Chief Steckel	F150 3	BC701
Tahoe 1	Div. Chief Kinsley	F150 4	BC702
Tahoe 2	Div. Chief Hinde	F150 5	BC705 (5 th)
Tahoe 3	SpecOps A/C Witt	F150 6	SpecOps B/C Ogren
Tahoe 4	Duty Chief 700	Transit Connect	Child seat program
Interceptor 3	Div. Chief Zuspan	Transit Passenger Van	Office of Fire Chief
Interceptor 4	PIO Piringer	F150 1	BC703 (first)
Interceptor 5	A/C Houston		
Interceptor 6	A/C Dimitriadis		

MCFRS CFAI 2017 ACR EXHIBIT #3a

Vlassopoulos, Demetrios (Jim)

From: Jones, Stephen (FRS-D/C)
Sent: Tuesday, June 28, 2016 9:39 AM
To: #FRS.ALL
Subject: PE726 Implementation on August 7th, 2016

On August 7th, MCFRS will begin staffing PE726 as a 4-person paramedic engine. This change will provide a major improvement in our ALS response times and a major improvement in effectiveness in all operations.

In late spring of 2017, the engines at FS10 and FS11 will also become paramedic engines. Further information will be released as we get closer to those implementation dates.

Stephen R. Jones, Jr.
Division Chief of Operations
Montgomery County Fire & Rescue Service
100 Edison Park Drive, 2nd floor
Gaithersburg, Maryland 20878
Office 240-777-2395
Cell - 240-328-2776
Stephen.jones@montgomerycountymd.gov

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MCFRS CFAI 2017 ACR EXHIBIT #3b

[To view the complete Expedited Bill click on this hyperlink](#)

EXPEDITED BILL NO. 29-16

827 (b) *Responsibilities and rights.* Any responsibility or right granted by law,
828 ordinance, regulation, delegation of authority, contract, or other
829 document to the Montgomery County Fire and Rescue Services or the
830 Fire Chief in connection with a function, duty or authority transferred
831 under Section 1 of this Act is transferred to the Department of Permitting
832 Services and the Director of the Department of Permitting Services.
833

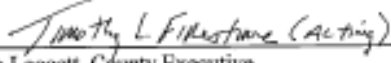

834 **Sec. 3. Expedited Effective Date**

835 The Council declares that this legislation is necessary for the immediate
836 protection of the public interest. This Act takes effect on the date on which it becomes
837 law. The amendments made in Section 1 apply retroactively to July 1, 2016.
838

839 *Approved:*

840  
841 Nancy Floreen, President, County Council Date

842 *Approved:*

843  
844 Isiah Leggett, County Executive Date

844 *This is a correct copy of Council action.*

845  
846 Linda M. Lauer, Clerk of the Council Date

MCFRS CFAI 2017 ACR EXHIBIT #3c

[Updated County Code Ch. 22 based on Expedited Bill No. 29-16 \(click for entire chapter\)](#)

COMCOR 22.00.07 Fire Safety Code - Building Construction

22.00.07.01

In accordance with the procedures authorized in Chapter 22, "Fire Safety Code," of the Montgomery County Code, as amended, this Executive Regulation applies to the safeguarding of life, property, and the public welfare from the hazards of fire and explosion arising from the improper storage, handling, or use of substances, materials, or devices and from conditions hazardous to life, property, and the public welfare in the construction, alteration, use or occupancy of buildings, structures, sheds, tents, lots or premises. Where there are differences between this regulation and the Montgomery County Building Code, the more restrictive provision(s) will apply.

In this regulation the term "Director" means the Director of the Department of Permitting Services and includes the Director's designees.

The Department of Permitting Services has the authority to enforce the requirements of the Montgomery County Fire Safety Code as it pertains to new and existing buildings, facilities, elements, structures, and conditions.

MCFRS CFAI 2017 ACR EXHIBIT #4a

[Click here for additional documentation and exhibits on the MCFRS MCNIC³ initiative](#)

From: Kinsley, John
Sent: Tuesday, February 28, 2017 5:55 PM
To: #FRS.ALL <#FRS.ALL@montgomerycountymd.gov>
Subject: Patient Home Visits

Effective March 1st, 2017 the MCFRS will be launching a new program of patient home visits, as part of the Montgomery County Non-Emergency Intervention and Community Care Coordination (MCNIC³) initiative. The goal of this initiative is to reduce unnecessary 911 calls and connect our patients to the best resources to suit their medical, social or other needs.

The home visit program is being done in cooperation with the Washington Adventist Hospital (WAH) and will serve patients that are high utilizers of both MCFRS and the WAH. These patients will be placed on a care plan by the WAH and will be periodically visited by an interdisciplinary team consisting of a population health nurse from the WAH, and an MCFRS paramedic. We anticipate that if this program is successful in reducing the need for EMS and hospital services among these patients, that it will rapidly expand to partnerships with other county hospitals.

The team will be traveling in a marked MCFRS car, and will have the call sign of "Mobile Health 700". The team will place themselves on an incident via a phone call to ECC. In the un-likely event that the team finds a patient requiring transport to the hospital, they will call ECC via radio and request whatever assistance is needed. The team will not be transporting patients in the car.

If you have any questions about this program, please contact Lt. Jamie Baltrosky in the EMS Section.

Division Chief John Kinsley, MS, EFO

Montgomery County Fire & Rescue Service
Division of Operations
[100 Edison Park Drive, 2nd Floor](#)
[Gaithersburg, MD 20878](#)

240-777-2395 (office)
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john.kinsley@montgomerycountymd.gov

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[Click here to read the online version of this article](#)

Two Accredited Agencies Receive CFSI Recognition

On April 6th at the 29th Annual National Fire and Emergency Services dinner in Washington, D.C., Montgomery County Fire and Rescue Service (MD) and Orange County Fire Rescue Department (FL) were honored by the Congressional Fire Services Institute (CFSI) for their "best practices and innovative solutions."



Montgomery County Fire and Rescue Service was given this recognition for their development of the Montgomery County Non-Emergency Intervention and Community Care Coordination initiative. Through examining frequent users of the 911 system, this program assists fire department personnel in connecting patients to programs that would be appropriate to treat their conditions. Because of this program, call volume for these services has decreased significantly within the user group.

Orange County Fire Rescue Department was recognized for their implementation of the Sepsis Alert Program and the Paramedic Preceptor Academy. The Sepsis Alert Program allows the fire department, in conjunction with the Orange County Office of the Medical Director, to identify and initiate pre-hospital treatment for patients experiencing severe sepsis. This has reduced time to definitive care, ICU admits, and length of hospital stays. The Paramedic Preceptor Academy has led to an increase in pass rates for new paramedics and improved training and continuing education opportunities. Both programs have enhanced the department's pre-hospital knowledge base and helped the community through an increased chance of survival.

The programs developed and implemented by Montgomery County Fire and Rescue Service and Orange County Fire Rescue Department show how the continuous quality improvement process can assist departments in seeing the needs of their communities and rising to meet those needs. The self-assessment process and the Accreditation Model give departments the tools to better meet the needs of their communities.

To read the CFSI article on the recognition of these two departments, visit their [website](#).

MCFRS CFAI 2017 ACR EXHIBIT #5a

[Click here to view Fire Chief General Order outlining new CAD unit status codes](#)

From: Fire DOC Mailbox

Sent: Wednesday, March 29, 2017 1:21 PM

To: #FRS.ALL <#FRS.ALL@montgomerycountymd.gov>

Subject: CAD Go-Live Sunday April 2, 2017.

Greetings,

I am pleased to announce that MCFRS ECC will be "Going Live" with the new P1 CAD system on **Sunday, April 2nd**.

Additionally, personnel currently working at the AECC while the renovation and change were taking place will be returning to the primary communications center. Over the next few days leading up to the actual cut over time and date, the FRS ECC Go-Live team will do it's best to communicate all "just in time training" with you so we are all prepared for the change. That stated, please know that while we've done our best to alleviate hiccups and glitches prior to going live, there may still be growing pains or unexpected changes. During the first several days of the cut-over should you have an unexpected experience with the new P1 CAD system I am asking in advance for your flexibility and patience.

Any questions pertaining to this email do not hesitate to contact me.

Regards,

Dee

Dorcus W. Howard Richards, Assistant Chief
Montgomery County Fire and Rescue Service
Division of Operations / Communications Section Chief
100 Edison Park Drive; 2nd Floor Gaithersburg, Maryland 20878
240.753.9545 cell
240.773.7101 office
dorcus.howard@montgomerycountymd.gov

* currently assigned to the Emergency Communications Center

MCFRS CFAI 2017 ACR EXHIBIT #5b

[Click here to view this Station Alerting presentation](#)

[Click here for a Public Safety Committee meeting video on the PSSM in 2016](#)

Fire Station Alerting

Battalion Chief Stacey Daniel
PSSM

FSA Installation

- Wholesale replacement
 - Speakers – 2,386+
 - Volume Controllers – 980+
 - Printers – 48
 - Turn Out Timers – 100+
 - Monitors – 136 +
 - Tower Lights – 348+
 - Night Vision Lights – 343+
 - Strobe Lights – 337+
 - Dorm Remotes – 113+
 - Manual Activation Buttons – 77
 - Doorbell/Camera – 35
 - Miles and Miles of cable
 - Antenna



FSA History

- RFP rewritten in 2015
- Contract signed with PURVIS Systems Inc. June 2015
- Installation began February 2016
- All stations installed February 2017
- Go live started April 2, 2017
- All stations live April 20, 2017



Go Live

- Started 4/2 – Station 22, 32 and 53
- 2 day burn in period
- 3-4 stations per day
- Station education, FAQ's, Quick Reference Cards
- Service Calls
- Last station on line station 16 4/20 @ 2030 hours
- Worked with CAD provisioning, DTS Network Team, PSDS Team



FSA

- Heart Healthy System
- State of the Art Software
- Network based
- 36 County Stations
- 5 Federal Stations
- 2 dispatch centers & test site
- 5.3 Million Budget
- 4.9 Million Contract – paid 4.5 million
- Current exposure – 5 million



BURN IN

- Service Calls via TSR – 95 to PURVIS (minor)
- 1 year warranty
- Continue education
- Post go live FAQ
- Tech Tips
- Issues
 - Active Event List
 - DM Console Mic
 - Network/firewall allowance weather page
 - Have pushed 2 software updates, major update July
 - Border station scanners



MCFRS CFAI 2017 ACR EXHIBIT #6a

[Click here to view a video of this meeting with the AHJ](#)

[Click here to view the AHJ Meeting Analyst Packet and MCFRS Slide Deck](#)



Montgomery County Council **COMMITTEE AGENDA**

Council Hearing Room, 100 Maryland Avenue, Rockville,
Maryland 20850

Main (240)777-7900 – FAX (240)777-7989 – MD Relay
711 or (800)201-7165

www.montgomerycountymd.gov/council

*The Committee Agenda is subject to change any time after
printing or during the meeting.*

*Please contact the Council Office or visit our website to
obtain daily updates.*

<u>Planning, Housing & Economic Development (PHED)</u>	<u>Health & Human Services (HHS)</u>	<u>Government Operations & Fiscal Policy (GO)</u>
Nancy Floreen, Chair George Leventhal Hans Riemer	George Leventhal, Chair Roger Berliner Craig Rice	Nancy Navarro, Chair Sidney Katz Hans Riemer, Lead for Digital Government

<u>Education (ED)</u>	<u>Public Safety (PS)</u>	<u>Transportation, Infrastructure, Energy & Environment (T&E)</u>
Craig Rice, Chair Marc Elrich Nancy Navarro	Marc Elrich, Chair Tom Hucker Sidney Katz, Lead for Behavioral Health in Justice System	Roger Berliner, Chair Nancy Floreen Tom Hucker, Lead for Environment

Committee meetings are televised live on County Cable Montgomery or streaming live

Videos are archived and available on-demand 24 hours after the meeting concludes.

[PS 9:30 AM - 7CHR streaming live](#)
[Mar 6 \[2017\]](#)

(1) Discussion - MCFRS Emergency Operations and Community Risk
Reduction


MCFRS CFAI 2017 ACR EXHIBIT #6b

[Click to view the complete Legislative Packet and see page 4 for gap-strategy example](#)

MEMORANDUM

April 14, 2017

TO: Public Safety Committee

FROM: Susan J. Farag, Legislative Analyst 

SUBJECT: **Worksession: FY18 Operating Budget and FY17-22 CIP Amendments
Montgomery County Fire and Rescue Service (MCFRS)**

Those expected for this worksession:

Chief Scott Goldstein, MCFRS

Bruce Meier, Office of Management and Budget (OMB)

Marcine Goodloe, President, Montgomery County Volunteer Fire and Rescue Association (MCVFRA)

Eric Bernard, Executive Director (MCVFRA)

Budget Summary:

- Staffing is reduced by a net total of 21 positions for FY18. This reflects the shift of 27 call taker positions to the Police Department for the Emergency Communications Center. The proposed budget also adds five positions to staff a Paramedic Chase Unit (PCU) at the Aspen Hill Station and one Captain position to provide liaison services with WMATA Rail Center Operations.
- The budget includes a 65-member recruit class to provide the new positions and address attrition.
- \$500,000 in overtime has been added to the Sandy Spring Station to reduce response time during the weekdays.
- The new Montgomery County Volunteer Fire and Rescue Association (MCVFRA) agreement has been bargained, and takes effect July 1, 2017.

Example of a gap addressed and a mitigation strategy (page 4):

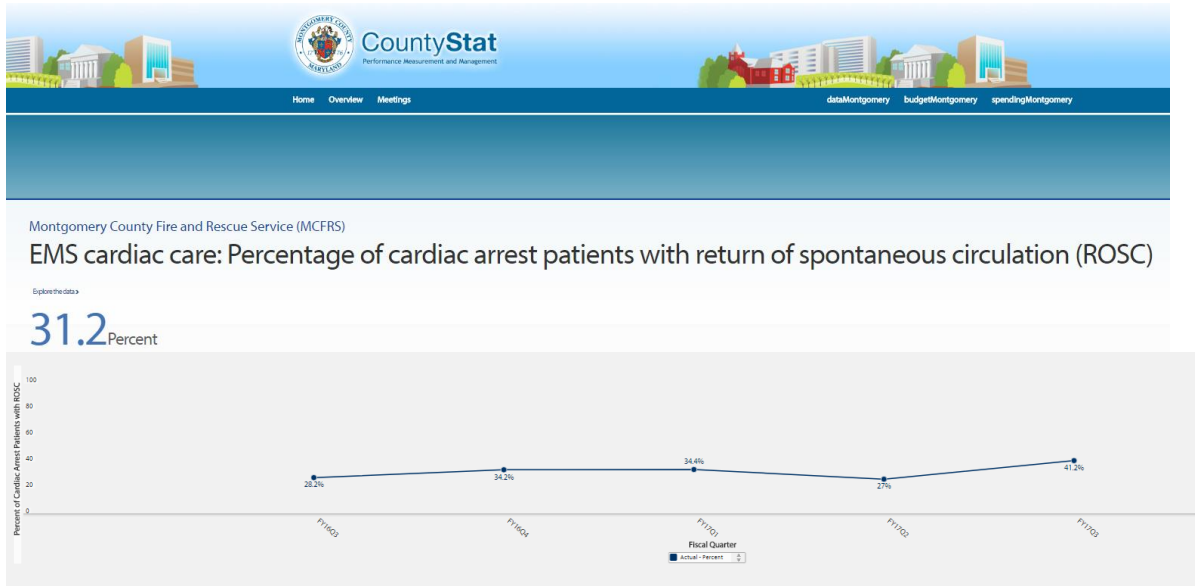
Reduce Response Time at Sandy Spring (Station 40) (\$500,000)

The FY18 Recommended Budget includes \$500,000 for overtime to provide three staffed positions Monday through Friday at Station 40. This overtime staffing began in October 2016 and has effectively reduced failures to respond (FFRs) to 0 during the week.

This staffing change adds to the FY 16 staffing increase of six personnel (including a paramedic) from 5am during weekdays and 3pm during nights and weekends. It reduced FFRs during nights and weekends, but FFRs remained high during the weekdays. The additional overtime proposed in FY18 will continue to support the reduced FFRs. MCFRS indicates that the Local Fire and Rescue Department (LFRD) "continues to support this full staffing during daytime hours and the data supports the need for this to be part of the operating budget."

MCFRS CFAI 2017 ACR EXHIBIT #7

[Click on this link to be directed to the CountyStat Website and Scroll to MCFRS Data](#)



Why is this measure important?

Montgomery County experiences approximately 50 out-of-hospital sudden cardiac arrests each month. The goal is to have all of these patients walk out of the hospital with all of their faculties intact. Measuring return of spontaneous circulation (ROSC) is the first step in this process. MCFRS hopes to measure ultimate outcomes in the future, but this is dependent upon coordination with and cooperation from our hospital partners.

Factors contributing to current performance

- Implementation of high performance CPR and treating patient on scene.
- Provision of Lucas devices (automatic CPR machines) for use during patient transport. [Note: The primary objectives for using Lucas devices are over-the-road CPR effectiveness and safety of our personnel, as these devices perform over-the-road CPR more effectively than would a standing EMS provider (who would be adversely impacted by the physical forces exerted by a vehicle in motion) and with minimal risk to EMS providers.]
- Quality improvement (QI) feedback loop within the department.

Factors restricting performance improvement

- Lack of lay person CPR being performed prior to arrival of MCFRS
- Lack of sufficient number of Lucas devices on MCFRS apparatus. [Note: These devices are costly to purchase and maintain; thus, in view of budget limitations, it will take several years to purchase a sufficient number of devices to achieve the goal whereby a unit in each station will carry one.]

Performance improvement plan

- In accordance with Brianna's Law, CPR/AED training is now required for graduation from public high schools in Maryland. This should improve the frequency and quality of lay person CPR throughout the County and State.
- Hands-free CPR training for the public will continue to be offered by MCFRS during the County Agricultural Fair and various community events and special events.
- MCFRS will continue building out its fleet of Lucas devices (approximately two devices per year) so that eventually a unit in each station will carry this device.
- County Police, who are trained as first-responders, will now be responding priority to all cardiac arrest incidents. Some police vehicles carry AEDs that officers are trained to use. This initiative should improve the provision of early CPR and defibrillation.
- MCFRS is participating with MIEMSS in "CARES" - a national project administered by Emory University which seeks to improve out-of-hospital cardiac arrest care.

MCFRS CFAI 2017 ACR EXHIBIT #8

[Click here to view a May 25, 2017 Montgomery County Council Press Release announcing the approved FY18 budget and scroll down to see the following Fire-Rescue bullets](#)

Fire and Rescue Service

- Approved FY18 budget of \$214.9 million.
- Includes recruit class expected to graduate 65 firefighters. Five of those positions will support the Advanced Life Support (ALS) chase car at Aspen Hill (Station 40) and the remaining 60 will replace personnel lost through attrition.
- Includes \$190,500 and one new captain position to provide liaison services at the WMATA Rail Operations Control Center.
- Added \$450,000 for five full-time employees to staff a paramedic position at Takoma Park Station 2.



FY18 Approved FRS Budget

- \$214.9 million, a decrease of \$1 million from FY17
- 1,286 positions, a decrease of 17 from FY17
- Recruit Class 42: 70 graduates
- Overtime funding to reduce response time at Sandy Spring (FS 40)
- Five FTEs to establish a PCU at Aspen Hill (FS 25)
- Five FTEs to add fourth person 24/7 to Takoma Park's engine
- ROCC captain position



MCFRS Management Team Briefing

MCFRS CFAI 2017 ACR EXHIBIT #9

[Click here for Exhibit 9 that packages numerous documents to support these examples.](#)



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[Vacancy Schedule](#)
[County Executive](#)

Fire and Emergency Services Commission

WHEN Thursday, June 8, 2017, 7 - 8pm

WHERE 100 Edison Park Drive 1st floor
Gaithersburg, Maryland 20878

DESCRIPTION Monthly Commission meetings as required in Chapter 21 of the County Code to discuss and perform appropriate actions in reference to the Montgomery County Fire and Rescue Service.

CONTACT EMAIL George.Giebel@montgomerycountymd.gov

CONTACT NAME George Giebel

CONTACT PHONE 240-777-2408

BOARDS Fire and Emergency Services Commission

CATEGORY Boards, Committees & Commissions





Mid-County Citizens Advisory Board (MCCAB) Meeting Summary

Mid-County Regional Services Center, 2424 Reedie Drive, Wheaton, MD

Call to Order:	Francisco Romero, Chair		Respectfully Submitted by:
			Oriole Saah, Secretary
Date/Time:	April 18, 2017; 7:00 PM ET		
Attendees:	<input checked="" type="checkbox"/> Adjogah, Mensah	<input checked="" type="checkbox"/> Mozzano, Louis	<input checked="" type="checkbox"/> Rowden, David
	<input checked="" type="checkbox"/> Bonilla, Luis	<input checked="" type="checkbox"/> Neuringer, Jason	<input checked="" type="checkbox"/> Saah, Oriole (Secretary)
	<input type="checkbox"/> vacant	<input checked="" type="checkbox"/> Newman, Rick (Vice Chair)	<input checked="" type="checkbox"/> Shoenberg, Robert (philliamontes)
	<input checked="" type="checkbox"/> Frank, Ron	<input checked="" type="checkbox"/> Reed, Patrick	<input checked="" type="checkbox"/> Tankersley, Judy
	<input checked="" type="checkbox"/> Mansori, Hasan	<input checked="" type="checkbox"/> Romero, Francisco (Chair)	<input type="checkbox"/> vacant
Staff:	Luisa Montero, Director, Mid-County Regional Services Center		
Guests:	Delegate Al Carr Devan Mayer Fire Chief Goldstein		

Please note: This is a draft until approved by the MCAAB

Call to Order: 7:00 PM by Francisco Romero

Guest: Fire Chief Goldstein

- Budget requests – enhanced staffing for Olney station 40 and a paramedic chase vehicle for Aspen Hill station 25.

Verification

I verify that the information contained in this report is complete and true to the best of my knowledge.



Signature of Agency Head

Fire Chief

Title

July 10, 2017

Date