OVERVIEW OF MCFRS PLANNING AND ASSESSMENT FOR RECRUIT CLASS 41 DECEMBER 15, 2016

PRESENTED BY SCOTT GUTSCHICK

MANAGER,

PLANNING & ACCREDITATION SECTION

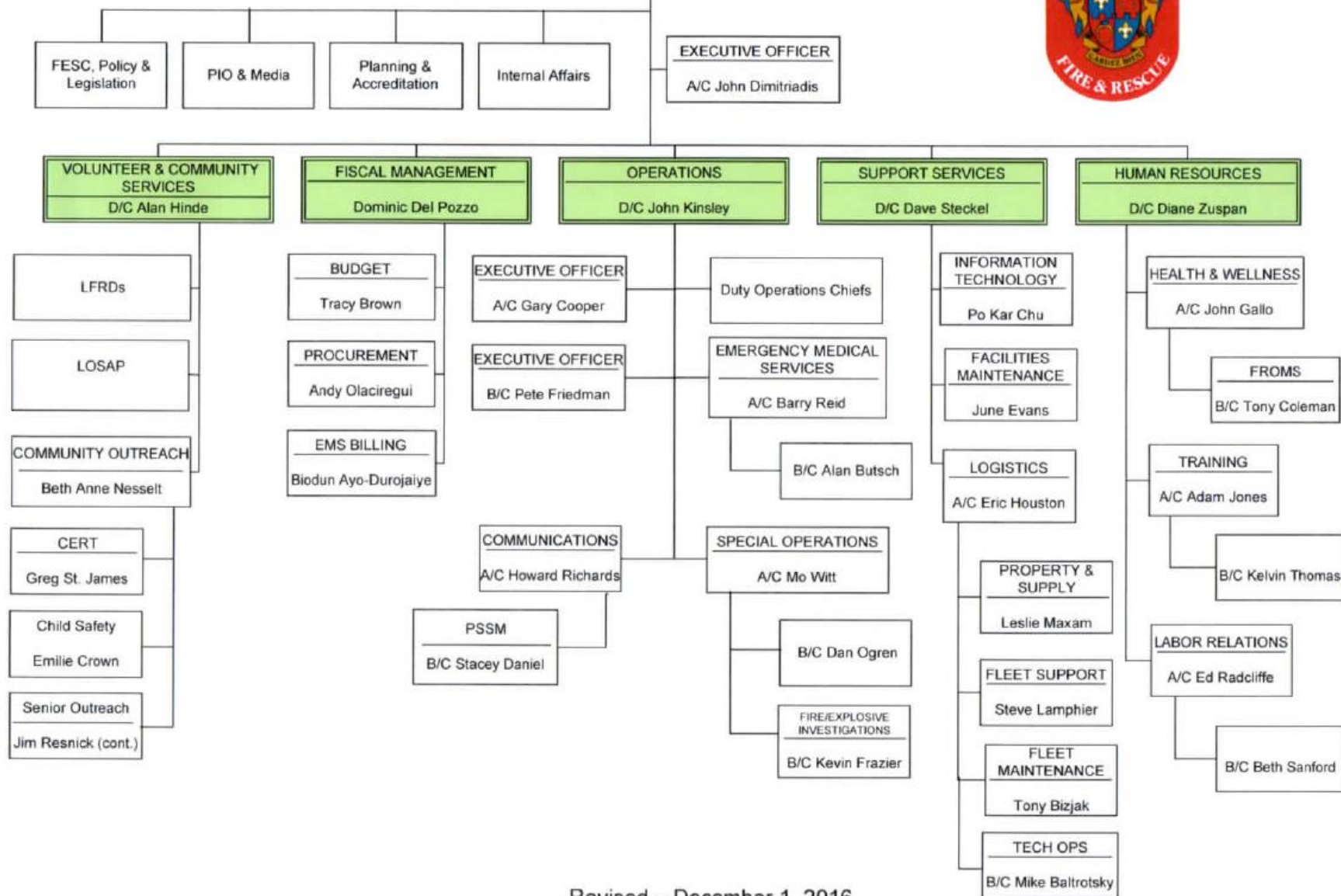# PRESENTATION OBJECTIVES

Overarching Objective:

- For Recruit Class 41 attendees to attain a general understanding of the planning function within the MCFRS and its role in the department meeting its vision, mission, goals and objectives.

Specific Objectives:

- Recruit Class 41 attendees will attain a general understanding of:
  - Planning & Accreditation Section's responsibilities, services and products
  - Master planning and strategic planning processes and documents
  - MCFRS' vision, mission, guiding principles, and goals
  - Departmental performance measures and their importance to MCFRS/County
  - Key departmental initiatives for 2016-2022 (from Master Plan)

Montgomery County Fire & Rescue Service

Fire Chief
Scott Goldstein

- FESC, Policy & Legislation
- PIO & Media
- Planning & Accreditation
- Internal Affairs

EXECUTIVE OFFICER
A/C John Dimitriadis

VOLUNTEER & COMMUNITY SERVICES
D/C Alan Hinde

- LFRDs
- LOSAP
- COMMUNITY OUTREACH — Beth Anne Nesselt
- CERT — Greg St. James
- Child Safety — Emilie Crown
- Senior Outreach — Jim Resnick (cont.)

FISCAL MANAGEMENT
Dominic Del Pozzo

- BUDGET — Tracy Brown
- PROCUREMENT — Andy Olaciregui
- EMS BILLING — Biodun Ayo-Durojaiye

OPERATIONS
D/C John Kinsley

- EXECUTIVE OFFICER — A/C Gary Cooper
- EXECUTIVE OFFICER — B/C Pete Friedman
- Duty Operations Chiefs
- EMERGENCY MEDICAL SERVICES — A/C Barry Reid
  - B/C Alan Butsch
- COMMUNICATIONS — A/C Howard Richards
  - PSSM — B/C Stacey Daniel
- SPECIAL OPERATIONS — A/C Mo Witt
  - B/C Dan Ogren
  - FIRE/EXPLOSIVE INVESTIGATIONS — B/C Kevin Frazier

SUPPORT SERVICES
D/C Dave Steckel

- INFORMATION TECHNOLOGY — Po Kar Chu
- FACILITIES MAINTENANCE — June Evans
- LOGISTICS — A/C Eric Houston
  - PROPERTY & SUPPLY — Leslie Maxam
  - FLEET SUPPORT — Steve Lamphier
  - FLEET MAINTENANCE — Tony Bizjak
  - TECH OPS — B/C Mike Baltrotsky

HUMAN RESOURCES
D/C Diane Zuspan

- HEALTH & WELLNESS — A/C John Gallo
  - FROMS — B/C Tony Coleman
- TRAINING — A/C Adam Jones
  - B/C Kelvin Thomas
- LABOR RELATIONS — A/C Ed Radcliffe
  - B/C Beth Sanford

Revised – December 1, 2016

PLANNING & ACCREDITATION SECTION MISSION AND RESPONSIBILITIES

SECTION's MISSION

To provide comprehensive planning, analytical, GIS, assessment, accreditation and related services to assist MCFRS in meeting its mission.

SECTION's MAJOR RESPONSIBILITIES

- Master planning and strategic planning
- Goals and objectives
- Station location and resource allocation studies
- Coordination of MCFRS planning with community and transportation planning
- Geographic Information System (GIS)-based services, products and analysis
- Departmental performance tracking and reporting to CAO/CountyStat
- Accreditation maintenance and re-achieving accreditation status

MASTER/STRATEGIC PLANNING

Fire, Rescue, Emergency Medical Services and Community Risk Reduction Master Plan

- 6-year plan approved by Fire Chief & County Executive and adopted by County Council
- Plan amendments as needed
- Master Plan presented in greater detail later in presentation
- Master Plan found on MCFRS QuickLinks

Annual Strategic Plan for Implementation of Master Plan Priorities

- Annual plan approved by Fire Chief based upon Master Plan
- Identifies and describes priorities for upcoming fiscal year
- FY17 Strategic Plan found on MCFRS QuickLinks

GOALS AND OBJECTIVES

Departmental Goals

- Broad goals to achieve over 6-year period of Fire-Rescue Master Plan
- Goals listed in Section 2 of Master Plan
- Master Plan initiatives (Section 6) relate to these goals
- Goals validated during annual planning meeting

Division/Section Goals and Objectives

- Each division/section has identified goals & objectives for 6-year period
- Posted on MCFRS QuickLinks
- Not included in Master Plan; separate document that can be modified as needed
- Division/Section goals & objectives relate to MCFRS goals and accreditation criteria
- Division/Section goals & objectives are re-evaluated annually; modified as needed
- "SMART" objectives – Specific, Measureable, Attainable, Relevant, Time-dependent

STATION LOCATION & RESOURCE ALLOCATION STUDY

- **Station Location & Resource Allocation Study:**
  - **Phase 1: "Up-county" area (completed)**
  - **Phase 2: Cabin John and Glen Echo areas (completed)**
  - **Phase 3: Shady Grove/King Farm area (completed)**
  - **Phase 4: Northeast County (completed)**
  - **Phase 5: East County (completed)**
  - **Phase 6: Western County (FY18-19)**
  - **Phase 7: Norbeck Road Corridor (FY18-19)**

- **Addresses station distribution and resource concentration:**
  - **Need for additional or relocated stations**
  - **Need for additional or relocated apparatus/personnel**
  - **Tied to accreditation criteria, risk assessment, and MCFRS standards of cover**

PLANNING COORDINATION WITH COMMUNITY

COORDINATION WITH COMMUNITY MASTER PLANS

- ~60 community/municipal master plans and sector plans in Montgomery County:
  - Most for unincorporated areas; prepared by M-NCPPC and approved by County Council
  - Largest cities (e.g., Rockville, Gaithersburg) prepare their own master plans; approved by their city councils and mayors

- MCFRS Planning & Accreditation Section ensures integration between MCFRS Master Plan and community master plans

- MCFRS and DPS Fire Code Compliance Section work collaboratively on input to community master plans, focusing on:
  - Service and resource needs
  - Fire department access
  - Response time

COORDINATION WITH MASS TRANSIT PLANS

- MCFRS Planning Section and Operations Division provide input to State and County mass transit plans:
  - Purple Line light-rail system
  - Bus Rapid Transit (BRT) Corridors
    - Corridor Cities Transitway (CCT)

- MCFRS and DPS Fire Code Compliance Section work collaboratively on input to mass transit plans, focusing on:
  - Fire department access
  - Life safety
  - Fire-rescue operational needs

GIS/ANALYTICAL SERVICES

GIS Services and Products:

- **Maps for many purposes:**
  - **Planning**
  - **Accreditation/risk assessment**
  - **Operational needs/resource deployment**
  - **Incident analysis**
  - **Community outreach**
  - **Briefings**
  - **Studies/reports**
- **Map books and station wall maps**
- **Linking of pre-plans to GIS**

Analytical Services:

- Incident distribution analysis
- Response time analysis
- Resource deployment analysis
- Demographic analysis

FIRE AND RESCUE STATIONS
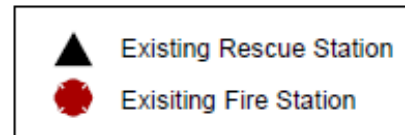
RESCUE STATIONS

1. Bethesda- Chevy Chase
2. Wheaton

FIRE STATIONS

1. Silver Spring
2. Takoma Park
3. Rockville
4. Sandy Spring
5. Kensington
6. Bethesda
7. Chevy Chase
8. Gaithersburg
9. Hyattstown
10. Cabin John
11. Glen Echo
12. Hillandale
13. Damascus
14. Upper Montgomery
15. Burtonsville
16. Silver Spring
17. Laytonsville
18. Kensington
19. Silver Spring
20. Bethesda
21. Kensington
22. Germantown/Kingsview
23. Rockville
24. Hillandale
25. Kensington
26. Bethesda
28. Gaithersburg
29. Germantown
30. Cabin John
31. Rockville
32. Travilah
33. Rockville
34. Germantown/Milestone
35. Clarksburg
40. Sandy Spring

Miles
0   1   2   3

N
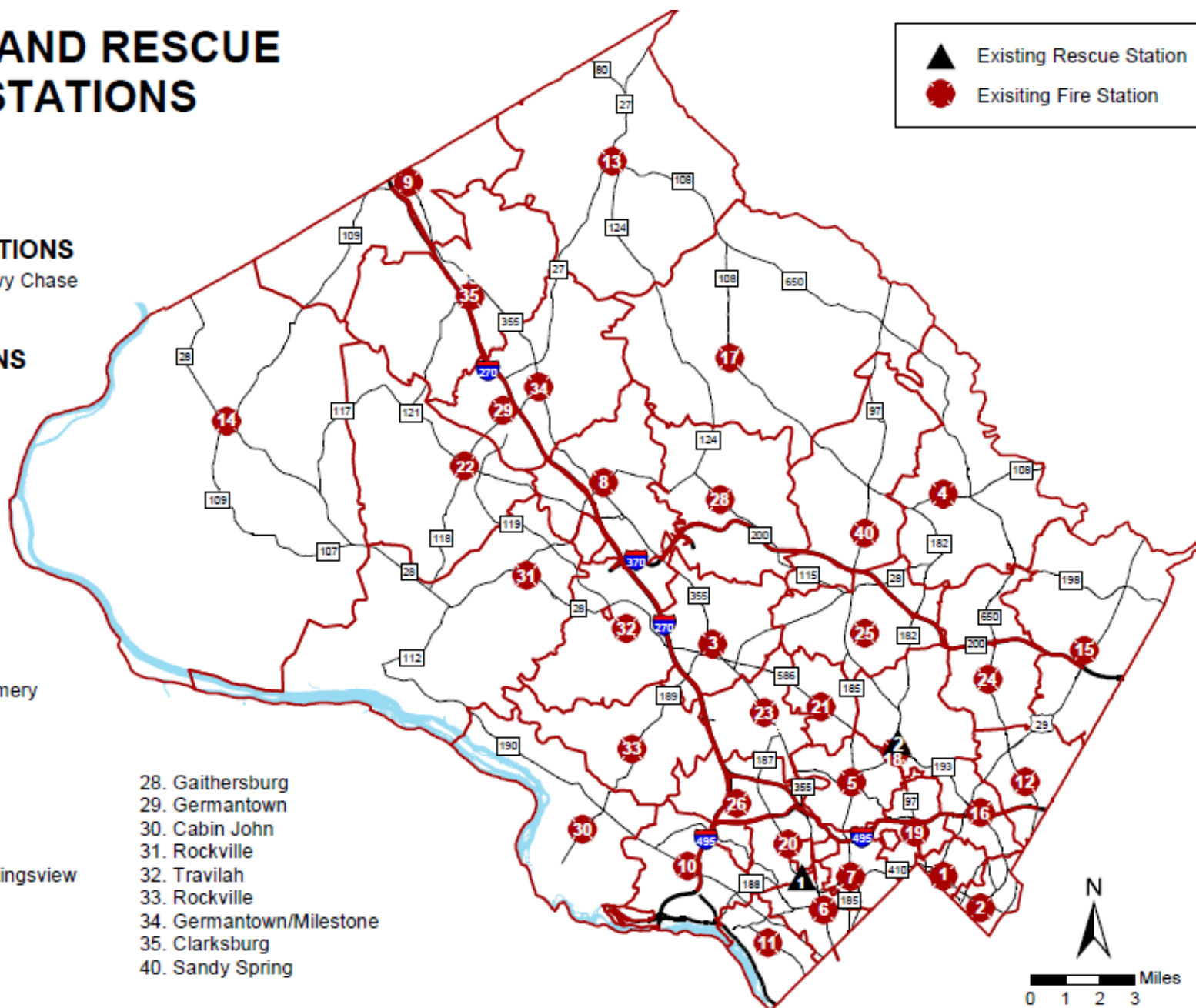
Montgomery County
Fire and Rescue Service
CY2015
Incident Density

Number of Incidents/Sq. Mile

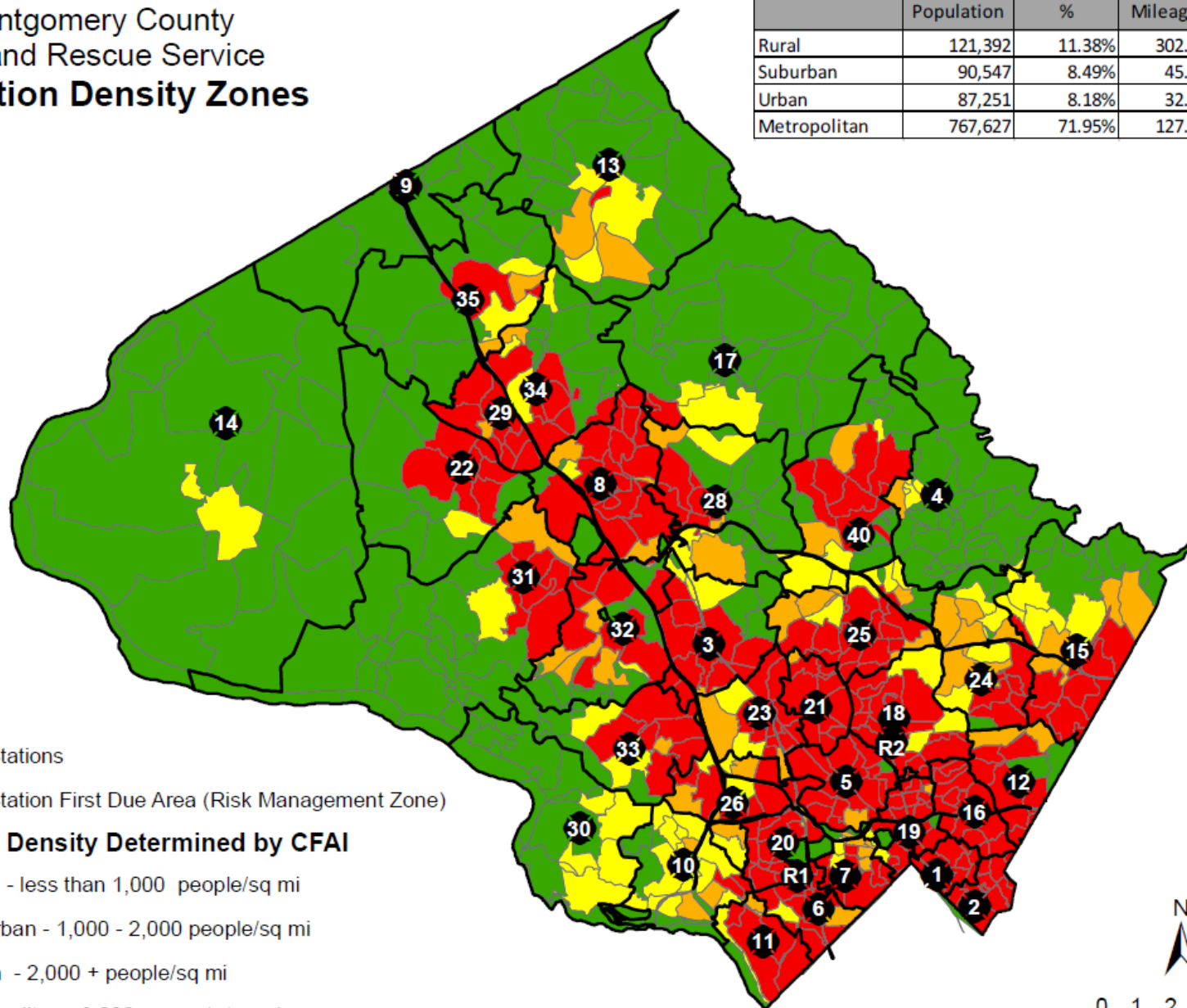|	
	0 - 440
	441 - 880
	881 - 1,320
	1,321 - 1,760
	1,761 - 2,196

0   1.25   2.5   5
Miles

N
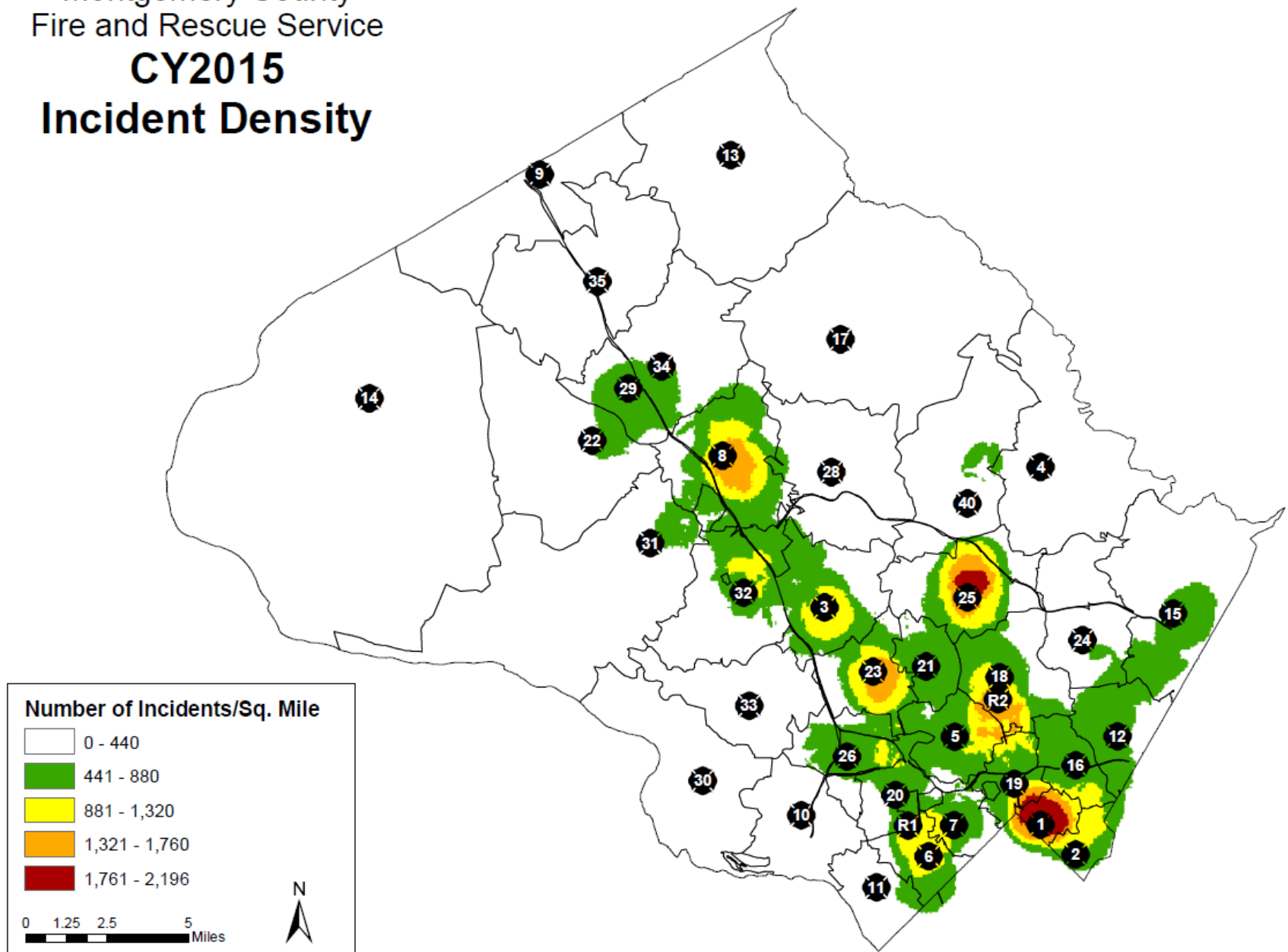
Montgomery County
Fire and Rescue Service
Population Density Zones

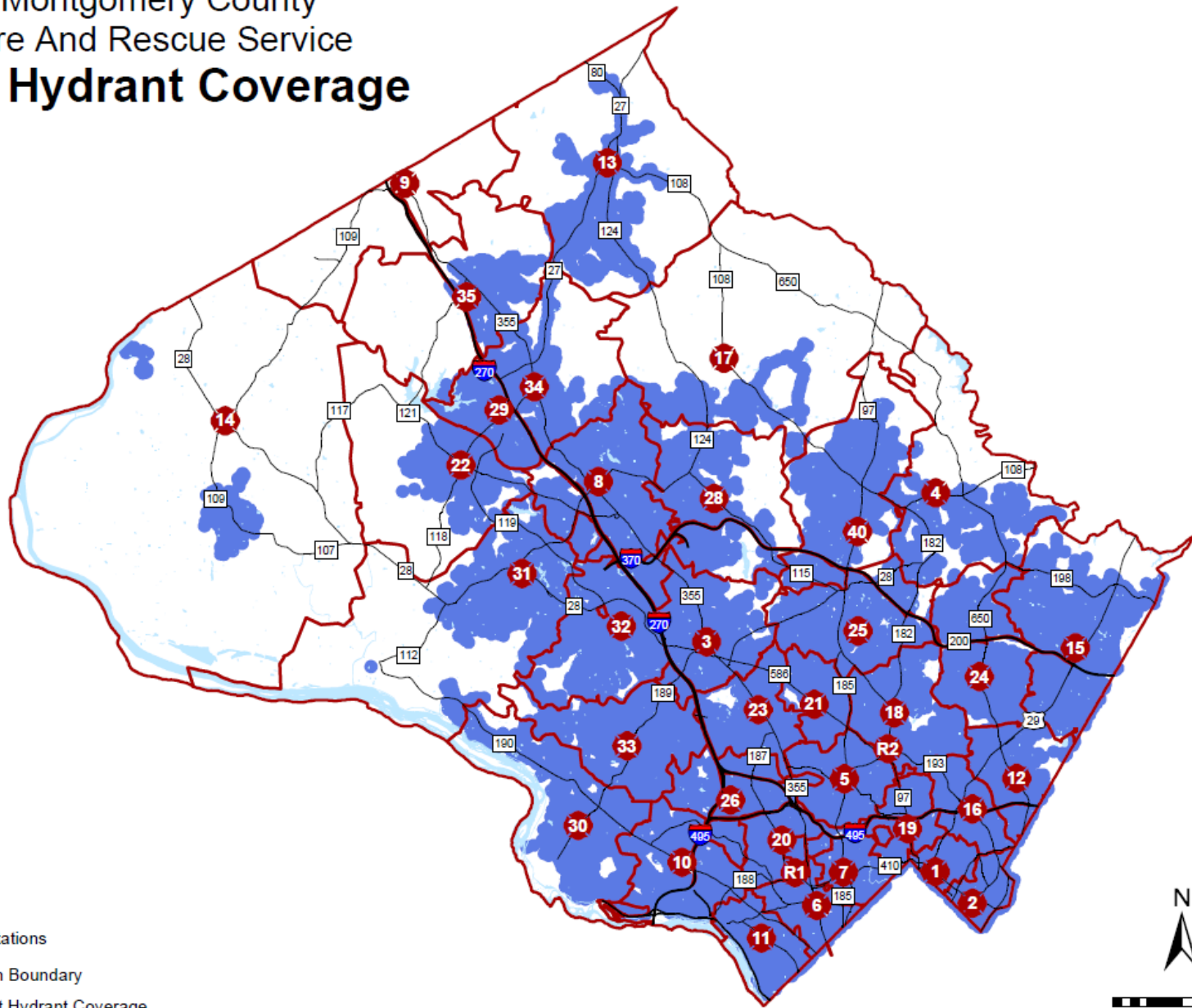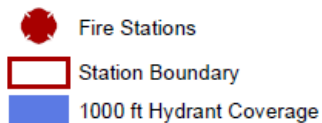| Zone	Est. 2020 Population	Population %	Square Mileage	Square Mileage %
Rural	121,392	11.38%	302.20	59.54%
Suburban	90,547	8.49%	45.20	8.91%
Urban	87,251	8.18%	32.49	6.40%
Metropolitan	767,627	71.95%	127.68	25.16%

● Fire Stations

▢ Fire Station First Due Area (Risk Management Zone)

Population Density Determined by CFAI

🟩 Rural - less than 1,000 people/sq mi

🟨 Suburban - 1,000 - 2,000 people/sq mi

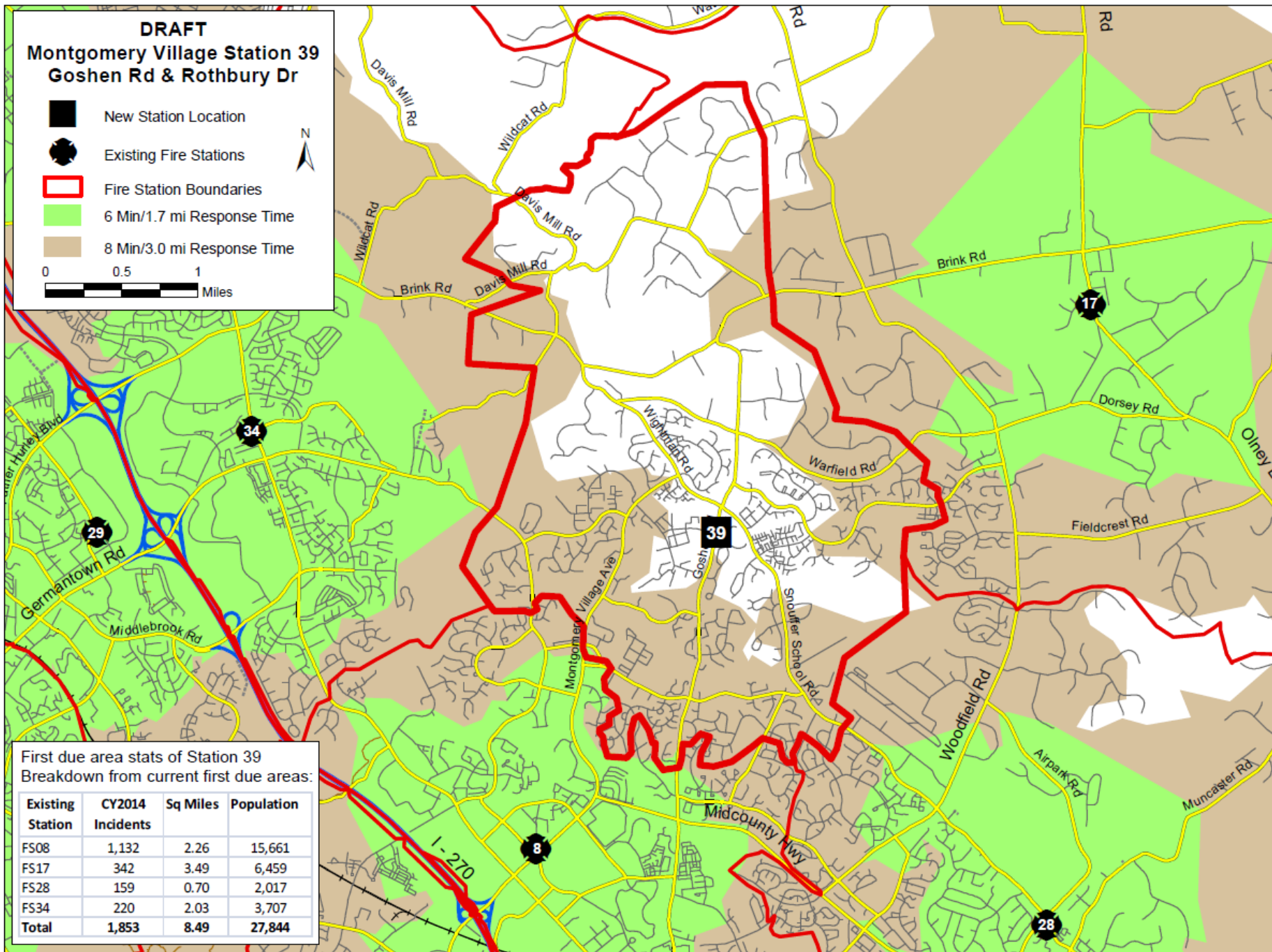🟧 Urban - 2,000 + people/sq mi

🟥 Metropolitan - 3,000 + people/sq mi

N

0 1 2 4 Miles

Montgomery County
Fire And Rescue Service
Fire Hydrant Coverage

Fire Stations

Station Boundary

1000 ft Hydrant Coverage

0 1 2 3 4 Miles

N

DRAFT
Montgomery Village Station 39
Goshen Rd & Rothbury Dr

■ New Station Location

● Existing Fire Stations

☐ Fire Station Boundaries

6 Min/1.7 mi Response Time

8 Min/3.0 mi Response Time

0   0.5   1
Miles

First due area stats of Station 39
Breakdown from current first due areas:

Existing Station	CY2014 Incidents	Sq Miles	Population
FS08	1,132	2.26	15,661
FS17	342	3.49	6,459
FS28	159	0.70	2,017
FS34	220	2.03	3,707
Total	**1,853**	**8.49**	**27,844**

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Legend:

- ■ New Station Location
- ⬤ Existing Fire Stations
- ▭ Fire Station Boundaries
- 6 Min/1.7 mi Response Time
- 8 Min/3.0 mi Response Time

N

0   0.5   1
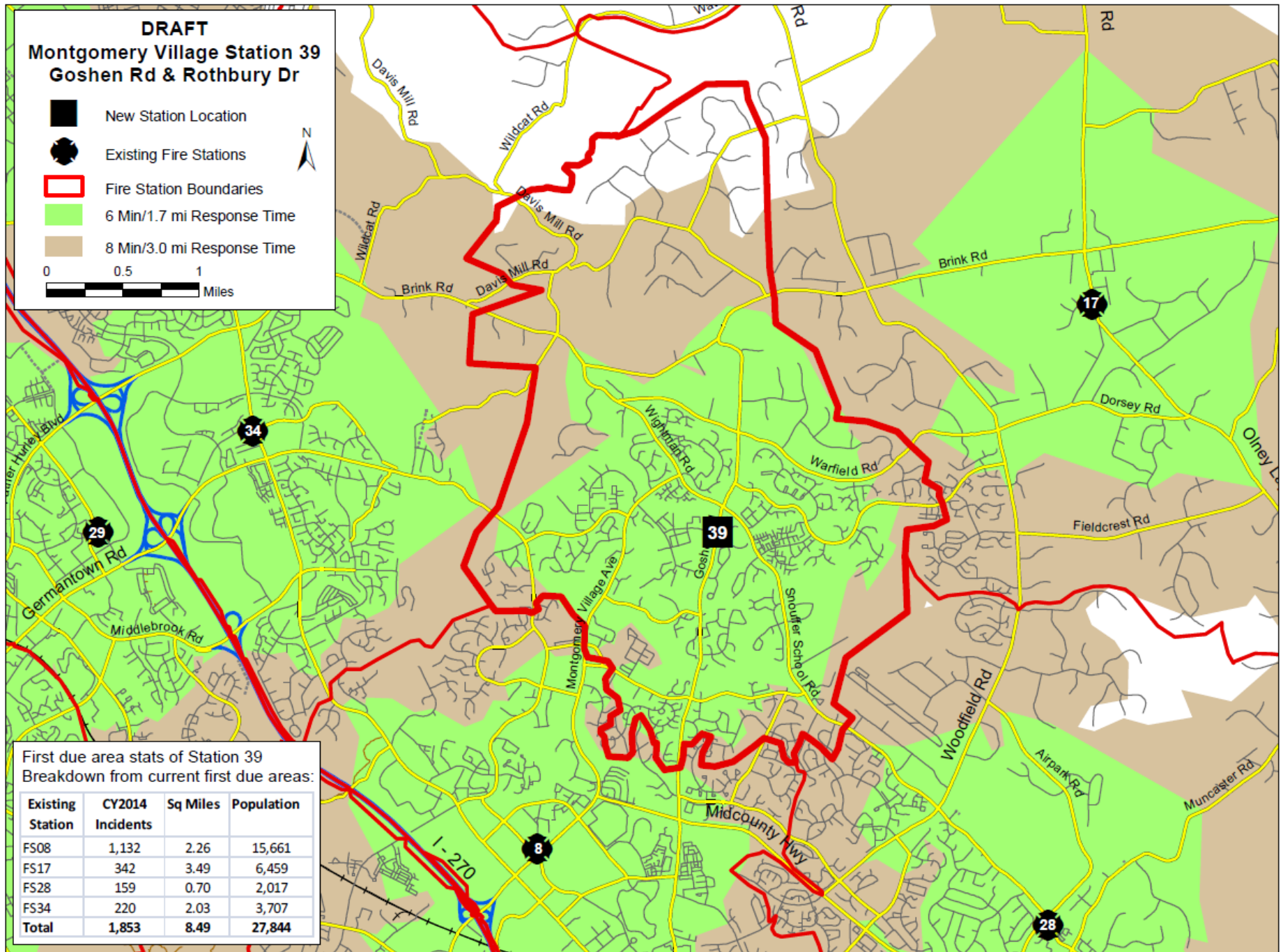Miles

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DEPARTMENTAL PERFORMANCE MEASUREMENT

- **MCFRS tracks and reports performance to CAO/CountyStat:**
    - **"Headline measures"**
    - **"Supporting measures"**

- **Departmental performance reported quarterly and annually**

- **Performance measures published on CountyStat's web site**

- **Performance measures included in MCFRS' annual *Performance and Accountability Report*, along with 11 elements of "responsive and sustainable leadership."**
    - **Report serves as basis for Fire Chief's annual performance review**
    - **In the report, MCFRS must explain:**
        - **Factors impacting performance – "contributing" and "restricting" factors**
        - **Plan for improving performance [i.e., continuous improvement per accreditation]**

HEADLINE PERFORMANCE MEASURES

- **Advanced Life Support-related Headline Measures:**
  - **"STEMI" – ST-segment elevation myocardial infarction**
  - **Cardiac arrest – return of spontaneous circulation (ROSC)**
  - **Stroke care**
  - **90th percentile response time, by population density zone**

- **Fire-related Headline Measures:**
  - **90th percentile response time, by population density zone**
  - **Fire confinement to room of origin**
  - **Civilian residential fire fatalities and fire injuries**

HEADLINE PERFORMANCE MEASURES (cont.)

- **Accreditation Headline Measure:**
  - **Commission on Fire Accreditation International (CFAI) core competencies met**

- **Community Outreach Headline Measure:**
  - **Child safety seat inspections**

- **Future headline measures to be developed:**
  - **Community outreach**
  - **EMS**
  - **Accreditation**
  - **Other**

MASTER PLANNING MANDATE

COUNTY CODE, CHAPTER 21, SECTION 12 mandates that:

- MCFRS prepare a master plan addressing the minimum list of criteria listed in Section 12. [Our plan addresses additional topics/criteria.]

- Fire Chief conduct at least one public hearing before proposing any significant amendment(s) to the plan.

- County Executive forward the master plan or any amendment proposed by the Fire Chief, along with any comments received, to County Council.

- County Council approve the master plan as proposed or with changes/amendments.

MCFRS VISION AND MISSION

MCFRS VISION

The Montgomery County Fire and Rescue Service's vision is to enhance public safety and support quality of life through direct immersion in our communities, effectively blending outreach and education, and by leveraging our career and volunteer workforce to deliver exceptional services and improve our resiliency to meet increased challenges.

MCFRS MISSION

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

MCFRS GUIDING PRINCIPLES/VALUES

Our Montgomery County Fire and Rescue Service providers will:

- Deliver services to our customers with impartiality and excellence
- Promote the highest standards of safety and welfare
- Serve with integrity and mutual respect
- Promote the efficient and effective utilization of our resources
- Ensure that all organizations and personnel comprising the Fire and Rescue Service share the responsibility for continuously improving their capabilities, effectiveness, and efficiency
- Be responsible for the honor of our profession and public service
- Recognize the importance of diversity of our workforce and communities
- Promote equity and harmony among career and volunteer personnel
- Maintain and promote open honest communication, creativity, and competence
- Continuously improve public confidence and trust
- Be accountable and ethical

MCFRS GOALS

OVERARCHING DEPARTMENTAL GOAL

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

DEPARTMENTAL GOALS

Set of 16 broad goals for 2016-2022

(View in Master Plan on MCFRS QuickLinks)

MASTER PLAN's KEY INITIATIVES

READINESS/DEPLOYMENT INITIATVES

- Complete implementation of 4-person staffing of engines and potentially some aerial units and rescue squads by 2022

- Implement paramedic chase units (PCUs)

- Deploy additional ambulances (BLS transport units)

- Establish community paramedicine service with mobile integrated healthcare transport units and Emergency Communication Nurse Service (ECNS) at the Emergency Communications Center (ECC)

MASTER PLAN's KEY INITIATIVES

READINESS/DEPLOYMENT INITIATVES (cont.)

- Enhance EMS oversight and supervisory capabilities

- Provide CPR & AED training to residents (with partner agencies)

- Realign five battalions to six; add Battalion Chief 706

- Reduce failures-to-respond beginning with stations w/highest rate

- Implement improvements to community outreach program

MASTER PLAN's KEY INITIATIVES

INFRASTRUCTURE INITIATIVES

Emergency Communications:

- **Public Safety System Modernization (PSSM)**
  - **Computer Aided Dispatch**
  - **Radio System**
  - **Fire Station Alerting System**

- **Consolidation of call-taking & dispatch under County Police**

- **Achieve & maintain Accreditation Center for Excellence (ACE) accreditation for Public Safety Communications Center (PSCC)**

- **Establish Emergency Communication Nurse Service (ECNS) at ECC**

MASTER PLAN's KEY INITIATIVES

INFRASTRUCTURE INITIATIVES (cont.)

Facilities:

- **PSTA completion** ✔

- **New-additional stations**

- **Station renovations, expansions, and rebuilds**

- **System replacements or upgrades at existing stations**

MASTER PLAN's KEY INITIATIVES

INFRASTRUCTURE INITIATIVES (cont.)

Fleet & Equipment:

☐ Apparatus replacement (~100 units over 6 years)

☐ 2nd shift in Fleet Maintenance

☐ Industry best-practices for parts management

Information Technology:

☐ Replacement of mobile devices for eMeds

☐ Fire station network security enhancement

☐ Station security cameras

MASTER PLAN's KEY INITIATIVES

PLANNING AND ASSESSMENT INITIATIVES

Planning:

- **Annual strategic plan**

- **Phases 6 and 7 of Station Location Study**

- **Site evaluation for new stations**

- **Next 6-year Fire-Rescue Master Plan (2023-2028)**

MASTER PLAN's KEY INITIATIVES

PLANNING AND ASSESSMENT INITIATIVES (cont.)

Assessment:

- Departmental performance measurement

- Uniform tracking of goals and objectives

- Uniform program appraisal

- Accreditation compliance requirements (2016-17, 2019-2022)

- Re-achieve accreditation at end of 5-year cycle in 2018

MASTER PLAN's KEY INITIATIVES

TRAINING, WELLNESS AND SAFETY INITIATIVES

Training:

- Complete two recruit classes annually (if funded)

- Maintain PSTA's status as accredited paramedic training institution

- Maintain certification from MIEMSS to provide EMS training

- Maintain certification from NBFSPQ to provide fire and rescue training

Wellness and Safety:

- Create and staff a 2nd 24-hour shift Safety Officer

- Conduct risk consultations with all stations and shifts

CONTACT INFORMATION

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- 240-777-2417

- Public Safety Headquarters
  100 Edison Park Drive
  Room 2E-09

ACCREDITATION

Accreditation process to be presented next

by Demetrios "Jim" Vlassopoulos,

MCFRS Accreditation Manager