

**FY2019 STRATEGIC PLAN  
FOR IMPLEMENTATION OF FIRE,  
RESCUE, EMERGENCY MEDICAL  
SERVICES AND COMMUNITY  
RISK REDUCTION MASTER PLAN  
PRIORITIES**



**June 22, 2018**

A handwritten signature in black ink that reads "Scott Goldstein".

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**FIRE CHIEF, SCOTT E. GOLDSTEIN**

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# APPROVED FY2019 MCFRS STRATEGIC PLAN

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# APPROVED FY2019 MCFRS STRATEGIC PLAN

## INTRODUCTION

The FY2019 Strategic Plan addresses implementation of the Montgomery County Fire and Rescue Service's highest priorities that require initiation, continuation (with respect to carryover initiatives from the FY18 Strategic Plan), and/or completion during FY19. These priorities are related to departmental goals updated during the March 20, 2018 Planning Meeting as well as recommendations and initiatives found in Section 6 of the *2016-2022 Fire, Rescue, Emergency Medical Services, and Community Risk Reduction Master Plan*.

FY19 priorities address the major categories of operations, volunteer and community services, human resources, support services, fiscal management, planning, accreditation, public information and internal affairs. The order in which the categories have been presented in the plan is not indicative of their level of importance to the department nor is the order of the individual initiatives within each category. All categories and initiatives are considered of equal importance and will be pursued concurrently. While many of these initiatives could require several years to implement fully, their initiation or continuation during FY19 is crucial for the department to continue meeting its mission, goals and objectives in its continuous efforts to achieve organizational improvement and excellence.

The FY19 operating budget impacts the scope of the department's FY19 initiatives. The Approved FY19 Operating Budget for the department is \$218,000,207 (including grants), an increase of \$3.14 million or 1.46% compared to the FY18 Approved Operating Budget of \$214,862,420 million (including grants). With this increase, the FY19 MCFRS Operating Budget includes limited enhancements to services and programs. The most significant budgeted enhancements include the following:

- Expanding the Mobile Integrated Healthcare Program to serve up to 200 patients who have been frequent users of emergency medical services.
- Hiring of approximately 70 firefighter-rescuer recruits (total) for Recruit Classes 44 and 45 to address departmental attrition and to continue implementation of four-person staffing.
- Hiring of four daytime, weekday firefighter-rescuer positions to achieve needed staffing enhancements at Burtonsville Station 15 to reduce failures-to-respond involving special services (i.e., aerial unit and rescue squad).

# FY2019 STRATEGIC PLAN FOR THE IMPLEMENTATION OF FIRE, RESCUE, EMS, AND COMMUNITY RISK REDUCTION MASTER PLAN PRIORITIES

## OPERATIONS

### **A. EMS Initiatives**

Initiative in Brief: During FY19, MCFRS will further expand the Mobile Integrated Health Program, further expand use of FirstWatch™, and develop a proposal for an alternate destination protocol for certain low-acuity patients as well as the use of cold responses for those patients.

Initiative's Importance: With over three-quarters of the County's fire-rescue incidents of an EMS nature and the percentage expected to increase as the County population grows and ages, it is imperative that the most effective and efficient EMS deployment model be utilized by MCFRS. Important elements of this model involve the provision of mobile integrated health care services and use of an alternate destination protocol to provide the most effective and efficient level of services for low-acuity patients having a variety of health care and social service needs. Expanded use of FirstWatch will improve the surveillance and analysis of EMS incidents from both the eMEDS and CAD systems.

MCFRS Goal(s) Achieved: Implementation of this initiative will help the MCFRS in achieving departmental Goal #3 (ensuring sufficient resources to deliver effective emergency services), Goal #7 (deploying and leveraging resources to meet our customers' needs), Goal #11 (growing our infrastructure, including communications and IT systems) and Goal #16 (organizational commitment to develop and implement new technologies and innovations). **[See full list of departmental goals in Appendix A.]**

Explanation of Initiative: During FY19, the Operations Division will focus on the following EMS-related initiatives:

- **Expand Mobile Integrated Health Program**

MCFRS and HHS received County Council approval to add positions to support the Mobile Integrated Health (MIH) program in FY18 and FY19, resulting in the addition of a Social Worker, Community Health Nurse, Data Analyst, and Program Manager. The

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program will continue to engage with external partners to better support the long-term needs of those patients who call 911 on a frequent basis, and attempt to better serve these patients by finding them more appropriate resources within the community. As needed, MCFRS will continue home visits to these patients with an interdisciplinary team of EMS and other healthcare providers.

- **FirstWatch™**

MCFRS will be switching electronic patient care reporting platforms during FY19 to “eMEDS Elite.” This switch is necessary to stay compliant with State and national guidelines centered around the new National EMS Information System (NEMSIS) v3.1 data standards. Since FY17, the EMS Section has been using FirstWatch - a data surveillance tool that analyzes EMS incidents from both the eMEDS and CAD systems. Information gathered from this review is automatically funneled to decision-makers and quality assurance (QA) personnel for further action. During FY19, MCFRS intends to expand this program to encompass the 911 call-taking process.

- **Alternate Destination Protocol/Cold Responses**

In conjunction with Holy Cross Hospital and Shady Grove Adventist Hospital during FY18, MCFRS studied the ultimate disposition of certain stable, low-acuity patients. During FY19, MCFRS will evaluate this study and, if appropriate, develop a proposal to either treat these patients in place by a Mobile Urgent Care unit (composed of a Paramedic and Nurse Practitioner) or transport them to an Urgent Care Center or other suitable health care provider. MCFRS is also planning to reduce the use of red lights and sirens to respond to the same subset of patients.

## B. COMMUNICATIONS INITIATIVES

Initiative in Brief: During FY19, the Operations Division will work on several initiatives pertaining to the Emergency Communications Center, including ECC consolidation, call-processing time improvement, ACE accreditation, and expanded use of First Watch™.

Initiative’s Importance: ECC consolidation, ACE accreditation, improvements in call-processing time, and expanded use of FirstWatch should lead to greater efficiencies, improved operational effectiveness and faster total response times.

MCFRS Goal(s) Achieved: Implementation of this initiative will help the MCFRS in achieving departmental Goal #7 (deploying and leveraging resources to meet our customers’ needs) and Goal #11 (growing our infrastructure, including communications and IT systems).

Explanation of Initiative: During FY19, the Division of Operations will address several initiatives involving MCFRS emergency communications as follows:

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- **ECC Consolidation:** During FY19, the ECC Section Chief, along with the ECC Professional Standards Unit, will continue to work with civilian partners to move forward with ECC consolidation. With the MCFRS' ECC Administrative Captain as a member of the Appreciative Inquiry Core Group (tasked with identifying the best methods and practices in 911 call-processing and dispatch), the ECC will continue to move forward with consolidation while working through the differences between fire-rescue and police concerning their 911 call-processing methods. In addition, the ECC Directors from both disciplines will meet weekly to discuss and mitigate procedural and policy differences.
- **Call-Processing Time:** During FY19, the ECC Professional Standards Unit will continue an initiative begun during FY18 to identify the root cause of delays in call-processing. This effort includes the re-training of personnel involved in elevated call-processing times. Weekly reviews are conducted and forwarded to their supervisors. Changes in the dispatch process are then recommended to the MCFRS Operations Chief.
- **ACE Accreditation:** Efforts will continue during FY19 toward achieving the accreditation requirements of the Accreditation Center for Excellence (ACE) of the International Academy of Emergency Dispatch. Required quality assurance of data will be the focus. The Dispatch Review Committee and Dispatch Steering Committee will meet quarterly and bi-annually, respectively. Also, MCFRS SOP #404 (Priority Dispatch Systems) – having been under review for revision during FY18 - will be completed and submitted for approval to the National Academies of Priority Dispatch.

Achievement of ACE accreditation should result in improved performance and efficiency in call-processing and dispatch. ACE accreditation is also a pre-requisite for establishing the desired Emergency Communications Nurse Service at the ECC.

- **CAD to CAD:** During FY19, MCFRS will introduce CAD-to-CAD technologies with our automatic aid partners to enhance automatic aid processes. CAD-to-CAD will expedite resource deployment and eventually leverage automatic vehicle locator (AVL)/Automatic Routing Logic (ARL) technologies.
- **FirstWatch™:** New uses of FirstWatch during FY19 will include the monitoring of initial phone-to-dispatch times as well as live monitoring of data as well as data analysis for the EMD/EFD/Call-taking modules.

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### C. STAFFING INITIATIVES

Initiative in Brief: During FY19, the Operations Division will continue efforts to address staffing deficiencies and to maximize limited ALS resources. EMS quality improvement will be enhanced by staffing three additional EMS Duty Officer positions, if sufficient funding becomes available during the fiscal year for this purpose. Additionally, two civilian positions addressing data analysis needs of the Operations Division will be created and filled if funding becomes available.

Initiative's Importance: Continued deployment of paramedic chase units and conversion of medic units to BLS transport units will allow for more efficient delivery of EMS services with limited resources. Provision of minimum staffing of primary apparatus is important to reduce failures-to-respond and to improve response time. Further, it is important to achieve a staffing coefficient of 5.0 FTE per uniformed position to ensure that each position is staffed without having to use overtime and, at times, forced holdovers to cover periods when firefighters are unable to report for duty (e.g., leave, training, recertifications). Additionally, the Operations Division would benefit greatly from having advanced technical capability to perform data analysis and to do so by means of two civilian FTEs versus attempting to achieve this level of specialized work through use of uniformed personnel on overtime.

MCFRS Goal(s) Achieved: Implementation of this initiative will help the MCFRS in achieving departmental Goal #1 (maintaining operational readiness), Goal #3 (ensuring sufficient resources to deliver effective emergency services), and Goal #7 (deploying and leveraging resources to meet our customers' needs).

Explanation of Initiative: During FY19, the Operations Division will address the following initiatives pertaining to staffing deficiencies:

- **Work Toward Achieving Coefficient of 5.0 FTEs per 24-hour Position**

As most positions assigned to fire and rescue stations are not staffed at the desired coefficient of 5.0 fulltime equivalents<sup>1</sup> (FTEs) per 24-hour position\*, efforts will continue during FY19 to address this significant deficiency. For example, most Master Firefighter positions are staffed at only 3.0 FTEs per position and most Firefighter positions are staffed at only 4.5 FTEs per position. Under this situation, when a firefighter is on leave or otherwise unable to report for duty, a replacement must be hired on overtime and may necessitate a forced holdover.

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<sup>1</sup> The 5.0 coefficient may be verified or changed in FY19 as a result of a joint CountyStat/MCFRS study performed during FY18.

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\* Note: As background regarding this initiative, the Office of Legislative Oversight (OLO) completed a staffing study in 2007 analyzing data relative to work force availability involving aspects identified as having an impact including, but not limited to, leave culture (i.e., vacation, casual, administrative, sick, etc.), details off the floor, injuries, etc. The data analysis resulted in OLO issuing a report recommending a staffing coefficient of 4.5 FTEs per 24-hour position. In 2013, CountyStat conducted a similar study which concluded that an average staffing coefficient of 5.0 FTEs per 24-hour position (across all ranks) was appropriate. MCFRS has never been able to staff at the recommended coefficient; however, for the past several years, the department has committed to staffing each newly implemented service (e.g., Engine 732, Ambulance 732) at the recommended 5.0 coefficient. During FY18, MCFRS had been working with CountyStat staff concerning a new study to reevaluate and update the staffing coefficient. A conclusion was anticipated by the end of FY18Q4 (after approval this Plan).

- **EMS Supervision**

MCFRS uses the EMS Duty Officers (EMS DOs) to liaison with hospital emergency rooms (8 in-county, 4 major ERs out-of-county), handle quality assurance (QA) matters (both investigative and education-related), and attend high-priority EMS calls. These individuals also serve as a ready resource for emergent issues involving controlled medications restocking and biomedical equipment malfunctions. Currently, this workload is handled by 2 EMS DOs. In CY2017, the two EMS DOs were able to attend only 60% of all cardiac arrests and less than 20% of ALS2 events while handling an average of 3-6 medication/equipment transactions per day and answering numerous phone/radio inquiries from hospital staff and EMS providers. By adding a third EMS supervisor, the administrative workload could be more widely distributed and would allow the EMS DOs to more routinely attend high-priority EMS calls.

To enhance ALS and BLS performance and quality improvement, MCFRS will, if funding becomes available during FY19, expand the number of EMS Duty Officers from two to three.

- **ALS Chase Unit Deployment; Conversion of Medic Units to Ambulances**

Several LFRDs have expressed interest in adding paramedic chase units (PCUs) at their stations. To support these efforts, MCFRS leadership will collaborate with those LFRDs during FY19 to provide staffing to support more PCUs. In PCU deployment, the paramedic is separated from the transport unit (i.e., existing medic unit); thus, allowing the paramedic to operate more efficiently such that, for low-acuity patients, the paramedic is not needed during patient transport and will remain in service within the community aboard the PCU.

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As the number of PCUs increases, the availability of existing paramedic resources increases. By converting some medic units to ambulances, paramedics from these medic units would be reassigned to PCUs. This would allow greater availability of ALS care without increasing the total number of paramedics in the system and would address the increasing demand for ALS service (~3% increase per year). Conversion of some medic units to ambulances increases the number of BLS transport units in the department which assists with the increasing number of BLS patients associated with population increases within the County.

- **Staffing Needs at Stations 15 and 40**

In its FY19 Operating Budget request, MCFRS had requested 6 FTEs to support daytime staffing at Burtonsville Station 15 to address failures-to-respond (FTRs). The Approved FY19 Operating Budget includes four daytime, weekday positions which will aid in reducing weekday FTRs involving special services (i.e., aerial unit and rescue squad) at this station during FY19 and beyond. In October 2016, MCFRS increased the weekday staffing at Sandy Spring Station 40 to address FTRs at this location. These positions have been staffed by personnel working overtime, and this arrangement will remain in place during FY19, as funding for FTEs to provide this level of staffing was not allocated within the Approved FY19 Operating Budget.

- **Civilian Positions**

While MCFRS continues to experience the need for technical analysis of data collected during incident response (e.g., call-taking/dispatch, incident reports, and patient care), there is insufficient staff in place having the appropriate data analysis skills to perform the needed analysis. Through use of the most current data analysis methods by a dedicated data analyst, improvements and efficiencies would be made in the allocation of current resources and planning for new stations and apparatus. Should funding become available during FY19, a data analyst position (classification and grade TBD) within the Operations Division will be created and filled.

The MCFRS is reliant upon accurate GIS-based data for the support of emergency vehicle routing and response within the County. This data has been maintained by various uniformed MCFRS employees familiar with the intricacies of fire-rescue response as a collateral duty. With the switchover to the Premier One CAD system in April 2017, the MCFRS became fully reliant upon GIS/GPS data for the routing of fire-rescue apparatus. It has become apparent that the daily maintenance of geospatial information systems is paramount to achieving and maintaining response time goals. The MCFRS now fulfills this need completely on overtime and off-the-floor details of uniformed personnel. The maintenance of this data is a fulltime job for one person, and the MCFRS must maintain this capability to ensure accurate automatic routing logic and related data. This individual is no longer required to be a uniformed employee as the GIS field is largely comprised of civilians having a high degree of specialized expertise. Should funding become available during FY19, a

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GIS data analyst position (classification and grade TBD) within the Communications Section will be created and filled.

### **VOLUNTEER AND COMMUNITY SERVICES**

#### **A. COMMUNITY OUTREACH PROGRAM DELIVERY**

Initiative in Brief: The Division of Volunteer and Community Services (DVCS) will concentrate its community outreach efforts during FY19 on redesigning the Safety in Our Neighborhood Program; targeting special needs residents, seniors, and Title 1 schools with Community Risk Reduction (CRR) outreach; finalizing and implementing the mobile app for use during home safety visits, and developing CRR distance learning.

Initiative's Importance: Having an effective community outreach program is of great benefit to MCFRS and our customers as it promotes fire safety, injury prevention, protection of property, and overall risk reduction. The described initiatives will increase the effectiveness of CRR outreach.

MCFRS Goal(s) Achieved: Implementation of this initiative will help the MCFRS in achieving departmental Goal #2 (minimizing deaths and injuries involving our customers), Goal #9 (maintaining strong partnerships with the citizenry to better serve them), and Goal #16 (organizational commitment to develop and implement new technologies and innovations).

Explanation of Initiative: During FY19, the Community Outreach Section, with assistance from the Operations Division, will work to continue and, where feasible, expand and enhance the current community outreach delivery model as follows:

- **Redesign of “Safety in Our Neighborhood” Program:**

This will involve developing and implementing a community risk reduction (CRR) strategy that directly connects fire-rescue personnel at the station level with community organizations, schools, homeowner associations, senior villages, and other community-based partners within each station's first-due area. This strategy will be dependent upon the scheduling of in-service companies to assist with CRR presentations and interactions with residents during community events. The direct involvement by our firefighter-rescuers in CRR outreach is vital for two reasons: 1) The Community Outreach Section has limited staff (i.e., three FTEs - when all positions are fully staffed, plus a part-time contractor and light-duty firefighter-rescuers for short periods) to perform its mission; 2) Personnel in the field can build upon their daily emergency-related interactions with their customers by also providing CRR outreach within the communities they serve.

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This strategy also leverages the collective CRR knowledge of our firefighter-rescuers as well as residents' trust in them as dedicated public servants who they turn to in times of greatest need.

To better prepare our firefighter-rescuers for their CRR role, the Community Outreach Section, in collaboration with the Fire-Rescue Training Academy, will continue providing CRR training to these personnel. During FY19, recruits will participate in a CRR "boot camp" for a full day toward the end of their recruit class. Four CRR modules will be taught addressing: Maryland's smoke alarm law and associated installation of smoke alarms, MCFRS' home safety checks, child safety seat checks/installations, and CRR for schools. Recruits will take part in actual home safety checks and receive instruction on performing CRR data entry. In addition, candidate officers enrolled in the Candidate Officers Leadership Academy at the Fire-Rescue Training Academy will receive a 2-hour CRR overview addressing general CRR principles, child safety seats, and CRR for seniors. All MCFRS personnel will be able to access CRR information and a CRR training video via MCFRS Quicklinks.

- **CRR for Special Needs and Senior Populations:**

During FY19, Community Outreach staff will target the County's special needs and senior residents with CRR services. These are the most vulnerable, high-risk populations on which to focus. CRR staff will partner with the County's "senior villages" to aid in scheduling home safety visits for individual seniors and to schedule/deliver presentations to groups of seniors addressing injury prevention and fire safety. Community Outreach staff will also target special needs residents for home safety visits, CRR presentations and other CRR events. Included will be the hearing impaired, persons with physical and/or cognitive disabilities, and those who do not speak English well.

- **CRR for Title 1 Schools:**

During FY19, MCFRS will also target the County's Title 1 public schools for CRR outreach activities. Title 1 schools are those located in low-income, high-density areas having a high percentage of affordable housing (e.g., moderately priced dwelling units). These children and their families are at high-risk of experiencing fires, injuries, and illnesses and will, therefore, benefit greatly from CRR outreach efforts. Firefighter-rescuers will visit Title 1 schools within their first-due areas to teach students about fire and life safety, injury prevention, CPR, and general CRR topics.

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- **CRR Data App:**

During FY19, the Community Outreach Section, in collaboration with the MCFRS IT Section, will finalize development of the CRR data tracking app. Additionally, the Community Outreach Section will work with the Tech Ops Unit to get the app installed on MDCs in MCFRS apparatus, and the IT Training Unit will train field personnel in use of the app. The app (a.k.a., “Mobile Community Risk Reduction” or “Mobile CRR”) will allow tracking/recording of addresses visited during home safety visits (via GPS and mapping), actions taken (e.g., installation of smoke alarms and/or batteries), information on specific placement of smoke alarms within a residence, and other data. Based upon this data, various reports and GIS maps will be generated for analysis and documentation purposes.

- **Develop CRR Distance Learning using Multi-media.**

Should additional staffing be funded and hired during FY19, the Community Outreach Section will initiate the creation, production and publishing of "mini safety lessons" that will be featured on the MCFRS website in a library of do-it-yourself (DIY) safety tips and habits. These 2-minute safety videos would be disseminated via social media and other multimedia platforms. As MCFRS does not currently have staff trained in multi-media production work, it will be a new endeavor and will; therefore, require a great deal of work to initiate.

## **B. VOLUNTEER SERVICES INITIATIVES**

Initiative in Brief: The Division of Volunteer and Community Services (DVCS) will concentrate its volunteer services efforts during FY19 on increasing volunteer staffing at Stations 2, 6, 13, 14 and 24; reducing failures to respond (FTRs) at Stations 15, 17 and 40; and developing performance dashboards.

Initiative's Importance: Increasing volunteer staffing at the designated stations would make possible the response of frontline units housed at those stations at staffing levels above minimum staffing in some cases and may allow for staffing of Bravo units in other cases, or eliminate the need for cross-staffing of some special services units. Efforts to reduce FTRs will result in our customers being served faster and with greater reliability. The creation of performance dashboards will allow for continuous tracking and assessment of volunteer activities as recorded in the PIMS and SAMS databases.

MCFRS Goal(s) Achieved: Implementation of this initiative will help the MCFRS in achieving departmental Goal #1 (maintaining operational readiness), Goal #3 (ensuring sufficient resources to deliver effective emergency services), Goal #6

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(maximizing the utilization of our resources), and Goal #17 (evaluating our progress and measuring our performance).

Explanation of Initiative: During FY19, the DVCS will work on the following volunteer services initiatives:

- **Enhanced Volunteer Staffing:** DVCS will work with the applicable LFRDs during FY19 to increase volunteer staffing at Stations 2, 6, 13, 14 and 24, including the development of staffing plans for those stations. In some cases, the plans will focus on volunteer staffing of specific frontline units for certain nights of the week and/or on weekends (e.g., volunteer staffing of Ambulance 706 three nights per week, AT724 on weekends, etc.). In other cases, the focus will be on volunteer staffing of Bravo units (e.g., Engine 713-Bravo) or units that are normally uncontrolled in CAD (e.g., Ambulance 713, Ambulance 714).
- **Reduction of FTRs:** DVCS will continue working with the LFRDs to further reduce failures to respond (FTRs) at Stations 15, 17 and 40, each having special services and/or multiple suppression units such as brush trucks, tankers, engine-tankers, brush engines, etc. These three stations have experienced the highest percentage of FTRs during recent years. Efforts will focus on increased volunteer staffing of units that are often cross-staffed by career personnel (e.g., Truck 715 and Rescue Squad 15).
- **Performance Assessment:** DVCS will develop performance dashboards for the Personnel Information Management System (PIMS) and the Station Activity Management System (SAMS). These dashboards will specifically address volunteer activities (i.e., training classes, drills, standbys, community outreach events, etc.) by department and by individual volunteers.

### C. FILLING OF DVCS POSITIONS

Initiative in Brief: If funding becomes available during FY19, several vacant and newly created positions would be filled within the Division of Volunteer and Community Services (DVCS).

Initiative's Importance: The DVCS needs to fill several positions to effectively meet its mission. The Division has had a vacant Planning Manager position for nearly ten years and a vacant Administrative Specialist II position (LOSAP Administrator) for one year. Additionally, the Division's Program Manager I position for managing the child safety seat program became vacant during FY17 and still needs to be filled. There also exists the need for growing the number of community outreach educators (i.e., new positions: Program Manager II and "safety specialists") to better meet the risk reduction, injury prevention and fire safety needs of County residents.

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MCFRS Goal(s) Achieved: Implementation of this initiative will assist the MCFRS in achieving departmental Goal #6 (maximizing the utilization of our volunteer and career resources to achieve our mission).

Explanation of Initiative: Should funding become available during FY19, the DVCS would fill several vacant and newly created positions, including the following:

- Planning Manager (vacant position) – to address the planning needs of the DVCS related to volunteer services.
- Administrative Specialist II – “LOSAP Administrator” (vacant position) – to administer the State’s Length of Service Award Program for LFRD members in Montgomery County.
- Program Manager I (vacant position) – to manage and coordinate the Division’s Child Safety Seat and the Safe Kids programs.
- Program Manager II (new position) - to manage and coordinate the Division’s Community Education program, including Safety in Our Neighborhood, Home Safety Checks, community education web site, and social media.
- “Safety Specialists” (new part-time or temporary positions; job class and grade to be determined) - to assist with home safety checks, Safe Kids events, and other DVCS activities/events as needed.

## **HUMAN RESOURCES**

### **A. TRAINING INITIATIVES**

Initiative in Brief: During FY19, the Training Section will complete the buildout of training facilities at the Fire-Rescue Training Academy (FRTA) and conduct two recruit classes, one high school cadet class, and an “online” EMT class (i.e., the non-instructor led portion of the class).

Initiative’s Importance: Completing the buildout of training facilities will allow for additional specialized training at the new FRTA for firefighter-rescuers, command officers, and high school cadets. By conducting recruit classes, new firefighter-rescuer graduates will be deployed to stations; thus, addressing departmental attrition and the continued implementation of 4-person staffing of suppression units. The initiation of an online EMT class will provide greater flexibility for volunteers and encourage greater participation. Initiation of the High School Cadet Program will introduce the fire-rescue

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service to high school juniors, providing them a unique learning experience and possibly sparking an interest in a career with MCFRS or becoming volunteer firefighter-rescuers within their local community.

MCFRS Goal(s) Achieved: Implementation of this initiative will help the MCFRS in achieving departmental Goal #14 addressing training needs of career and volunteer personnel.

Explanation of Initiative: During FY19, the Training Section will implement the following initiatives:

- **Buildout of Training Facilities:** Buildout of the remaining yet-to-be-completed training facilities at the Fire-Rescue Training Academy will be addressed during FY19. The following facilities will be included:
  - Command Competency Lab: Scale-model props for five different table-top exercises. Funding provided through a federal grant to purchase work stations and headsets to make the lab fully functional.
  - Safety and Survival Maze for firefighters: Will replace the maze on loan from MFRI (shared asset available to in-State fire departments) with a custom-made maze owned by MCFRS for use anytime by MCFRS personnel.
  - METRO train cars (retired METRO Rail System cars) placed on tracks: To render this prop usable, a platform will need to be installed to allow access by students and a low-voltage electrical system installed to allow train car doors to open and overhead lighting to operate.
  - New flashover simulator: Will be transported to the MCP outdoor shooting range property in a rural area near the Town of Poolesville and set in place on a bed of gravel.
- **Recruit Classes 44 and 45:** FRTA instructors will conduct Recruit Classes 44 and 45 involving a total of 72 career recruits. RC44 is slated to begin in October 2018, and RC45 will begin in January 2019.
- **Online EMT Class:** During FY19Q1, FRTA staff will finalize the development of an “online” EMT class – the portion that does not require an instructor to be present. Approximately 70% of the class will be taken online, with the remaining 30% in a classroom setting with an instructor. This “online” class will have its inaugural offering in FY19Q2. The class is designed to provide greater flexibility for volunteers, encourage greater participation, and result in more students

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passing the class. [Note: Career recruits will continue taking EMT class in a classroom setting at the FRTA.]

- **High School Cadet Program:** If funding becomes available, a High School Cadet Program will be offered at the FRTA beginning in September 2018. It will be funded by Montgomery County Public Schools and by a federal Assistance to Firefighters Grant awarded to the MCVFRA. The program's curriculum, developed during FY18, will be taught by FRTA instructors. The curriculum consists of the following components: Personal Protective Equipment and SCBA, Firefighter I and II, EMT, Hazmat Operations, and EMS Company Level Operations. The inaugural offering of the two-year program will have 25 students comprised of juniors from six County high schools (selected by MCPS) located proximal to the FRTA. These students will complete the program in the Spring of 2020. As planned, each Fall a new group of high school juniors will enter the program and graduate from it as seniors two school years later.

### B. SAFETY INITIATIVES

Initiative in Brief: Safety-related initiatives for FY19 include increasing the number of backup Safety Officers, restoring the Battalion Chief position to oversee the Safety Office, and creating/hiring a position of "claims manager" (Administrative Specialist II).

Initiative's Importance: It is important that these initiatives be addressed to increase the level of safety for all MCFRS personnel while performing their duties. Restoring the Battalion Chief's position and hiring a "claims manager" will ensure that daily management and administrative tasks are handled while freeing the Assistant Chief, Health & Safety Section, to devote more time to other priority duties.

MCFRS Goal(s) Achieved: Implementation of this initiative will help the MCFRS in achieving departmental Goal #3 (ensuring sufficient resources to deliver effective emergency services) and Goal #12 (providing for and enhancing the wellness, safety, training and developmental needs of our personnel).

Explanation of Initiative: During FY19, the safety-related initiatives described below will be addressed if funding becomes available during the fiscal year for this purpose.

- **Safety Officers:** If funding becomes available, MCFRS would increase the number of backup Safety Officers to ensure continuous coverage for the lone, Shift Safety Officer's position. Once that has been achieved, the department would then add a second Shift Safety Officer (Captain) position so that the existing Safety Officer will no longer have the overwhelming responsibility of covering the five battalions alone. The ultimate goal, as recommended in the

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2016-2022 *Fire, Rescue, Emergency Medical Services and Community Risk Reduction Master Plan*, is to deploy one Safety Officer per battalion, by 2022, to distribute the work load efficiently.

If funding becomes available, MCFRS would also develop and offer a Safety Officer Academy to train a sufficient number of personnel within the department (i.e., 9 to 12 Captains) to serve as Safety Officers – either as an assigned shift Safety Officer or as a backup. The Safety Officer Academy would be an approximately three-week program that would train interested Captains to function as both Incident Scene Safety Officers and Health & Safety Officers. Academy instructors would come from MCFRS, the Federal Emergency Management Agency, and Volunteer Firemen’s Insurance Services (VFIS).

- **Battalion Chief for Safety Office:** If funding becomes available during FY19, MCFRS will restore the Battalion Chief position within the Safety Office. The responsibilities of this Battalion Chief would include:
  - Day-to-day supervision and management of the on-duty safety officers.
  - Management and oversight of injured personnel, root-cause trend analysis of injuries and collisions, and training and education for the prevention of injuries and vehicle collisions.
  - Relief for the Shift Safety Officers, as needed, by filling in during their Kelly days.
  - Administrative oversight for the Safety Section involving:
    - NFPA 1403 - Acquired Structures (live firefighting standard)
    - Apparatus safety and driver training certification
    - Injury/collision reporting
    - Incident Safety Officer
    - PPE and logistics
    - SCBA shop
    - Significant injury and near-miss reports
    - Work site safety and facility inspections.
- **Claims Manager:** If funding becomes available during FY19, the Health & Safety Section will create and fill a civilian Administrative Specialist II position (Grade 21) to serve as the department’s insurance claims’ manager. This individual will handle claims for injuries, apparatus/vehicle collisions, and all

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losses involving property and equipment. The specific duties, although not finalized, would likely include the following:

- Maintain the insurance claims' files so they are secure and accessible.
- Analyze data and reports to identify trends.
- Review insurance claims files to check their status, and ensure that payments have been completed and are correct.
- Follow up on all issues related to insurance claims, and direct claims to pertinent parties for resolution when necessary.
- Complete daily correspondence between the Claims Manager and claimants, company officials, and, occasionally, doctors and lawyers.
- Complete reports detailing current issues with a claim's payment or stating the resolution of a claim.

### C. HEALTH AND WELLNESS INITIATIVES

Initiative in Brief: During FY19, the Health & Safety Section will focus on three initiatives, including cardiac risk screening and treatment, cancer risk reduction, and planning for the relocation of the Fire-Rescue Occupational Medical Section (FROMS).

Initiative's Importance: The health and wellness of MCFRS personnel is of paramount importance to the department as it assures that personnel are fit for duty; increases their resiliency to disease, injury, and mental health issues; minimizes preventable deaths; and minimizes time away from work as well as the number of related insurance claims.

MCFRS Goal(s) Achieved: Implementation of this initiative will assist the MCFRS in achieving departmental Goal #12 to provide for and enhance the wellness, safety, training and developmental needs of our personnel.

Explanation of Initiative: The Health & Safety Section will focus on the following initiatives during FY19:

- **Cardiac Risk Screening and Treatment:** To enhance cardiovascular disease reduction in firefighter-rescuers, FROMS will initiate the following during FY19:
  - Mail a customized MCFRS "Did You Know?" postcard to each firefighter-rescuer's residence reminding them to schedule their annual physical, listing what is included in the physical, and informing them that their spouse or significant other can attend. Although addressed to the firefighter-rescuer, the

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spouse or significant other, who may see the mail first, can read the postcard and be aware of its content and discuss same with their spouse/partner.

- Provide an individualized cardiac risk score for each firefighter-rescuer annually. During their annual physical at FROMS, each firefighter-rescuer will be given a report titled “Firefighters and Heart Disease” that provides comprehensive information and graphics concerning heart disease, blood pressure, cholesterol, and Calcium CT cardiac scoring. The FROMS physician will write in (using fill-in-the-blanks found on the report) their individualized readings/scores for blood pressure, cholesterol (HDL, LDL, and total), and triglycerides, as well as their Calcium CT cardiac score (if voluntarily obtained by the firefighter-rescuer, at a discounted cost, at a designated, private sector blood screening facility).
- Target treatment options concerning any high-risk conditions identified as the result of the annual physical and medical tests performed. The FROMS physician will fully explain the treatment options and assist the firefighter-rescuer in pursuing the best course of treatment for their unique conditions.
- **Cancer Reduction:** To enhance cancer awareness and cancer risk reduction, FROMS will finalize the development of and will implement a comprehensive cancer reduction strategy during FY19. The effort will begin with the dissemination of a poster (for display at MCFRS work sites) and a letter-sized version (for handout to each firefighter-rescuer) that explains increased cancer risk for firefighters (i.e., cancers of the brain, skin, colon, prostate, testicles; and named types of cancer: Leukemia, Non-Hodgkin’s Lymphoma, Malignant Melanoma, and Multiple Myeloma). The poster also tells firefighters how to protect themselves and how to reduce risk by up to 30% through daily measures.
- **Planning for FROMS Relocation:** During FY19, the Health & Safety Section will continue participation in the planning and design of the relocation of FROMS to the former District Court building (a.k.a., “Grey Courthouse”) in Rockville located on East Montgomery Avenue at North Washington Street. This move will be part of a larger relocation of many County offices from 255 Rockville Pike to the Grey Courthouse, including Occupational Medical Services and other County departments/offices. The project to renovate the former Courthouse will be overseen by the County’s Department of General Services.

During FY19, the Human Resources Division Chief and the FROMS Battalion Chief will actively participate in the design phase along with representatives from the County’s Office of Human Resources and the Occupational Medical Section.

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Completion of the renovation/construction phase and actual move of County offices, including FROMS, is anticipated for CY2021.

### D. PERSONNEL & LABOR RELATIONS INITIATIVES

Initiative in Brief: During FY19, the Division of Human Resources will complete the hiring process for approximately 70 firefighter-rescuer recruits for Recruit Classes 44 and 45 and attempt to create and fill a Manager II position to serve as a hiring manager. The HR Division will also procure a vehicle (if funded) for use by the Recruitment Officer and will continue working with the IT Section and Office of Investigative Programs to create an automated, consolidated Case Management System.

Initiative's Importance: It is important that MCFRS hire approximately 70 firefighter-rescuer applicants for Recruit Classes 44 and 45 to address departmental attrition and to continue the implementation of four-person staffing of aerial units. Having a dedicated hiring manager would facilitate and greatly improve the entire hiring process. Purchase of a vehicle for the Recruitment Officer would provide a dedicated, marked vehicle for use in recruiting. Finally, the new Case Management System is important as it will serve as an automated and consolidated storage and tracking system for various types of labor relations and investigative programs' records and related data.

MCFRS Goal(s) Achieved: Implementation of this recommendation will assist the MCFRS in achieving departmental Goal #3 (ensuring sufficient resources to deliver effective emergency services), Goal #13 (recruiting and retaining personnel), and Goal #16 (organizational commitment to develop and implement new technologies and innovations).

Explanation of Initiative: The Human Resources Division will focus on the following key initiatives during FY19:

- **Recruit Classes 44 and RC45:** The Division will complete the hiring process for approximately 70 firefighter-rescuer recruits for enrollment in Recruit Classes 44 and 45 to be taught at the FRTA. During FY18Q4, Candidate Physical Ability Test (CPAT) mentoring and oral interviews of candidates were completed. During FY19Q1, the Division will complete background investigations and medical examinations of the candidate recruits. Employment offers will be made to those applicants having moved successfully through the entire hiring process. The hiring process must be completed during FY19Q1 so that the newly hired recruits can begin RC44 in October 2018. RC45 will require the same hiring process as RC44 (although a different set of deadlines), and RC45 will begin in January 2019.

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- **Establish an Annual Recruitment Period:** During FY19, the Division will establish an annual, recurring recruitment period to announce and accept applications for career firefighter-rescuers and to conduct the entire hiring process, including the administering of the written test and conducting of background checks, oral interviews, and the Candidate Physical Ability Test (i.e., CPAT mentoring and actual testing). Currently, this is an ad hoc process conducted each time there will be a recruit class held; therefore, it must be repeated during the year whenever a second recruit class is to be held. Instead, conducting the process once each year during the same recurring time frame (e.g., the Fall months for the upcoming calendar year) – whether for one or two recruit classes - would be more cost-effective. During any fiscal year when a recruit class has not been funded, the annual recruitment period would not occur.
- **Create/fill a Program Manager II Position:** If funding becomes available during FY19, the Human Resources Division would create and fill a Program Manager position (likely Program Manager II) to serve as a “hiring manager” to manage the hiring process for career firefighter-rescuer recruits as well as all civilian positions within the department. Presently, this role is handled as a collateral duty by individual Section Managers and Division of Human Resources staff. Having a dedicated hiring manager would greatly improve and facilitate the entire hiring process and would allow personnel currently handling this role to devote more time to their regularly assigned duties/priorities.
- **Acquire Dedicated Vehicle for Recruitment Officer:** If funding becomes available during FY19, a vehicle will be acquired for the daily, dedicated use of the Recruitment Officer. Presently, this Captain must share a sedan assigned to the Division or use his privately-owned vehicle to travel to recruitment events and meetings.
- **Case Management System (CMS):** The Human Resources Division will work collaboratively during FY19 with the Information Technology (IT) Section and Office of Investigative Programs to create and implement an automated Case Management System (CMS) to be shared by the Division and the Office of Investigative Programs. The CMS software will be written by the IT Section Manager based upon requirements provided by the Human Resources Division and Office of Investigative Programs. The consolidated application will serve as a storage and tracking system for EEO complaints, disciplinary actions, labor grievances, and investigative programs’ records. Upon completion of the CMS in FY19, the Human Resources Division will serve as the system’s custodian.

## **SUPPORT SERVICES**

### **A. FACILITIES & CIP MANAGEMENT INITIATIVES**

Initiative in Brief: This initiative addresses planning for a new fire station in Montgomery Village, major expansion/renovation of Station 25, construction processes for Station 35 and the new White Flint Fire Station, and system upgrades/replacements for several existing stations. This initiative also addresses the need for adding new positions within the Facilities & CIP Management Section.

Initiative's Importance: Timely construction or renovation of facilities ensures that emergency services provided by MCFRS are in place to meet the needs of our customers. Timely renovations and replacement of aged building systems and installation of facility upgrades ensure continued usability of fire stations, ensure the safety and comfort of occupants, and extend the life of the facilities. The proposed new positions would improve efficiency within the Section and better distribute the heavy workload.

MCFRS Goal(s) Achieved: Implementation of this recommendation will help the MCFRS in achieving departmental Goal #3 (ensuring sufficient resources to deliver effective emergency services) and Goal #11 (maintaining and growing our infrastructure, including facilities).

Explanation of Initiative: This initiative addresses renovation/expansion of Station 25; design/construction processes for Clarksburg Station 35 and the White Flint Fire Station; site evaluation for new Montgomery Village Station 39; system replacements or repairs at existing stations, and the need for new positions within the Facilities & CIP Management Section, as described below.

- **Facility Renovation/Expansion**

With the design phase completed for renovation and expansion of Kensington-Aspen Hill Station 25, this CIP project will move into the construction phase during FY19. Construction will begin during FY19Q1 and conclude in late-FY20. With DGS managing this project, the MCFRS role will be to provide guidance to DGS and the general contractor.

The project will encompass extensive renovation and expansion of the living/working quarters, plus the addition of two apparatus bays and other space between the existing bays and new bays to be used for gear storage and decontamination purposes. There will be a mezzanine level above this new space for HVAC equipment. The project will be accomplished in two phases; thus, allowing Station 25 to remain operational during construction, aided by two large trailers placed behind the station that will be occupied during Phase 2.

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- **New Fire Stations:**

- Montgomery Village Fire Station: During FY19, the Program of Requirements for Montgomery Village Station #39 will be finalized and the site evaluation process for this station will be initiated and potentially completed. Section Managers of both the Facilities & CIP Management Section and Planning & Accreditation Section, plus a Division of Operations representative, will represent MCFRS on the site evaluation committee to be led by the Department of General Services. Site suitability criteria published in the 2016-2022 *Fire, Rescue, Emergency Medical Services, and Community Risk Reduction Master Plan* will be explained to committee members by the MCFRS representatives and then used by the committee in identifying and evaluating candidate sites for Station 39.
- White Flint Fire Station: During FY19, the design phase for the White Flint Fire Station will move from schematic design to construction design. The schematic design will be completed during FY19Q1, with the construction phase beginning in Quarter 2 and being completed in FY21. The building will have two stories, with a County Police Substation and an Urban District office on the 2<sup>nd</sup> floor above the fire station.
- Clarksburg Fire Station: During FY19, the sewer line extension from the Frederick Road/Stringtown Road intersection through Historic Clarksburg and northward to the Fire Station 35 site will be installed by the County. Completion of this sewer extension will allow the fire station construction to proceed. By FY19Q4, the design for permanent Station 35 will be finalized; thus, allowing construction to begin in FY20.

- **Station Upgrades and System Replacements**

“Level of Effort” CIP projects (i.e., facility upgrades and system replacements) listed below are planned/funded for implementation during FY19. These are DGS-managed projects; however, MCFRS will have ongoing coordination, guidance and oversight responsibilities in support of DGS.

- Life Safety Systems Replacement: Stations 1, 4, 7
- HVAC System Replacement: Stations 8, 24
- Generator Replacement: Stations 4, 40
- Roof Replacement or Repair: Stations 8, 23
- Parking/Access Ways Resurfacing: Station 16

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- **New Positions:**

If funding becomes available during FY19, the Support Services Division will create and fill the following positions within the Facilities & CIP Management Section:

- CIP Manager: This position (classification and grade level to be determined; likely a Program Manager III) would effectively separate the day-to-day management of the Capital Improvements Program (CIP) from the Section Manager so that she may focus primarily on facility management. The CIP Manager would report directly to the Section Manager, as the Section Manager would retain oversight responsibility for the CIP.
- Program Manager for Facility Scheduling: This position – likely a Program Manager II - would manage the work orders and scheduling of all facility maintenance and facility systems replacement as well as all associated paperwork. This position would report directly to the Section Manager.
- Facilities & Equipment Maintenance Coordinator: This Grade 20 position would be a duplicate position to that in existence. A second position is needed to better address the heavy, increasing workload. The new position would report directly to the Section Manager as does the existing position.

## B. FLEET OPERATIONS & SUPPORT INITIATIVES

Initiative in Brief: Fleet-related initiatives for FY19 will include increased staffing at the fleet maintenance shop, infrastructure upgrades, replacement of fleet management software, automation of the test/repair record management system, apparatus replacement/procurement, and better defining the department's reserve-to-frontline-apparatus ratio. Additionally, there is an initiative to make progress in establishing contracts for service and parts.

Initiative's Importance: To keep pace with the high demand for fleet and equipment acquisition and maintenance services, four vacant positions need to be filled and three new positions need to be created and filled. Infrastructure upgrades, IT upgrades, and apparatus replacement will ensure that apparatus and equipment acquisition and maintenance needs can be met effectively and efficiently. Finally, to avoid the need for direct pays to vendors for services and parts, additional County contracts will be established with vendors.

MCFRS Goal(s) Achieved: Implementation of this initiative will help the MCFRS in achieving departmental Goal #1 (maintaining operational readiness), Goal #3 (ensuring sufficient resources to deliver effective emergency services), and Goal #11 (maintaining and growing our infrastructure).

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### Explanation of Initiative:

During FY19, Fleet Operations and Fleet Support will work jointly to achieve the following initiatives:

- **Fill Vacancies and New Positions:** Fill four vacant positions, including one Crew Chief and three Emergency Vehicle Mechanic Technicians (EVMTs). As of the approval date of this Strategic Plan, only two of the four positions have been authorized to fill (i.e., two of the three EVMT positions). Additionally, Fleet Operations will prepare the justification for three new EVMT positions within Fleet Operations, with the intention of seeking approval during FY19 and funding in the FY20 operating budget.
- **Fleet Operations Infrastructure:** During FY19, replacement of vehicle lifts will be pursued under a finance lease agreement. This will address a serious need for new lifts as the existing lifts are aged (15-20 years), suffer frequent breakdowns, and often “trap” apparatus in an elevated position. Procedures to free “trapped” vehicles (when the service provider does not respond in a timely manner) place emergency vehicle technicians at unnecessary risk. Furthermore, replacement parts for some of the SEFAC lifts are largely obsolete and difficult to procure.

Also during FY19, the planning process will be initiated for addressing other infrastructure needs at Fleet Operations, including the following:

- Carbon monoxide monitoring system does not function properly.
- Fluid supply lines and drains were not extended to cover the southwest corner of the shop used for the new “Quick Serve” function.
- Overhead crane has not been certified.

Infrastructure upgrades and certifications to address these needs/issues are envisioned for FY20, if funded.

- **Fleet Management Software:** If funding (approximately \$70,000) becomes available during FY19, new fleet management software will be procured by MCFRS to replace the County’s FASTER software that does not adequately meet MCFRS’ unique needs for fire-rescue apparatus. A proposal will be prepared jointly by Fleet Support and Fleet Operations during FY19Q1 and submitted to the Fire Chief via the Support Services Division Chief and Logistics Section Assistant Chief. The proposed software will preferably be cloud-based, maintained by the manufacturer/vendor, and utilize the American Trucking Association’s Maintenance Analysis Reporting System maintenance codes. If

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approved and funded, the new software will be purchased for use by MCFRS. [DGS will continue using the FASTER software.]

- **Vehicle Replacement Schedule:** Develop a new vehicle replacement schedule that will include replacement of both County-owned and LFRD-owned vehicles, including specialty vehicles. The replacement schedule will specify each type of apparatus/vehicle requiring replacement as well as the year in which replacement will be needed to ensure the functionality and safety needs of the department are continually met.
  
- **Apparatus Procurements:** Purchase apparatus/vehicles and all related tools and equipment:
  - Apparatus funded by the Apparatus Replacement Project (within the Capital Improvements Program) to be received and/or placed in-service during FY19 (i.e. having been ordered during FY18) include:
    - 24 pumpers
    - 11 EMS units
    - 4 brush engines
    - 2 rescue squads.
  
  - Apparatus funded by the Apparatus Replacement Project to be ordered, received and potentially placed in-service during FY19 include:
    - 4 EMS units
    - 1 aerial unit
    - 1 rescue squad
    - 1 boat support unit
    - 1 brush engine (tentative).
  
  - Several LFRDs will purchase and place in service new EMS units during FY19. It is anticipated that the LFRDs will continue to purchase additional apparatus during FY19, including at least one aerial device, one rescue squad, and several additional EMS units.
  
- **Automated Test/Repair RMS:** Automate the test/repair record-keeping system to transition from a paper-based system to an electronic system. The automated system will be designed for big-ticket repairs and safety-related testing for equipment and tools. The envisioned system would be a customized spreadsheet developed in-house.

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- **County Contracts:** With assistance from the MCFRS Fiscal Management Division, Fleet Support and Fleet Operations will work to identify new contract opportunities and develop new County contracts with parts and service vendors.
- **Reserve-to-Frontline-Apparatus Ratio:** Better define the department's reserve-to-frontline-apparatus ratio for each breed of apparatus. This effort would achieve a degree of consistency within the process and ensure, to the greatest extent possible, that daily operational needs for apparatus are adequately met.

### C. LOGISTICS INITIATIVES

Initiative in Brief: During FY19, the Logistics Section will outfit Certified Chief Officers (CCOs) and Special Operations personnel with all-band radios, aggregate equipment /supplies data into CAMS, establish a standard inventory of EMS equipment/supplies, retrieve gear from non-affiliated members, develop electronic records of all property issued, and explore the feasibility of home delivery of certain gear. Should funding become available, the Tech Ops Unit would pursue the hiring of four additional FTEs to address staffing shortfalls and to reduce overtime usage.

Initiative's Importance: The Tech Ops initiatives for FY19 are important because they will result in: all-band radios being issued to personnel needing them most (i.e., CCOs and Special Ops personnel); the aggregation of logistical items into the CAMS database to allow for tracking, reporting and accountability; and a standardized inventory and ordering system for EMS equipment and supplies. The Property & Supply initiatives are important as they will: help to recover costly gear that would otherwise go unused; lead to greater efficiency in issuing and tracking gear; and minimize inventory stored at Public Safety Logistics while making gear delivery faster and easier (assuming home delivery of certain items is deemed feasible and cost-effective).

MCFRS Goal(s) Achieved: Implementation of this initiative will help the MCFRS in achieving departmental Goal #1 (maintaining operational readiness), Goal #3 (ensuring sufficient resources to deliver effective emergency services), Goal #7 (deploying and leveraging resources to meet our customers' needs), Goal #11 (maintaining and growing our infrastructure), and Goal #16 (organizational commitment to develop and implement new technologies and innovations).

Explanation of Initiative:

- **Technical Operations ("Tech Ops"):**
  - Aggregate Data into CAMS: During FY19, the Tech Ops Unit will continue aggregating data concerning MCFRS equipment and supplies into the Consolidated Asset Management System (CAMS), focusing on EMS logistics (i.e., equipment and supplies). CAMS (a.k.a., "Life Cycle 360 System") already

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- contains data on MCFRS radio equipment and will eventually (FY20 and beyond) include aggregated data on landline phones, Fire Station Alerting equipment, and facility-related equipment (e.g., stoves, televisions, washers and dryers, etc.) found at MCFRS work sites.
- Outfit CCOs and Special Ops with All-band Radios: During FY19, the Tech Ops Unit will outfit all career and volunteer Certified Chief Officers (CCOs) and Special Operations personnel (those not yet issued these radios) with all-band radios. The all-band radios will be equipped with 700 and 800 MHz, VHF, UHF High-Band and UHF Low-Band. Radios will be Motorola APX 8000XE models - black in color to differentiate from the current green radios equipped with 700/800 MHz or 700/800/VHF that will continue to be used by personnel other than CCOs and Special Operations personnel.
  - Establish Standard Inventory of EMS Logistics: During FY19, the Tech Ops Unit will develop a standard inventory of EMS equipment and supplies as well as a standard ordering process for EMS logistics to be addressed in a future Fire Chief's General Order. The standard inventory and ordering process will greatly improve both consistency and efficiency compared to the existing system/process and contribute to the department's overall continuous improvement efforts in line with the CFAI accreditation model.
  - Hire Civilian FTEs: Should funding become available during FY19, the Tech Ops Unit would pursue the hiring of four additional FTEs to address staffing shortfalls and to reduce the use of overtime to achieve the Unit's duties and responsibilities. The four positions would include:
    - Program Manager I (Grade 23) to manage telecommunications functions.
    - Program Manager I (Grade 23) to manage EMS logistics.
    - Information Technology Specialist II (Grade 23) to administer mobile data computer systems.
    - Administrative Specialist II (Grade 21) to mine data, administer contracts, review and pay invoices, and perform other tasks to support the Unit's manager and staff as needed.
  - **Property and Supply:**
    - Retrieve Gear: During FY19, Property & Supply will initiate a multi-faceted approach to retrieving gear from non-affiliated members to address a significant

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amount of gear (worth approximately \$250,000) that has not been returned. The approach will involve:

- Coordination with the MCVFRA and the LFRDs to collect gear that had been left behind at stations by members no longer affiliated.
  - Directing personnel to place their Fire Service ID on their gear so that the user/wearer can be easily identified. [This action will assist in addressing the first bullet.]
  - Placing a notice/disclaimer on the MCFRS property receipt given to and signed by all personnel who pick up gear from Property & Supply that gear must be returned to Property and Supply when the user discontinues their affiliation with MCFRS.
- Develop Electronic Records for Property: Paper records of clothing and gear issued to volunteers by Property & Supply will be scanned into electronic files that can be easily searched and retrieved, leading to greater efficiency in record-keeping. This effort, initiated in FY18, will be completed during FY19.
  - Explore Home Delivery: During FY19, Property & Supply will work to determine whether certain logistical items, such as clothing and shoes, can be ordered by and distributed directly to MCFRS personnel without them having to visit the Property & Supply storeroom in person. This option might allow personnel to more actively choose items from an approved item list, allow quicker receipt of items, and provide a greater size selection. Individual ordering and shipping of items may cut down on staff time used for ordering, inventorying, and distributing items, and free up storage space in the storeroom.

### D. INFORMATION TECHNOLOGY INITIATIVES

Initiative in Brief: MCFRS has several information technology (IT) needs requiring attention during FY19, including Telestaff database stabilization and integration, developing the Staff Management System and the Case Management System, migration of the s-drive, continuing the development of the Online Analytical Processing (OLAP) application, and implementing the fire station network security enhancement.

Initiative's Importance: This FY19 IT initiative is important as it will improve data quality, enhance data mining capability, and improve the technology platform for end-users to conduct their business processes more efficiently and effectively. This initiative will also be a cost-saving measure, as new systems will be implemented with minimal

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additional costs, without additional procurement needs, and, in one case, eliminate the annual maintenance cost from the third-party vendor.

MCFRS Goal(s) Achieved: Implementation of this initiative will assist the MCFRS in achieving departmental Goal #11 (maintaining and growing our infrastructure, including information technology systems) and Goal #16 (evaluating, developing and implementing new technologies).

Explanation of Initiative: During FY19, the following IT initiatives will be addressed by the MCFRS IT Section:

- **Telestaff Database:** The IT Section will complete the Telestaff™ upgrade by migrating to Kronos Workforce. Part of this upgrade is to migrate Telestaff database from Sybase to SQL Server which will allow the department to integrate Telestaff data with data from other internal personnel management systems. The purpose of this data integration is to reduce data duplication, improve data quality, achieve cost savings by reducing resources needed to maintain the data, and to enable better data mining.
- **Personnel Management System (SMS):** Work will continue by the IT Section to develop and integrate personnel-related applications which, together, will make up a single Personnel Management System (PMS). Components of the PMS will include:
  - Telestaff™
  - Staff system (previously managed by A/C Reid) that tracks and facilitates the assignment and transfer of career personnel to stations and other worksites.
  - Training System\* that manages courses completed by MCFRS personnel.
  - Case Management System\* (access to be limited to select personnel that manage EEO cases, personnel investigations, and HR cases).
  - Logistics database that tracks, by each firefighter-rescuer, the PPE, clothing, and SCBA issued to them as well as SCBA fit-testing data.

Systems denoted above by an asterisk\* are the systems that are currently in development and are projected to go live in FY19.

- **Migration of the S-drive:** The Department of Technology Services (DTS) will create a new server for the s-drive. The MCFRS IT Section will coordinate with DTS to implement the migration. During this migration, MCFRS will clean up as much data as possible. At the actual migration time, the MCFRS IT Section will coordinate with DTS to ensure all data are migrated properly. DTS has indicated they will eliminate s-drive all together in the future. When that time comes

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(likely beyond FY19), the MCFRS IT Section plans to implement an internal s-drive to address any shared storage need that cannot be addressed by Share Point.

- **Fire Station Network Security Enhancement:** This enhancement, if found to be feasible by DTS, would allow MCFRS to move around those computing devices on an approved list from work site to work site without the existing network port locking problem. The current port locking mechanism only allows one specific computing device per network port.
- **Online Analytical Processing System (OLAP):** Work will continue in FY19 on the development of the OLAP system. OLAP will enable the department to analyze multidimensional data interactively from multiple perspectives. This initiative will continue to be a slow, multi-year effort due to resource constraints.
- **Desktop Computing Improvement:** This ongoing effort will continue into FY19 and will identify, study and analyze various factors that cause the sluggish performance of desktop computers in fire stations. The goal is to improve the desktop computer performance in fire stations to allow the administrative staffs to work more efficiently.

## **FISCAL MANAGEMENT**

### **A. REASSESS RESPONSIBILITIES OF POSITIONS**

Initiative in Brief: During FY19, the duties and responsibilities of the Fiscal Management Division's staff positions will be reassessed to determine whether a more appropriate distribution of the Division's overall duties and responsibilities can be achieved.

Initiative's Importance: With limited staff in the Fiscal Management Division, it is important that the distribution of duties and responsibilities among staff is appropriate to maximize efficiency and that each staff member has a backup role to create redundancy within the Division during times of employees' absence.

MCFRS Goal(s) Achieved: Implementation of this initiative will assist the MCFRS in achieving departmental Goal #6 (maximizing the utilization of resources to achieve our mission) and Goal #7 (deploying and leveraging resources to best serve customers' needs while maximizing effectiveness, efficiency and fiscal responsibility).

Explanation of Initiative: During FY19, the Fiscal Management Division Chief will reassess the duties and responsibilities of the Division's staff positions to determine whether a more appropriate distribution of the Division's duties and responsibilities can be achieved. As there is a need for creating redundancy of duties and responsibilities within the Division, the Division Chief will examine the addition of a backup role to many of the positions such that employees have the capability to perform both their

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regular duties and a specific colleague's duties during times when that colleague is on extended leave or when a position has been vacated. This will ensure that all vital duties and priorities of the Division are achieved on a timely basis even when employees are absent. By having backup duties, employees will broaden their knowledge/skill set which will increase their usefulness to the Division and may help employees with future promotions or lateral moves within the department.

### **B. FILL VACANT FISCAL MANAGEMENT POSITIONS**

Initiative in Brief: During FY19, the Fiscal Management Division will fill the vacant Accountant position and will attempt to fill two other vacant positions within the Division, including the Administrative Specialist III (Grants Administrator) and Office Services Coordinator.

Initiative's Importance: Filling the Fiscal Management Division's three vacancies as quickly as possible is important to ensure that fiscal management functions are handled effectively and efficiently by dedicated and qualified individuals.

MCFRS Goal(s) Achieved: Implementation of this initiative will assist the MCFRS in achieving departmental Goal #7 (deploying and leveraging resources to best serve customers' needs while maximizing effectiveness, efficiency and fiscal responsibility).

Explanation of Initiative: During FY19Q1, the Fiscal Management Division will fill the vacant Accountant position (Grade 23). The Division will also attempt to fill two other vacant positions, including the Grants Administrator (i.e., Administrative Specialist III, Grade 23), and an Office Services Coordinator (Grade 16). As of the date of approval of this Strategic Plan, only the Accountant position had received an exemption from OMB to proceed with the hiring process. Should exemptions be issued for the other vacant positions during FY19, the hiring process for each will be initiated and likely completed during the fiscal year. The individuals hired to fill these vacant positions will also be given collateral budgeting duties (in accordance with item A above) to back up other positions within the Division.

### **C. EMS-TRANSPORT FEE REIMBURSEMENT PROGRAM**

Initiative in Brief: During FY19, the EMS Billing Office will complete a written compliance document concerning the County's EMS-T program's compliance with Medicare regulations, and the Office will work to maximize EMS-T cost recovery.

Initiative's Importance: Remaining compliant with Medicare regulations is important to the continued success of the County's EMS-T reimbursement program. Maximizing cost recovery will provide a greater amount of funding for the purchase of equipment, the training of personnel, and for other departmental needs.

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MCFRS Goal(s) Achieved: Implementation of this initiative will assist the MCFRS in achieving departmental Goal #7 (deploying and leveraging resources to best serve customers' needs while maximizing effectiveness, efficiency and fiscal responsibility) and Goal #8 (ensuring transparency of our business operations and open lines of communication with our customers).

Explanation of Initiative: During FY19, a written compliance program document will be completed concerning the County's EMS-T billing program as it relates to federal Medicare regulations. Having this compliance document would meet a best practice established under Medicare. Approximately 60% of the County's EMS-T reimbursements are paid by Medicare and Medicare HMO. The document to be prepared must include a business associates' agreement with the vendor (i.e., McKesson – MED3000) and must address Medicare Compliance Program elements, including the following:

- Standards, Policies, and Procedures
- Compliance Program Administration
- Screening and Evaluation of Employees, Physicians, Vendors and other Agents
- Communication, Education, and Training on Compliance Issues
- Monitoring, Auditing and Internal Reporting Systems
- Discipline for Non-Compliance
- Investigations and Remedial Measures.

Also during FY19, the EMS Billing Office will make every effort to maximize cost recovery by improving documentation within the EMS Section. Innovative technologies, including those emerging, will be employed to make ePCR completion by EMS providers less arduous and ensure standardization of reporting.

### D. CONTRACTS INITIATIVE

Initiative in Brief: During FY19, the Division of Fiscal Management will continue to assist Fleet Support, Fleet Maintenance, and Facilities & CIP Management in identifying new contract opportunities and developing new contracts.

Initiative's Importance: Having new/additional contracts in place will reduce the number of direct pays to vendors.

MCFRS Goal(s) Achieved: Implementation of this initiative will assist the MCFRS in achieving departmental Goal #7 (deploying and leveraging resources to best serve customers' needs while maximizing effectiveness, efficiency and fiscal responsibility).

Explanation of Initiative: The Division of Fiscal Management, Procurement Section, will continue to assist the Fleet Support Unit, Fleet Maintenance Unit, and the Facilities & CIP Management Section in identifying new contract opportunities and in developing new/additional contracts in accordance with County procurement regulations, policies

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and procedures. New contracts will ensure timely acquisition and payment of goods and services provided to MCFRS by vendors.

### **OFFICE OF THE FIRE CHIEF**

#### **A. PLANNING INITIATIVES**

##### **1. FY20 STRATEGIC PLAN**

Initiative in Brief: Preparation and approval of the FY20 Strategic Plan by June 30, 2019 so that it may be implemented beginning July 1, 2019 (FY20Q1).

Initiative's Importance: MCFRS prepares an annual strategic plan addressing the implementation of *Fire, Rescue, Emergency Medical Services, and Community Risk Reduction Master Plan* priorities as well as any emergent priorities not addressed in the master plan. The annual strategic plan establishes the department's course of action for the upcoming fiscal year concerning major initiatives. In addition, the Commission on Fire Accreditation International requires that a comprehensive, up-to-date strategic plan or master plan be in place for an accredited fire department to maintain its accredited status.

MCFRS Goal(s) Achieved: Implementation of this initiative will help the department in achieving departmental Goal #4 to perform strategic planning and to update goals and objectives.

Explanation of Initiative: The MCFRS FY20 Strategic Plan will be prepared by the Planning & Accreditation Section to replace the FY19 Strategic Plan which will sunset on June 30, 2019. The FY20 Strategic Plan will include the highest priorities from the *2016-2022 Fire, Rescue, Emergency Medical Services, and Community Risk Reduction Master Plan*, as identified by the Fire Chief, plus any emergent priorities arising during the final months of FY19 that require attention during FY20. Carryover initiatives from the FY19 Strategic Plan may be included in the FY20 plan at the direction of the Fire Chief. The annual strategic plan requires the approval of the Fire Chief but does not require the approval of the County Council as occurs with the Master Plan.

##### **2. DIVISION/SECTION GOALS AND OBJECTIVES**

Initiative in Brief: Updating of the MCFRS Division/Section goals and objectives and the associated progress tracking chart.

Initiative's Importance: Annual updating of a fire department's goals and objectives is a requirement of the CFAI accreditation process. As an accredited agency, MCFRS must remain in compliance with all CFAI requirements.

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MCFRS Goal(s) Achieved: Implementation of this initiative will assist the MCFRS in achieving departmental Goal #4 to perform strategic planning and to update goals and objectives.

Explanation of Initiative: During FY19, each MCFRS Division and Section as well as the Office of the Fire Chief will comprehensively review its latest, published set of goals and objectives (G&Os) and make appropriate updates (i.e., edits, deletions, and additions). These updates must be consistent with the *2016-2022 Fire, Rescue, Emergency Medical Services, and Community Risk Reduction Master Plan* as well as the FY19 Strategic Plan.

### 3. SITE EVALUATION FOR STATION 39

Initiative in Brief: During FY19, the Planning & Accreditation Section will assume the Fire-Rescue Service's lead role<sup>2</sup> in working collaboratively with the County's Department of General Services (DGS) to initiate and complete the site evaluation process for new Fire Station 39 in Montgomery Village.

Initiative's Importance: The addition of a fire station in Montgomery Village (i.e., Station 39), as recommended in the *Phase 4 Report of the Station Location and Resource Allocation Study* and in the *2016-2022 Fire, Rescue, Emergency Medical Services, and Community Risk Reduction Master Plan*, is a high priority for the department. Having Station 39's resources in place/deployed will result in significantly faster response times throughout the Village and will reduce the call load of surrounding stations (collectively) by approximately 1900 calls annually, mostly impacting Station 8.

MCFRS Goal(s) Achieved: Implementation of this initiative will assist the MCFRS in achieving departmental Goal #3 (ensuring sufficient resources to deliver effective and efficient emergency services), Goal #7 (deploying and leveraging resources to meet our customers' needs), and Goal #11 (maintaining and growing our infrastructure).

Explanation of Initiative: Following completion of the Program of Requirements (POR) for Station 39 by DGS (with MCFRS input), the site evaluation process will be initiated and potentially completed during FY19. Section Managers of both the Planning & Accreditation Section and Facilities & CIP Management Section, plus an Operations Division representative, will represent MCFRS on the site evaluation committee led by DGS. Site suitability criteria published in the *2016-2022 Fire, Rescue, Emergency Medical Services, and Community Risk Reduction Master Plan* will be presented and explained to committee members by the MCFRS representatives and then used by the committee in identifying and evaluating candidate sites for Station 39.

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<sup>2</sup> Assisted by representatives of the MCFRS Facilities & CIP Management Section and the Operations Division.

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### 4. MASS TRANSIT SYSTEMS DESIGN INPUT & COORDINATION

Initiative in Brief: During FY19, MCFRS will participate in planning work groups and committees led by State and County transportation departments/agencies that are coordinating the planning and design of major mass transit projects in Montgomery County. Projects include the Purple Line, Corridor Cities Transitway, and Bus Rapid Transit system.

Initiative's Importance: It is important that MCFRS provide technical input for the design of mass transit systems in the County to ensure that fire-rescue needs and concerns are adequately addressed in the design. This will ensure that MCFRS resources can better serve system users when emergency events occur and have authorization to access the road-based systems (i.e., CCT and BRT) for bypassing congested traffic to achieve faster travel times.

MCFRS Goal(s) Achieved: Implementation of this initiative will help the department in achieving departmental Goal #4 (performing strategic planning) and Goal #10 (sustaining strategic partnerships with County, regional, State and federal agencies).

Explanation of Initiative: During FY19, the Planning & Accreditation Section, with assistance from the Operations Division, will participate in planning/coordination work groups and committees led by State and County transportation departments/agencies (i.e., Maryland Mass Transit Administration and County Department of Transportation) that are coordinating planning and design of major mass transit projects in Montgomery County. Projects include the Purple Line (i.e., light-rail system that will run between Bethesda and New Carrollton<sup>3</sup>), Corridor Cities Transitway (i.e., bus rapid transit system that will run from Shady Grove to Clarksburg), and Bus Rapid Transit system (i.e., ten BRT routes within high-density areas of southern, eastern and central Montgomery County).

Concerning all three mass transit projects, MCFRS representatives have been and will continue advocating for adequate fire department vehicular access throughout these transit systems, including trail access where hiker-biker trails will parallel the roadways or tracks (e.g., Capital Crescent Trail along portions of the Purple Line). MCFRS representatives will participate in planning/coordination meetings and will review and comment upon draft engineering design plans. As the Purple Line and CCT are overseen by the State's Mass Transit Administration (MTA), fire protection and life safety requirements, as well as fire and life safety code compliance, fall under the jurisdiction of the State Fire Marshal, with input provided by the Montgomery County Department of Permitting Services (DPS), Fire Prevention and Code Compliance Division. MTA's engineering and other technical consultants include fire protection and safety consultants who are responsible for ensuring that fire protection and life safety code requirements

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<sup>3</sup> The Purple Line segment within Montgomery County will run between Bethesda and Langley Park.

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(e.g., State-adopted National Fire Protection Association standards) are adequately addressed within engineering design plans for these mass transit projects.

### **B. ACCREDITATION INITIATIVES**

#### **1. ANNUAL ACCREDITATION COMPLIANCE REPORTING**

Initiative in Brief: Under the assumption that accreditation status (for the third time<sup>4</sup>) will have been awarded to MCFRS in August 2018 by the Commission on Fire Accreditation International (CFAI) Board of Directors, the department will proceed with follow-up actions and reporting requirements (i.e., Annual Compliance Report) to remain in compliance during FY19 and beyond.

Initiative's Importance: It is the expectation of the County Executive, Chief Administrative Officer and the Fire Chief that MCFRS remain an accredited fire department<sup>5</sup>.

MCFRS Goal(s) Achieved: Implementation of this initiative will assist the MCFRS in achieving departmental Goal #17 to evaluate progress, measure performance, and strive for continual improvement.

Explanation of Initiative: During FY19, the annual compliance report (ACR) will be prepared and submitted to the Fire Chief for approval. This will allow MCFRS to submit the approved report to CFAI by the July 15, 2019 deadline, along with annual fees, to meet annual reporting and fee requirements to maintain accredited status.

#### **2. ADDRESS CFAI RECOMMENDATIONS**

Initiative in Brief: The department will work during FY19 to begin addressing the recommendations of the CFAI Peer Assessment Team that performed an on-site peer assessment of the MCFRS in April 2018.

Initiative's Importance: Acting upon the recommendations of the CFAI Peer Assessment Team is an important follow up undertaking by the department. While there will be a 5-year timeframe in which to address the recommendations, it is prudent to initiate the process during the first year (i.e., FY19) and to report progress made in our 2019 Annual Compliance Report to CFAI.

MCFRS Goal(s) Achieved: Implementation of this initiative will help the MCFRS in achieving departmental Goal #17 to evaluate progress, measure performance, and strive for continual improvement.

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<sup>4</sup> The initial award of agency accreditation for MCFRS occurred in CY2007, and the second award of accreditation occurred in CY2013.

<sup>5</sup> Accredited by the Center for Public Safety Excellence, Commission on Fire Accreditation International.

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Explanation of Initiative: At the conclusion of their on-site peer assessment conducted in April 2018, the CFAI Peer Assessment Team, headed by Fire Chief Ralph Ensign of Glenview, Illinois, prepared a list of recommendations for MCFRS to address. The recommendations were related to core competencies and other performance indicators published in the *Fire and Emergency Services Self-Assessment Manual, 9<sup>th</sup> edition*. The recommendations were provided to MCFRS verbally during the peer assessment closeout meeting on April 19 and were also provided afterward to MCFRS via a report authored by the Peer Assessment Team. Should the CFAI Board of Directors have additional recommendations for MCFRS as a result of their August 8-10, 2018 semiannual meeting and related hearings, those recommendations would need to be acted upon by the department as well.

MCFRS will have five years in which to address recommendations issued by CFAI – at least those deemed acceptable and achievable by the department. This time frame will be the duration of the next accreditation cycle (assuming accredited status has been awarded to MCFRS by the CFAI Board of Directors in August 2018). The department will report progress made in addressing CFAI’s recommendations in our 2019 Annual Compliance Report which will be prepared during FY19Q4.

### 3. PROGRAM APPRAISALS

Initiative in Brief: MCFRS will complete annual program appraisals for all Self-Assessment Manual, Category 5 and 9B programs for which MCFRS has responsibility.

Initiative’s Importance: To assist the department in self-assessment for continuous improvement, as well as to meet annual CFAI accreditation requirements, the Operations and Volunteer & Community Services Divisions must complete annual appraisals for their Category 5 and 9B Programs using the standard template developed in house.

MCFRS Goal(s) Achieved: Implementation of this initiative will help the MCFRS in achieving departmental Goal #17 to evaluate progress, measure performance, and strive for continual improvement.

Explanation of Initiative: During FY19, the Operations and Volunteer & Community Services Divisions will complete annual written appraisals for departmental programs addressed in “Category 5 – Programs” and “9B – Communications Systems” of the CPSE/CFAI *Fire and Emergency Service Self-Assessment Manual (FESSAM), 9<sup>th</sup> edition*, including: Public Education Program, Fire Suppression, EMS, Technical Rescue, Hazardous Materials, Water/Ice Rescue, Wildland Fires, Urban Search & Rescue, and Fire & Explosives Investigations (including Bomb Squad Response). Section Chiefs and/or subject matter experts will utilize the standard template developed in FY18 or an updated version as applicable. MCFRS will also work closely with the Department of Permitting Services, Fire Code Compliance Section to encourage them to conduct an annual appraisal which is also addressed in the FESSAM, 9<sup>th</sup> edition. Program appraisals

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will be reviewed by the Accreditation Manager and approved by the Division Chiefs of the Operations and Volunteer & Community Services Divisions.

### C. INVESTIGATIVE PROGRAMS INITIATIVES

Initiative in Brief: This initiative is two-fold, involving the joint-development of the Case Management System (CMS) with Human Resources and the IT Section, plus the hiring of a Program Manager to manage the Background Investigation Section within the Office of Investigative Programs.

Initiative's Importance: The consolidated Case Management System (CMS) will combine separate record management systems, including some that are paper-based, into a single, automated system serving the needs of both the Human Resources Division (specifically, the Labor Relations office) and the Office of Investigative Programs. The CMS will greatly improve efficiency in record-keeping and record retrieval for both Investigative Programs and Labor Relations.

MCFRS Goal(s) Achieved: Implementation of this initiative will help the MCFRS in achieving departmental Goal #3 (ensuring sufficient resources to deliver effective and efficient emergency services) and Goal #11 (growing our infrastructure, including communications and IT systems).

Explanation of Initiatives: The Office of Investigative Programs will work collaboratively during FY19 with the Information Technology (IT) Section and Human Resources Division to create and implement the automated CMS to be shared by Investigative Programs and Human Resources. The CMS is a software program that will serve as a storage and tracking system for EEO complaints, disciplinary actions, labor grievances, and personnel investigation records. The program will be written by the IT Section Manager based upon requirements provided by the Office of Investigative Programs and Human Resources Division. Upon completion of the CMS in FY19, the Human Resources Division will be the system's custodian.

Should funding become available, the Office of Investigative Programs will work with the MCFRS Human Resources Division and the County's Office of Human Resources to develop a position description and complete the recruitment and hiring process for a Program Manager (grade to be determined) to manage the Background Investigation Section. This individual would review, evaluate, and assign background investigations on civilian and career applicants. The Program Manager would also conduct training of new Background Screening Specialists and remain current on County, State, and Federal hiring laws, policies, and procedures. Additionally, this individual will serve as the Criminal Justice Information Systems and Livescan Custodian for the department.

## D. PUBLIC INFORMATION INITIATIVES

Initiative in Brief: During FY19, the Public Information Office will enhance its use of social media, solidify partnerships with residents and with the public and private sectors, and expand the department's cadre of on-duty and standby Public Information Officers.

Initiative's Importance: As an increasing number of residents turn to social media for their news and information, it is advantageous for the MCFRS Public Information Office to maximize use of social media to keep the public informed regarding MCFRS-related incidents, events, programs and initiatives. Solidifying partnerships is also important to help the PIO disseminate information. Expanding the MCFRS cadre of PIOs will ensure that sufficient depth is in place to provide 24/7/365 coverage of this key function.

MCFRS Goal(s) Achieved: Implementation of this initiative will help the MCFRS in achieving departmental Goal #6 (maximizing the utilization of our career and volunteer resources), Goal #9 (maintaining strong partnerships with the citizenry to better serve them), and Goal #10 (sustaining strategic partnerships with County, regional, State and federal agencies).

Explanation of Initiative: During FY19, the Public Information Office will work to achieve the following initiatives:

1. **Social Media:** Re-evaluating, modifying and expanding social media platforms used by the MCFRS PIO, including Twitter, Facebook, blogs, and others. The use of various social media platforms has proven to be a low-cost, efficient means of keeping the public informed and, at the same time, educating the community about safety programs and initiatives. Social media tools can help MCFRS communicate with the public during emergencies, build situational awareness, and assist in recovery efforts. The MCFRS PIO will expand the use of a micro-blog to provide incident-centric information as well as to expand dialogue regarding MCFRS events and activities. In coordination with CountyStat and the County PIO, the MCFRS PIO will explore and develop uses for nextdoor.com - a relatively new tool for community outreach.
2. **Partnerships:** Solidifying partnerships with County residents, businesses, private sector organizations and institutions. Utilizing a plethora of social media tools, in-person contact, and mass media (TV and radio), the MCFRS PIO will double efforts to network and coordinate with MCFRS Community Engagement, Community Senior Outreach, and Career and Volunteer Recruitment as well as other County departments and agencies.
3. **Cadre of PIOs:** The department will continue with the development and expansion of qualified, competent and proactive personnel that can fill the duties and functions of the departmental Public Information Officer when necessary to ensure 24/7/365

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coverage. This effort will involve on-the-job training as well as exposure to readily available training and educational resources. Regularly scheduled training, workshops and briefings will take place throughout the year for this cadre of on-duty and backup PIOs.

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## APPENDIX A

# MCFRS GOALS<sup>6</sup>

### Overarching Departmental Goal

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

### Departmental Goals

1. To maintain our operational readiness at all times for an all-hazards mission and response capability, including emergency medical services, fire suppression, technical rescue, water/ice rescue, aviation fire-rescue, hazardous material, and explosive device emergency services.
2. To minimize the number of deaths and number/severity of injuries to our customers through a comprehensive, all-hazards, risk reduction strategy implemented through our community outreach program.
3. To ensure that sufficient numbers of personnel, apparatus, equipment, and facilities are in place to effectively and efficiently deliver emergency services and achieve our adopted standards of response coverage.
4. To set a desirable and attainable course for the future through strategic planning and with the establishment and periodic updating of “SMART<sup>7</sup>” goals and objectives.
5. To reassess and refine our vision, mission, and guiding principles periodically.
6. To maximize the utilization of our career and volunteer resources to achieve our mission.
7. To deploy and leverage our resources to best serve our customers’ needs while maximizing our effectiveness, efficiency and fiscal responsibility.

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<sup>6</sup> Department-wide goals as updated/modified during the 3/20/18 Annual Planning Meeting

<sup>7</sup> SMART – Specific, Measurable, Attainable, Relevant, and Time-dependent

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8. To ensure the transparency of our business operations and that open lines of communication are maintained with our customers.
9. To create and maintain strong partnerships with the citizenry, businesses, organizations and institutions within Montgomery County so that we may improve our responsiveness to their needs/concerns and leverage their collective capabilities to assist us in our community risk reduction, injury prevention and property protection efforts.
10. To seek and sustain meaningful partnerships with other County, municipal, regional, State and federal agencies and private sector organizations to enhance our capabilities to prevent, respond to, and mitigate emergency incidents locally and regionally in keeping our homeland safe.
11. To maintain and grow our infrastructure, including facilities, apparatus, equipment, communications systems, and information technology systems to support our mission.
12. To provide for and enhance the wellness, safety, training, and development of our personnel, including implementation of risk reduction strategies to improve occupational safety and to improve the health and wellness of MCFRS personnel.
13. To ensure that MCFRS continuously recruits the career and volunteer personnel required to effectively deliver our services and programs and undertakes the steps needed to retain these individuals for long-term service to the community.
14. To address the current and projected training needs for career and volunteer leadership and workforce development. This includes classes provided at the Public Safety Training Academy, online training, in-service training, station drills, and classes provided by the Maryland Fire-Rescue Institute.
15. To ensure MCFRS embraces diversity, that our membership is reflective of the community served, and that our environment is open and accepting to all members of the community.
16. To establish an organizational commitment to evaluate, develop, and implement new technologies and innovations on a continuous basis that will enhance the effective delivery of services and performance of business processes.
17. To evaluate our progress, measure our performance, and strive for continual improvement through accreditation, performance measurement, dashboard monitoring, and program appraisal.