

**APPENDIX I**  
**QUICK REFERENCE TO 2016-2022 INITIATIVES AND PRIORITIES**

<b>Category</b>	<b>Sub-Category</b>	<b>Initiative</b>	<b>Priority</b>	<b>Page</b>
Preparedness/Readiness	Operations - EMS	Implement modified ALS delivery model	A	6-2
Preparedness/Readiness	Operations - EMS	Increase BLS transport capacity	A/B	6-3
Preparedness/Readiness	Operations - EMS	Enhance EMS management, oversight and supervisory capabilities	A	6-4
Preparedness/Readiness	Operations - EMS	Establish community paramedicine service	B	6-4
Preparedness/Readiness	Operations - EMS	Improve EMS logistical functions	B	6-5
Preparedness/Readiness	Operations – Fire/Rescue	Complete implementation of 4-person staffing	A	6-5
Preparedness/Readiness	Operations – Fire/Rescue	Implement new fire suppression apparatus deployments	C	6-5
Preparedness/Readiness	Operations – Fire/Rescue	Establish extrication capability at Station 40	C	6-5
Preparedness/Readiness	Operations – Special Ops	Improve supervision of Special Operations field personnel	B	6-5
Preparedness/Readiness	Operations – Special Ops	Improve supervision of Tech Rescue and Swift Water Rescue Teams	C	6-5
Preparedness/Readiness	Operations – Special Ops	Improve Special Operations training	C	6-6
Preparedness/Readiness	Operations – Special Ops	Improve Special Operations logistics	C	6-6
Preparedness/Readiness	Operations – Special Ops	Improve planning, coordination and response for special events	C	6-6
Preparedness/Readiness	Special Operations - FEI	Ensure rapid and reliable response by bomb squad	A	6-6
Preparedness/Readiness	Fire & Explosives Investigations	Increase FEI personnel to create dedicated, fulltime Bomb Squad	B	6-6
Preparedness/Readiness	Fire & Explosives Investigations	Hire civilian analyst to support FEI	C	6-6
Preparedness/Readiness	Operations - Apparatus	Achieve listed daily frontline apparatus complement by 2020	A	6-7
Preparedness/Readiness	Volunteer Services	Eliminate apparatus failures-to-respond	A	6-8
Preparedness/Readiness	Volunteer Services	Expand volunteer resources beginning with the Damascus, Hillandale and Takoma Park Volunteer Fire Departments	B	6-8
Preparedness/Readiness	Community Outreach & Public Info	Improve the Safety in Our Neighborhood program	A	6-9
Preparedness/Readiness	Community Outreach & Public Info	Expand delivery of the Risk Watch program in schools	B	6-9
Preparedness/Readiness	Community Outreach & Public Info	Develop and implement customized safety outreach to the immigrant population	B	6-9
Preparedness/Readiness	Community Outreach & Public Info	Improve outreach to the senior population	A	6-9
Preparedness/Readiness	Community Outreach & Public Info	Provide CPR/AED training to residents (a joint-agency initiative)	C	6-9
Preparedness/Readiness	Community Outreach & Public Info	Provide accurate & timely media relations and public info	A	6-10
Preparedness/Readiness	Community Outreach & Public Info	Identify, apply for and administer community outreach grants	B	6-10

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Preparedness/Readiness	Volunteer Services	Leverage CERT resources/capabilities to meet MCFRS needs	B	6-10
Preparedness/Readiness	Volunteer Services	Conduct 4-6 Storm Camp events during FY16-20	B	6-11
Preparedness/Readiness	Volunteer Services	Evaluate CERT program and make needed improvements	B	6-11
Resource Deployment	Operations	Eliminate current staffing deficiencies; ensure minimum staffing of frontline apparatus	A	6-11
Resource Deployment	Operations	Correct span-of-control deficiencies at the Battalion Chief level	B	6-12
Resource Deployment	EMS	Improve ALS response time	A	6-12
Resource Deployment	EMS	Complete implementation of 4-person staffing of AFRAs	A	6-12
Resource Deployment	EMS	Amend Exec. Reg. 25-08AM to establish one-person ALS chase units	C	6-12
Resource Deployment	EMS	Improve BLS transport capacity and response time	A	6-13
Resource Deployment	EMS	Staff an EMS Supervisor position for each battalion	A	6-13
Resource Deployment	Fire Suppression	Implement 4-person staffing of suppression and heavy rescue apparatus	A	6-13
Resource Deployment	Fire Suppression	Deploy 4-person paramedic engines at future Stations 36-39	B	6-13
Resource Deployment	Fire Suppression	Deploy 4-person paramedic aerial unit at Station 28 or future Station 36	C	6-13
Resource Deployment	Fire Suppression	Amend Exec. Reg. 25-08AM to establish 4-person minimum staffing of frontline engines, aerial units and rescue squads	C	6-13
Resource Deployment	Special Operations	Create and staff new management positions in Special Operations	C	6-14
Resource Deployment	Special Operations - Bomb Squad	Add positions to FEI to establish fulltime, dedicated Bomb Squad	C	6-14
Resource Deployment	Special Operations - Bomb Squad	Provide specialized protective gear for new Bomb Squad personnel	C	6-14
Planning & Assessment	Planning	Prepare an annual Strategic Plan for FY17, 18, 19, 20 and 21	A	6-15
Planning & Assessment	Planning	Complete Phases 7 and 8 of Station Location & Resource Allocation Study	B	6-15
Planning & Assessment	Planning	Prepare 2021-2025 Fire-Rescue Master Plan	C	6-15
Planning & Assessment	Planning	Complete succession planning for identified management positions	B	6-15
Planning & Assessment	Planning	Achieve redundancy for everyday, skilled positions	B	6-15
Planning & Assessment	Planning	Participate in site evaluations for Stations 36-39	A/B	6-16
Planning & Assessment	Planning	Base station site evaluations on site location and suitability criteria	B	6-16

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Planning & Assessment	Planning	Coordinate land reservation/acquisition for fire stations	B	6-17
Planning & Assessment	Planning	Coordinate land proffering by developers for fire stations	C	6-17
Planning & Assessment	Planning	Produce more complete and accurate risk data for the Community Frisk Assessment - Standards of Cover document	B	6-17
Planning & Assessment	Planning	Replace Visio 2003 with newer mapping software for stations	B	6-17
Planning & Assessment	Planning	Create and fill a fulltime Accreditation Manager's position	A	6-17
Planning & Assessment	Planning	Fill lapsed Senior Planning Specialist position in Planning Section	B	6-18
Planning & Assessment	Planning	Hire additional GIS staff to keep pace with growing workload	B	6-18
Planning & Assessment	Assessment	Develop additional headline performance measures	B	6-18
Planning & Assessment	Assessment	Develop and refine uniform process for tracking goals and objectives	B	6-18
Planning & Assessment	Assessment	Continue use and improvement of performance dashboards	B	6-18
Planning & Assessment	Assessment	Develop and implement a uniform program appraisal process	A	6-18
Planning & Assessment	Assessment	Prepare an annual appraisal for each program	B	6-18
Planning & Assessment	Assessment - Accreditation	Maintain agency accreditation status	A	6-19
Planning & Assessment	Assessment - Accreditation	Achieve agency re-accreditation in CY2018	B	6-19
Planning & Assessment	Assessment - Accreditation	Create a dedicated, fulltime Accreditation Manager's position	B	6-19
Infrastructure/Communications/IT	Facilities	Provide adequate facilities and associated equipment	A	6-19
Infrastructure/ Communications/IT	Facilities	Establish and implement CIP projects on a timely basis	B	6-20
Infrastructure/ Communications/IT	Facilities	Coordinate CIP projects for stations and other facilities	B	6-20
Infrastructure/ Communications/IT	Facilities	Develop PORs and conduct site evaluations for new-additional stations (FS36-39)	A/B	6-20
Infrastructure/ Communications/IT	Facilities	Coordinate with DGS, station relocations (FS18, 23, 35)	A	6-21
Infrastructure/ Communications/IT	Facilities	Coordinate with LFRDs or DGS, as applicable, station renovations or on-site rebuilds (FS3, 6, 11, 25, 30, 41)	A/B/C	6-22
Infrastructure/ Communications /IT	Facilities	Coordinate with DGS and MCP, relocation of the PSTA	A	6-24
Infrastructure/ Communications /IT	Facilities	Coordinate with RVFD, reuse of Station 23 on Rollins Ave.	B	6-24
Infrastructure/ Communications /IT	Apparatus Maint. & Replacement	Acquire apparatus via Apparatus Replacement Program	A	6-25
Infrastructure/ Communications /IT	Apparatus Maint. & Replacement	Refine apparatus replacement plan	B	6-25

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Infrastructure/ Communications /IT	Apparatus Maint. & Replacement	Propose a staffing model for preventative apparatus maintenance	A	6-25
Infrastructure/ Communications /IT	Apparatus Maint. & Replacement	Implement industry best-practices for apparatus parts management	A/B	6-25
Infrastructure/ Communications /IT	Apparatus Maint. & Replacement	Recommend alternative service delivery models for maintenance facilities and enhanced road service	B	6-25
Infrastructure/ Communications/IT	Apparatus Maint. & Replacement	Determine training needs, sources and methods; and implement training for Fleet personnel	B	6-26
Infrastructure/ Communications/IT	Equipment Maint. & Replacement	Acquire and test tools, equipment, hose and appliances (TEHA), and evaluate new TEHA technologies	A	6-26
Infrastructure/ Communications/IT	Equipment Maint. & Replacement	Replace SCBA for all career and volunteer personnel	A	6-26
Infrastructure/ Communications/IT	Emergency Communications	Assist DTS in implementing the PSSM Project, including CAD, radio, and fire station alerting systems	A	6-26
Infrastructure/ Communications/IT	Emergency Communications	Improve emergency call-processing and dispatch times	A	6-28
Infrastructure/ Communications/IT	Emergency Communications	Improve compliance with Priority Dispatch Protocols	B	6-28
Infrastructure/ Communications/IT	Emergency Communications	Develop and implement transition plan to consolidate fire-rescue call-taking and dispatch services under MCP	A	6-28
Infrastructure/ Communications /IT	Emergency Communications	With MCP, achieve and maintain ACE accreditation for the joint MCP-MCFRS call-taking & dispatch function at PSCC	B	6-28
Infrastructure/ Communications/IT	Emergency Communications	Train personnel to fill uniformed operations vacancies at ECC	B	6-28
Infrastructure/ Communications/IT	Emergency Communications	Recruit and train civilian personnel to replace uniformed dispatchers	A	6-28
Infrastructure/ Communications/IT	Emergency Communications	Develop in-service training for MCFRS ECC personnel	B	6-28
Infrastructure/ Communications/IT	Information Technology	Enhance IT Section productivity and capabilities	A	6-29
Infrastructure/ Communications/IT	Information Technology	Support existing IT automation systems	A	6-29
Infrastructure/ Communications/IT	Information Technology	Implement new IT systems/equipment and upgrades	A	6-29
Infrastructure/ Communications/IT	Information Technology	Enhance and enable data mining and analysis capabilities, and improve automated reporting	B	6-30
Data Analysis and Application	N/A	Develop a plan for improving the MCFRS' identification, collection, analysis, reporting and use/application of data	A	6-30
Data Analysis and Application	N/A	Implement the data improvement plan beginning with the creation of a dedicated data analysis capability	B	6-31

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Training and Health & Wellness	Training	Relocate Fire-Rescue Training Academy (FRTA) to new PSTA	A	6-31
Training and Health & Wellness	Training	Complete two recruit classes annually to meet staffing needs	A	6-31
Training and Health & Wellness	Training	Maintain FRTA's accreditation status from CAAHEP /COAEMSP as a paramedic training institution	A	6-31
Training and Health & Wellness	Training	Achieve re-certification every five years from MIEMSS to allow the FRTA to provide BLS and ALS training programs	A	6-32
Training and Health & Wellness	Training	Achieve re-certification every five years from FSPQB to allow the FRTA to provide fire and rescue training programs	A	6-32
Training and Health & Wellness	Health & Wellness	Restore/add positions to the Safety Section to improve program	B	6-32
Training and Health & Wellness	Health & Wellness	Add a Shift Safety Officer (Captain) position to the Safety Section	B	6-32
Training and Health & Wellness	Health & Wellness	Implement recommendations of the Collision Reduction Committee	A	6-33
Training and Health & Wellness	Health & Wellness	Improve FROMS data collection and tracking process	B	6-33
Fiscal, HR and Support Services	Fiscal Management	Ensure EMS-T billing vendor replicates data on MCFRS server	A	6-33
Fiscal, HR and Support Services	Fiscal Management	Monitor regulatory changes in ambulance billing industry, and evaluate the EMS-T program's compliance with regulations and standards.	B	6-33
Fiscal, HR and Support Services	Fiscal Management	Apply for federal, State and private sector grants, including DHS, DOT, MIEMSS, and Senator Amoss grants.	A	6-34
Fiscal, HR and Support Services	Procurement	Enhance Procurement Section's productivity and capabilities	B	6-35
Fiscal, HR and Support Services	Procurement	Assist LFRDs with entering into County contracts	B	6-35
Fiscal, HR and Support Services	Procurement	Increase MCFRS' participation in LSBRP by at least 10%	C	6-36
Fiscal, HR and Support Services	Logistics	Determine whether MCFRS should centralize multiple functions under the Logistics Section (e.g., the acquisition, storage and distribution of EMS supplies, small tools, etc.)	B	6-36
Fiscal, HR and Support Services	Logistics	Determine whether certain logistical items (e.g., clothing and shoes) can be ordered by and distributed directly to MCFRS personnel without them having to visit the Logistics Storeroom	C	6-36
Fiscal, HR and Support Services	Human Resources	Administer a fair, unbiased hiring process that results in high performing, diverse firefighter-rescuers	B	6-37
Fiscal, HR and Support Services	Human Resources	Implement innovative diversity outreach programs for the recruiting of firefighter-rescuers	B	6-37

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Fiscal, HR and Support Services	Human Resources	Hire additional MCFRS Human Resources (HR) staff for HR Administration, Employee Services and Recruiting	B	6-37
Other Initiatives	N/A	Leverage evolving technologies throughout all facets of MCFRS, and provide training in the use of new technologies acquired/obtained	A	6-38
Other Initiatives	N/A	Develop and implement innovative concepts, policies and procedures	B	6-38
Other Initiatives	N/A	Develop and implement ethnic/cultural awareness and sensitivity training for MCFRS personnel having regular, direct contact with the public	C	6-38
Other Initiatives	N/A	Develop and implement special needs awareness and sensitivity training for MCFRS personnel having regular, direct contact with the public	C	6-38
Other Initiatives	N/A	Initiate and maintain coordination with the Parks Department to ensure trails have adequate fire-rescue access as well as trail name signage and mileage markers	B	6-39