



**ACCREDITED AGENCY ANNUAL COMPLIANCE REPORT (ACR)
STATEMENT OF FINDINGS (SOF)**

TO: Commission on Fire Accreditation International

FROM: Steven Dubay, ACR Reviewer

DATE: July 21, 2025

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

INTRODUCTION

As the designated representative for the Center for Public Safety Excellence, Inc., I reviewed the Annual Compliance Report (ACR) for Montgomery County Fire Rescue Services. The purpose was to review this ACR to ensure the agency has maintained compliance with all core competencies and document any changes that have occurred in the previous year.

Additionally, the review was intended to evaluate the agency's performance data and strategic recommendations for improvements in accordance with the 10th Edition of the Quality Improvement for the Fire and Emergency Services Manual.

FINDINGS

Agency Information

Mr. Demetrios (Jim) Vlassopoulos is the accreditation manager for the agency. The information presented is well prepared and complete. This is the agency's second annual compliance report in the current accreditation cycle.

Agency/Jurisdiction Description

Montgomery County Fire Rescue Services is a combination fire department with 37 fire stations providing first due emergency and non-emergency services to a population of approximately 1,082,273. The highest level of EMS services provided is ALS-transport. There are 143 full-time personnel in Administration, 2064 personnel in Suppression, 17 personnel in Investigation (NOTE: code compliance is the responsibility of another

county agency), and one person in Disaster Preparedness. There are no civilian personnel.

Agency/Jurisdiction Changes

The agency reported the significant challenge of navigating a line of duty death. Lieutenant (promoted posthumously) Christopher J. Higgins died from injuries sustained while operating at a mutual aid fire in Prince Georges County. The incident will be investigated by NIOSH with a report expected in late 2025.

Organizational changes cited include the opening of Fire Station 35 and the replacement of multiple engine companies and ambulances. Numerous changes in service delivery to improve response times were implemented during 2024 including apparatus changes/reassignments, staffing adjustments, and resource deployment modifications. The agency continually evaluates means to better utilize its resources and will assess the data from these changes during 2025.

Finally, the agency participated in research studies with Underwriters Laboratories-Fire Safety Research Institute during 2024 regarding wind-driven fires and "below-grade" fire suppression nozzles. No other significant changes were noted.

Compliance with Core Competencies

The Agency indicates it is compliant with all Core Competencies stated in the 10th Edition of the model.

Data Evaluation

The agency has submitted response performance data for the past year including the benchmark (target) response time goals for each of the response time elements. The data is in compliance with the:

- 10th Edition of the Quality Improvement for the Fire and Emergency Services Manual.

Peer Assessment Team Recommendations

There were 16 recommendations resulting from the agency's most recent peer assessment team site visit. Of these, 13 have been accepted, five have been implemented, and three have been rejected.

Exhibit List

All applicable exhibits were provided and verified.

Verification

Fire Chief Corey Smedley signed the annual compliance report.

CONCLUSION

Montgomery County Fire Rescue Services has demonstrated that it is following all stated standards and core competencies. The agency is working towards compliance with the most current edition of the Quality Improvement for the Fire and Emergency Services Manual.

RECOMMENDATIONS

I recommend that the Commission on Fire Accreditation International accept the Montgomery County Fire Rescue Services Annual Compliance Report and that the agency retain accredited agency status.

621ACCFRM05122023



2025 Agency Annual Compliance Report

As Based Upon the 10th Edition of the CFAI Self-Assessment Manual

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



**This Report Prepared on July 8, 2025
By
Demetrios Vlassopoulos, Accreditation Manager
For The
Commission on Fire Accreditation International**

**This Report Represents The Agency's Status
As It Relates To Its Accreditation Report
Dated July 31, 2023**

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Preface

The accreditation report submitted to the Commission on Fire Accreditation International (CFAI) enabled the commission to award accreditation status to your agency. Your commitment to quality improvement is one of the requirements in retaining your accredited agency status. This is accomplished by the preparation and submission of an annual compliance report (ACR).

Each section must be completed, and exhibits provided for all changes identified. Examples of appropriate exhibits are: certified copy of the governing body minutes, CEO written directives, copies of Federal or State Statutes, copies of local ordinances or resolutions, copies of purchase orders, copies of signed contracts, copies of Federal or State administrative rules, copies of Federal or State regulatory agency ordered action or settlement agreement, copies of court ordered action or settlement agreement, copies of local government charters, or copies of voter approved referendum.

Updating Agency Information: CPSE tracks much of your agency's information and demographics in our database. Please be sure CPSE has all the correct contact information in place for your agency.

The ACR is due before the anniversary date of your agency's most recent award of accreditation.

- Spring agencies (Excellence Conference) are due annually on February 15th
- Summer agencies (Summer Symposium) are due annually July 15th

Any questions regarding the report should be directed to the [CFAI Program Manager](#).

Purpose

The purpose of the Annual Compliance Report (ACR) is to drive improvement by:

- Demonstrating your compliance with core competencies.
- Evaluating your data to understand gaps that lead to continuous quality improvement outcomes.
- Monitoring your peer assessment team report recommendations.
- Supporting your institutionalization of the accreditation process.
- Facilitating your accountability to internal and external stakeholders.

Agency Demographics and Information Update

Agency Name: Montgomery County Fire and Rescue Service

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

Agency Head: Fire and Rescue Service Chief Corey Smedley

E-Mail: Corey.Smedley@montgomerycountymd.gov

Phone: 240-777-2486

Accreditation Manager: Demetrios Vlassopoulos

E-Mail: Demetrios.Vlassopoulos@montgomerycountymd.gov

Phone: (240) 440-4013

Date of most recent Award of Accreditation: 08/30/2023

Annual Compliance Report Number (1-4): 2

Current ISO Rating 2

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

Current Population: 1,082,273

Most Recent Annual Budget: 310,659,486

Department Type: Combination

Highest Level of EMS Provided: ALS-Transport

Number of Fire Stations: 37

Total Uniformed Personnel (Career, Volunteer, Paid on Call) 2064

Total Civilian Personnel (EMS Civilians): 0

Please Indicate the Number of Personnel Specifically Assigned to:

Administrative activities	143
Operations activities (Fire, EMS, etc.	1992
Inspection /Investigation activities	17
Emergency Management activities	1
Training (Specifically Assigned to Training)	18

ACR Reporting Period: 7/1/2024 to 6/30/2025

ACR Reviewer: Steven Dubay

1. Has there been a change in key positions (Fire Chief, Accreditation Manager) of the agency during the past reporting period? No
2. Has there been a change in the governance of the agency? No
3. Has there been a significant change in the population the agency protects? No
4. Have there been any changes in resources (i.e. equipment, stations, apparatus, etc.)? Yes
 - a. New Fire Station 35 opened for service to the community on September 30, 2024. Prior to this the interim or original Fire Station 35 opened as a new resource for the north part of the county on November 20, 2005. For almost 19 years, the “interim” fire station was part of a commercial strip occupancy. The new fire station has been designed as an actual fire station. The new station positively impacts the community by enhancing turnout time and travel time as there are separate bays for the paramedic engine and aerial tower and the station is located on a main thoroughfare. As an example, within the old station the aerial tower parked behind the engine. If it were due on a call that the engine was not, the engine would have to move out of its way first, then the aerial tower would have to navigate through a corporate commercial area before getting to the street network. ([Exhibit #2](#))
 - b. During this fiscal year 25 (FY25), which runs from 7/1/24 to 6/30/25, the following new apparatus have been or will be placed into service, replacing aging apparatus, or have been added as new and necessary resources: 11 ambulances, six Class A engines (with an additional 3 being delivered during FY26), 2 tanker/tenders, one of which is a new service as assigned to the new Fire Station 35, and a new technical rescue tractor-trailer combination that replaces two older vehicles. ([Exhibit 6](#))
 - c. MCFRS helps the UL Fire safety Research Institute with the development of an online training program covering wind-impacted fires and using a “floor below” nozzle, which has been purchased for operations. ([Exhibit #7](#))
5. Have there been any changes in programs/services? Yes
 - a. EMS Supervisors are uniformed Captain-level firefighter paramedics and enhance operational safety and supervision, as well as provide ALS support as needed. The following structural operational changes went into effect in mid-July 2024: EMS701 added at FS19; EMS703 will remain at FS32; EMS704 will be relocated to FS25; EMS705 will be added at FS34; ALS701 will be eliminated; EMS702 will be eliminated. ([Exhibit #3](#))
 - b. Also in mid-July, two-day work firefighter positions at Fire Station 15 have been converted to 24x7 to ensure staffing for Ambulance 715. ([Exhibit #3](#))
 - c. On Sept. 22, 2024, Chase Car/Chase Unit ALS725 was placed out of service and the firefighter paramedic was moved to the ladder truck creating a four-person Paramedic Truck 725. This enhances community service delivery by providing the same ALS service while also enhancing truck company staffing from three to four. ([Exhibit #4](#))
 - d. In mid-February 2025 and with an agreement with the Burtonsville Volunteer Fire Department, career staffing at Fire Station 15 will no longer be split between the heavy rescue squad (RS715) and the tractor-drawn aerial ladder (T715). RS715 will not be dispatched in CAD unless there is minimum volunteer and/or career staffing. T715, which maintains vehicular

extrication equipment, will now be staffed with four firefighters and always be available.
([Exhibit #5](#))

6. Describe any significant changes to your annual budget?

Current FY	Last FY	% Change	Comparison	Difference	5% ≥
\$310,659,486	\$292,436,391	6.23%	FY26 to FY25	\$18,223,095	Yes
\$292,436,391	266,795,154	9.61%	FY25 to FY24	\$25,641,237	Yes
\$266,795,154	\$252,66,621	5.59%	FY24 to FY23	\$14,129,533	Yes
\$252,665,621	233,237,598	8.33%	FY23 to FY22	\$19,428,023	Yes
\$233,237,598	224,995,408	3.66%	FY22 to FY21	\$8,242,190	No
\$224,995,408	223,250,459	0.78%	FY21 to FY20	\$1,744,949	No

[Click to view operating budget webpage](#) (click the BUDGET YEAR / VERSION dropdown to FY26 etc.)

7. Have there been examples of overarching challenges faced by the agency in the past year?

On January 11, 2025, Master Firefighter (posthumously promoted to Lieutenant) Christopher J. Higgins suffered a medical emergency while operating during an automatic aid working house fire in Prince George's County, MD, and subsequently died. Lt. Higgins served with his MCFRS family for 23 years. Numerous challenges face public safety agencies when there is a line of duty death, including, assuring the member's personal and professional family needs are completely taken care of both emotionally and logistically.
([Exhibit #1](#))

Compliance with Core Competencies

- A. Has anything changed within your agency that would question the continued compliance with all current **Core Competencies**? No
- B. Agencies shall provide the most current year exhibits for all **Core Competencies** that require an **Annual Appraisal** process:

The following are based on the CFAI 11th Edition of the Quality Improvement for the Fire and Emergency Services self-assessment model, even though MCFRS is still guided by the 10th Edition model.

[CC 5A.6](#) (10th Edition CC 5A.7)

[CC 5B.4](#)

[CC 5C.3](#) (10th Edition CC 5C.4)

[CC 5D.10](#) (10th Edition CC 5D.9)

[CC 5E.4](#) (10th Edition CC 5E.3)

[CC 5F.11](#) (10th Edition CC 5F.9)

CC 5G.4 (New CC for the 11th Edition) Not Completed

[CC 5H.3](#)

[CC 5I.2](#) (10th Edition) CC 5G.2)

[CC 5M.2](#) (10th Edition CC 5L.2)

[CC 7A.4](#) (New CC for the 11th Edition)

[CC 8C.6](#) (10th Edition CC 8B.6)

[CC 9B.14](#) (10th Edition CC 9B.13)

[CC 9D.7](#) (New CC for the 11th Edition)

[CC 9E.6](#) (New CC for the 11th Edition)

[CC 11A.11](#) (10th Edition CC 11B.6)

Data Evaluation

Please fill out the spreadsheets below to track and identify your performance in the programs identified below.
[Click here to review the MCFRS Virtual CRA/SOC](#), which shall also serve as an exhibit for these data tables.

Data charts begin on page 378.

(Low Risk) Fire Suppression (Single Engine) – A1F - 90th Percentile Times - Baseline Performance			Benchmark (Target)	FY 2023 - FY 2027	FY 2027	FY 2026	FY 2025	FY 2024	FY 2023	
Alarm Handling Pick-up to Dispatch		Urban		00:04:39			0:04:53	0:04:35	0:04:34	
		Rural		00:05:20			0:05:51	0:04:00	0:05:23	
		Countywide		00:04:40			0:04:57	0:04:35	0:04:40	
Turnout Time Turnout Time 1st Unit		Urban		00:01:26			0:01:26	0:01:28	0:01:24	
		Rural		00:01:59			0:02:33	0:01:59	0:01:34	
		Countywide		00:01:27			0:01:29	0:01:30	0:01:24	
Travel Time	Travel Time 1 st Unit Distribution	Urban		00:07:38			0:07:28	0:07:45	0:07:34	
		Rural		00:12:29			0:15:05	0:12:07	0:11:47	
		Countywide		00:08:12			0:08:21	0:08:08	0:08:23	
	Travel Time ERF Concentration	Urban		N/A	N/A	N/A	N/A	N/A	N/A	
		Rural		N/A	N/A	N/A	N/A	N/A	N/A	
		Countywide		N/A	N/A	N/A	N/A	N/A	N/A	
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban		0:12:15	00:12:23			0:12:33	0:12:15	0:12:23
				2159	n=	n=	n=712	738	n=739	
		Rural		0:18:15	00:18:10			0:20:47	0:16:59	0:16:54
				160	n=	n=	n=52	52	n=56	
		Countywide			00:12:53			0:13:16	0:12:36	0:12:48
				2349	n=	n=	n=764	790	n=795	
	Total Response Time ERF Concentration	Urban			N/A	N/A	N/A	N/A	N/A	N/A
					N/A	N/A	N/A	N/A	N/A	N/A
		Rural			N/A	N/A	N/A	N/A	N/A	N/A
					N/A	N/A	N/A	N/A	N/A	N/A
		Countywide			N/A	N/A	N/A	N/A	N/A	N/A
					N/A	N/A	N/A	N/A	N/A	N/A

(Low Risk) Other Hazard (Single Unit) – A1N - 90th Percentile Times - Baseline Performance			Benchmark (Target)	FY 2023 - FY 2027	FY 2027	FY 2026	FY 2025	FY 2024	FY 2023	
Alarm Handling Pick-up to Dispatch		Urban		00:04:10			0:04:29	0:04:12	0:04:06	
		Rural		00:04:45			0:05:17	0:04:21	0:04:38	
		Countywide		00:04:13			0:04:32	0:04:15	0:04:08	
Turnout Time Turnout Time 1st Unit		Urban		00:01:31			0:01:26	0:01:31	0:01:34	
		Rural		00:01:45			0:01:43	0:02:59	0:01:43	
		Countywide		00:01:31			0:01:26	0:01:32	0:01:34	
Travel Time	Travel Time 1 st Unit Distribution	Urban		00:08:15			0:08:09	0:08:02	0:08:38	
		Rural		00:15:51			0:14:33	0:14:28	0:16:50	
		Countywide		00:08:41			0:08:09	0:08:08	0:09:48	
	Travel Time ERF Concentration	Urban		N/A	N/A	N/A	N/A	N/A	N/A	
		Rural		N/A	N/A	N/A	N/A	N/A	N/A	
		Countywide		N/A	N/A	N/A	N/A	N/A	N/A	
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban		0:10:00	00:12:41			0:12:55	0:12:33	0:12:47
					2727	n=	n=	n=923	874	n=930
		Rural		0:16:15	00:21:54			0:19:43	0:20:48	0:23:16
					121	n=	n=	n=37	26	n=58
		Countywide			00:13:14			0:13:16	0:12:40	0:14:01
					2848	n=	n=	n=960	900	n=988
	Total Response Time ERF Concentration	Urban			N/A	N/A	N/A	N/A	N/A	N/A
					N/A	N/A	N/A	N/A	N/A	N/A
		Rural			N/A	N/A	N/A	N/A	N/A	N/A
					N/A	N/A	N/A	N/A	N/A	N/A
		Countywide			N/A	N/A	N/A	N/A	N/A	N/A
					N/A	N/A	N/A	N/A	N/A	N/A

(Moderate Risk) Fire Suppression – A2-3 90th Percentile Times - Baseline Performance			Benchmark (Target)	FY 2023 -FY 2027	FY 2027	FY 2026	FY 2025	FY 2024	FY 2023
Alarm Handling Pick-up to Dispatch		Urban		00:03:40			0:03:43	0:03:38	0:03:42
		Rural		00:03:37			0:03:27	0:04:53	0:03:22
		Countywide		00:03:40			0:03:40	0:03:40	0:03:42
Turnout Time Turnout Time 1st Unit		Urban		00:01:33			0:01:30	0:01:33	0:01:34
		Rural		00:02:00			0:01:57	0:02:01	0:02:02
		Countywide		00:01:34			0:01:31	0:01:34	0:01:34
Travel Time	Travel Time 1st Unit Distribution	Urban		00:05:32			0:05:42	0:05:31	0:05:23
		Rural		00:09:22			0:09:22	0:08:49	0:09:47
		Countywide		00:05:42			0:05:51	0:05:42	0:05:32
	Travel Time ERF Concentration	Urban		00:09:37			0:09:30	0:09:49	0:09:26
		Rural		00:12:06			0:11:10	0:13:47	0:11:51
		Countywide		00:09:43			0:09:41	0:10:00	0:09:33
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	0:09:30	00:09:24			0:09:32	0:09:22	0:09:21
				7388	n=	n=	n=2495	2573	n=2320
		Rural	0:14:00	00:13:55			0:13:13	0:14:05	0:14:11
				257	n=	n=	n=87	91	n=79
	Total Response Time ERF Concentration	Countywide		00:09:34			0:09:41	0:09:33	0:09:31
				7645	n=	n=	n=2582	2664	n=2399
		Urban	0:12:30	00:13:32			0:13:26	0:13:43	0:13:15
				5122	n=	n=	n=1729	1775	n=1618
		Rural	0:16:30	00:16:53			0:15:13	0:18:17	0:17:28
				142	n=	n=	n=43	58	n=41
		Countywide		00:13:40			0:13:35	0:13:57	0:13:26
				5264	n=	n=	n=1772	1833	n=1659

(High Risk) Fire Suppression – FFA-HY (Hydranted Areas) - 90th Percentile Times - Baseline Performance			Benchmark (Target)	FY 2023 - FY 2027	FY 2027	FY 2026	FY 2025	FY 2024	FY 2023
Alarm Handling Pick-up to Dispatch		Urban		00:03:38			0:03:41	0:03:38	0:03:35
		Rural		00:03:50			0:03:47	0:04:24	0:03:35
		Countywide		00:03:38			0:03:41	0:03:40	0:03:35
Turnout Time Turnout Time 1st Unit		Urban		00:01:33			0:01:32	0:01:34	0:01:34
		Rural		00:01:38			0:01:35	0:01:48	0:01:32
		Countywide		00:01:33			0:01:32	0:01:34	0:01:34
Travel Time	Travel Time 1 st Unit Distribution	Urban		00:05:55			0:06:00	0:05:38	0:06:03
		Rural		00:05:58			0:05:58	0:05:17	0:05:23
		Countywide		00:05:55			0:05:59	0:05:38	0:06:03
	Travel Time ERF Concentration	Urban		00:17:45			0:18:24	0:15:52	0:18:06
		Rural		00:12:43			0:36:20	0:12:43	0:09:04
		Countywide		00:17:36			0:18:35	0:15:52	0:18:06
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	0:09:15	00:09:27			0:09:18	0:09:28	0:09:27
				1893	n=	n=	n=600	578	n=715
		Rural	0:12:30	00:09:25			0:09:51	0:09:25	0:09:00
				30	n=	n=	n=14	4	n=12
	Total Response Time ERF Concentration	Countywide		00:09:26			0:09:24	0:09:27	0:09:23
				1923	n=	n=	n=614	582	n=727
		Urban	0:21:00	00:21:21			0:22:03	0:20:02	0:21:09
				660	n=	n=	n=234	197	n=229
		Rural	0:21:45	00:18:26			0:38:34	0:18:26	0:13:34
				7	n=	n=	n=4	2	n=1
		Countywide		00:21:15			0:22:49	0:20:02	0:21:09
				667	n=	n=	n=238	199	n=230

(Special Risk) Fire Suppression – FFA-NH (Non-Hydrant Areas) - 90th Percentile Times - Baseline Performance			Benchmark (Target)	FY 2023 - FY 2027	FY 2027	FY 2026	FY 2025	FY 2024	FY 2023	
Alarm Handling Pick-up to Dispatch		Urban		00:03:47			0:04:09	0:03:13	0:03:40	
		Rural		00:03:32			0:04:16	0:03:13	0:03:28	
		Countywide		00:03:40			0:04:16	0:03:13	0:03:40	
Turnout Time Turnout Time 1st Unit		Urban		00:02:26			0:02:20	0:02:39	0:02:23	
		Rural		00:02:31			0:02:31	0:02:21	0:02:33	
		Countywide		00:02:30			0:02:28	0:02:28	0:02:28	
Travel Time	Travel Time 1 st Unit Distribution	Urban		00:07:43			0:07:22	0:07:43	0:08:06	
		Rural		00:11:17			0:11:22	0:15:29	0:09:48	
		Countywide		00:10:35			0:11:18	0:07:43	0:09:45	
	Travel Time ERF Concentration	Urban		00:22:03			0:20:57	0:22:03	0:15:58	
		Rural		00:25:49			0:23:15	0:31:24	0:25:31	
		Countywide		00:27:16			0:23:15	0:31:24	0:25:31	
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban		0:10:45	00:11:10			0:09:50	0:10:23	0:11:31
				30	n=	n=	n=6	10	n=14	
		Rural		0:14:15	00:14:11			0:17:35	0:13:10	0:12:51
				60	n=	n=	n=27	10	n=23	
		Countywide			00:13:31			0:16:19	0:12:28	0:12:47
				90	n=	n=	n=33	20	n=37	
	Total Response Time ERF Concentration	Urban		0:30:00	00:34:43			0:34:43	0:29:56	0:25:15
				6	n=	n=	n=2	1	n=3	
		Rural		0:38:45	00:44:54			1:31:12	0:44:54	0:33:05
				19	n=	n=	n=9	5	n=5	
		Countywide			00:34:43			0:34:43	0:44:54	0:33:05
				25	n=	n=	n=11	6	n=8	

(Special Risk) Fire Suppression – FFA-SRHR (High-Rise) - 90th Percentile Times - Baseline Performance			Benchmark (Target)	FY 2023 - FY 2027	FY 2027	FY 2026	FY 2025	FY 2024	FY 2023	
Alarm Handling Pick-up to Dispatch		Urban		00:03:36			0:03:48	0:03:53	0:03:16	
		Rural		N/A	N/A	N/A	N/A	N/A		
		Countywide		00:03:36			0:03:48	0:03:53	0:03:16	
Turnout Time Turnout Time 1st Unit		Urban		00:01:31			0:01:31	0:01:31	0:01:29	
		Rural		N/A	N/A	N/A	N/A	N/A		
		Countywide		00:01:31			0:01:31	0:01:31	0:01:29	
Travel Time	Travel Time 1 st Unit Distribution	Urban		00:04:18			0:04:19	0:04:08	0:04:25	
		Rural		N/A	N/A	N/A	N/A	N/A		
		Countywide		00:04:18			0:04:19	0:04:08	0:04:25	
	Travel Time ERF Concentration	Urban		00:16:20			0:16:01	0:16:28	0:19:17	
		Rural		N/A	N/A	N/A	N/A	N/A		
		Countywide		00:16:20			0:16:01	0:16:28	0:19:17	
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban		0:08:15	00:08:09			0:08:13	0:08:07	0:08:08
					373	n=	n=	n=149	131	n=93
		Rural		N/A	N/A	N/A	N/A	N/A	N/A	
					n=0	n=0	n=0	n=0	n=0	
		Countywide			00:08:09			0:08:13	0:08:07	0:08:08
				373	n=	n=	n=149	131	n=93	
	Total Response Time ERF Concentration	Urban		0:20:00	00:21:57			0:19:14	0:21:49	0:22:58
					133	n=	n=	n=63	45	n=25
		Rural		N/A	N/A	N/A	N/A	N/A	N/A	
					N/A	n=0	n=0	n=0	n=0	
		Countywide			00:21:57			0:19:14	0:21:49	0:22:58
				133	n=	n=	n=63	45	n=25	

(Low Risk) EMS – BLS - 90th Percentile Times - Baseline Performance			Benchmark (Target)	FY 2023 - FY 2027	FY 2027	FY 2026	FY 2025	FY 2024	FY 2023
Alarm Handling Pick-up to Dispatch		Urban		00:04:33			0:04:40	0:04:32	0:04:30
		Rural		00:04:32			0:04:46	0:04:30	0:04:30
		Countywide		00:04:32			0:04:40	0:04:32	0:04:30
Turnout Time Turnout Time 1st Unit		Urban		00:01:33			0:01:30	0:01:34	0:01:34
		Rural		00:01:40			0:01:37	0:01:37	0:01:44
		Countywide		00:01:33			0:01:30	0:01:34	0:01:34
Travel Time	Travel Time 1 st Unit Distribution	Urban		00:08:14			0:08:14	0:08:15	0:08:12
		Rural		00:10:15			0:10:17	0:09:47	0:10:26
		Countywide		00:08:19			0:08:18	0:08:20	0:08:18
	Travel Time ERF Concentration	Urban		00:09:04			0:09:00	0:09:12	0:08:57
		Rural		00:12:17			0:12:40	0:12:14	0:12:15
		Countywide		00:09:12			0:09:09	0:09:19	0:09:05
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	0:12:00	00:13:18			0:13:20	0:13:19	0:13:15
				87384	n=	n=	28079	28024	31281
		Rural	0:15:00	00:15:25			0:15:28	0:15:15	0:15:23
				2640	n=	n=	n=836	843	n=961
	Total Response Time ERF Concentration	Countywide		00:13:23			0:13:25	0:13:24	0:13:20
				90024	n=	n=	28915	28867	32242
		Urban	0:12:30	00:14:09			0:14:11	0:14:13	0:14:01
				83100	n=	n=	26479	26590	30031
		Rural	0:17:00	00:17:49			0:18:01	0:17:43	0:17:33
				2459	n=	n=	n=753	800	n=906
		Countywide		00:14:17			0:14:21	0:14:19	0:14:09
				85559	n=	n=	27232	27390	30937

(Moderate Risk) EMS – ALS1 (One Paramedic) - 90th Percentile Times - Baseline Performance			Benchmark (Target)	FY 2023 - FY 2027	FY 2027	FY 2026	FY 2025	FY 2024	FY 2023
Alarm Handling Pick-up to Dispatch		Urban		00:03:58			0:04:03	0:03:58	00:03:54
		Rural		00:03:45			0:03:57	0:03:44	00:03:36
		Countywide		00:03:58			0:04:03	0:03:57	00:03:53
Turnout Time Turnout Time 1st Unit		Urban		00:01:33			0:01:31	0:01:33	00:01:35
		Rural		00:01:36			0:01:37	0:01:37	00:01:35
		Countywide		00:01:33			0:01:31	0:01:33	00:01:35
Travel Time	Travel Time 1 st Unit Distribution	Urban		00:06:52			0:06:58	0:06:52	00:06:46
		Rural		00:10:11			0:10:20	0:10:35	00:09:40
		Countywide		00:07:00			0:07:06	0:07:00	00:06:53
	Travel Time ERF Concentration	Urban		00:08:28			0:08:33	0:08:24	00:08:14
		Rural		00:13:03			0:15:21	0:13:57	00:11:58
		Countywide		00:08:38			0:08:53	0:08:33	00:08:24
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	0:10:15	00:11:31			0:12:05	0:11:25	00:11:07
				119251	n=	n=	42413	39721	n=37117
		Rural	0:14:00	00:14:37			0:15:13	0:14:46	00:13:57
				3424	n=	n=	n=1245	1124	n=1055
	Total Response Time ERF Concentration	Countywide		00:11:40			0:12:13	0:11:35	00:11:14
				122675	n=	n=	n=43658	40845	n=38172
		Urban	0:11:30	00:13:06			0:13:22	0:13:06	00:12:48
				46920	n=	n=	n=15307	16254	n=15359
		Rural	0:16:45	00:18:00			0:19:02	0:18:50	00:16:38
				1051	n=	n=	n=388	337	n=326
		Countywide		00:13:17			0:13:35	0:13:17	00:12:57
				47971	n=	n=	n=15695	16591	n=15685

(High Risk) EMS – ALS2 (Two Paramedics) - 90th Percentile Times - Baseline Performance			Benchmark (Target)	FY 2023 - FY 2027	FY 2027	FY 2026	FY 2025	FY 2024	FY 2023
Alarm Handling Pick-up to Dispatch		Urban		00:03:43			0:03:51	0:03:39	0:03:37
		Rural		00:03:20			0:03:37	0:03:13	0:03:03
		Countywide		00:03:42			0:03:50	0:03:37	0:03:37
Turnout Time Turnout Time 1st Unit		Urban		0:01:37			0:01:37	0:01:37	0:01:36
		Rural		0:01:46			0:01:39	0:01:51	0:01:39
		Countywide		00:01:37			0:01:37	0:01:37	0:01:36
Travel Time	Travel Time 1 st Unit Distribution	Urban		00:05:57			0:05:59	0:05:50	0:05:58
		Rural		00:09:28			0:09:26	0:10:07	0:09:28
		Countywide		00:06:05			0:06:10	0:06:00	0:06:05
	Travel Time ERF Concentration	Urban		00:08:23			0:08:15	0:08:10	0:08:29
		Rural		00:13:20			0:12:42	0:12:40	0:15:55
		Countywide		00:08:37			0:08:33	0:08:30	0:08:45
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	0:09:45	00:10:05			00:10:24	00:09:52	00:09:52
				9373	n=	n=	n=3273	3112	n=2986
		Rural	0:13:15	00:13:58			0:13:58	0:14:20	0:13:16
				299	n=	n=	n=100	107	n=92
	Total Response Time ERF Concentration	Countywide		00:10:15			0:10:38	0:10:02	0:09:59
				9672	n=	n=	n=3373	3219	n=3078
		Urban	0:12:00	00:12:32			0:12:18	0:12:19	0:13:00
				6005	n=	n=	n=1980	2034	n=1989
		Rural	0:17:00	00:17:08			0:15:57	0:18:39	0:18:10
				169	n=	n=	n=56	59	n=54
		Countywide		00:12:45			0:12:32	0:12:31	0:13:09
				6174	n=	n=	n=2036	2093	n=2043

(Moderate Risk) Hazmat – HM-MR - 90th Percentile Times - Baseline Performance			Benchmark (Target)	FY 2023 - FY 2027	FY 2027	FY 2026	FY 2025	FY 2024	FY 2023	
Alarm Handling Pick-up to Dispatch		Urban		00:07:10			0:07:12	0:05:59	0:06:55	
		Rural		00:06:39			0:02:38	0:04:24	0:06:39	
		Countywide		00:07:10			0:07:12	0:05:59	0:06:55	
Turnout Time Turnout Time 1st Unit		Urban		00:02:46			0:02:49	0:02:37	0:02:45	
		Rural		00:02:31			0:01:29	0:03:01	0:02:11	
		Countywide		00:02:46			0:02:49	0:02:50	0:02:45	
Travel Time	Travel Time 1 st Unit Distribution	Urban		00:08:11			0:09:11	0:06:04	0:08:46	
		Rural		00:09:15			0:05:16	0:09:15	0:08:21	
		Countywide		00:08:21			0:09:11	0:06:15	0:08:46	
	Travel Time ERF Concentration	Urban		00:25:34			0:21:54	0:32:22	0:17:36	
		Rural		00:22:28			0:22:28	0:19:38	0:14:47	
		Countywide		00:25:34			0:21:54	0:32:22	0:17:36	
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban		0:09:30	00:15:35			0:16:11	0:12:18	0:17:17
					149	n=	n=	n=63	34	n=50
		Rural		0:12:00	00:23:42			0:08:30	0:14:56	0:23:42
					7	n=	n=	n=2	2	n=3
		Countywide			00:15:37			0:16:11	0:12:30	0:17:55
				156	n=	n=	n=65	36	n=53	
	Total Response Time ERF Concentration	Urban		0:25:00	00:34:58			0:34:14	0:39:49	0:35:13
					71	n=	n=	n=28	18	n=25
		Rural		0:30:00	00:44:50			0:26:35	0:27:03	0:44:50
					3	n=	n=	n=1	1	n=1
		Countywide			00:35:13			0:34:15	0:39:49	0:35:50
					74	n=	n=	n=29	19	n=26

(High Risk) Hazmat – HM-HR - 90th Percentile Times - Baseline Performance			Benchmark (Target)	FY 2023 - FY 2027	FY 2027	FY 2026	FY 2025	FY 2024	FY 2023
Alarm Handling Pick-up to Dispatch		Urban		00:06:44			0:06:30	0:06:54	0:07:03
		Rural		00:07:08			0:02:40	0:03:41	0:07:08
		Countywide		00:06:54			0:06:30	0:06:54	0:07:03
Turnout Time Turnout Time 1st Unit		Urban		00:02:15			0:01:59	0:02:18	0:02:08
		Rural		00:02:36			0:01:24	0:02:36	0:02:00
		Countywide		00:02:16			0:01:59	0:02:19	0:02:08
Travel Time	Travel Time 1 st Unit Distribution	Urban		00:05:05			0:06:40	0:04:44	0:05:03
		Rural		00:05:55			0:00:59	0:05:55	0:03:02
		Countywide		00:05:22			0:06:40	0:05:24	0:05:03
	Travel Time ERF Concentration	Urban		00:19:48			0:20:52	0:19:48	0:17:30
		Rural		00:26:21			N/A	0:26:21	N/A
		Countywide		00:20:52			0:20:52	0:19:48	0:17:30
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	0:11:15	00:11:00			0:11:01	0:10:45	0:12:17
				80	n=	n=	n=25	27	n=26
		Rural	0:12:00	00:11:30			0:03:45	0:11:07	0:11:30
				4	n=	n=	n=1	2	n=1
	Total Response Time ERF Concentration	Countywide		00:11:07			0:11:01	0:11:00	0:12:17
				84	n=	n=	n=26	29	n=27
		Urban	0:30:00	00:27:31			0:27:31	0:28:18	0:26:10
				26	n=	n=	n=5	9	n=12
		Rural	0:33:00	00:32:19			N/A	0:32:19	N/A
				1	n=	n=	n=0	1	n=0
		Countywide		00:28:18			0:27:31	0:28:18	0:26:10
				27	n=	n=	n=5	10	n=12

(Special Risk) Hazmat – HM-SR - 90th Percentile Times - Baseline Performance			Benchmark (Target)	FY 2023 - FY 2027	FY 2027	FY 2026	FY 2025	FY 2024	FY 2023	
Alarm Handling Pick-up to Dispatch		Urban		00:04:07			0:07:18	0:04:02	0:03:17	
		Rural		0:00:00			N/A	N/A	N/A	
		Countywide		00:04:07			0:07:18	0:04:02	0:03:17	
Turnout Time Turnout Time 1st Unit		Urban		00:02:06			0:02:01	0:02:14	0:02:01	
		Rural		N/A			N/A	N/A	N/A	
		Countywide		00:02:06			0:02:01	0:02:14	0:02:01	
Travel Time	Travel Time 1 st Unit Distribution	Urban		00:06:32			0:06:30	0:06:34	0:04:35	
		Rural		N/A			N/A	N/A	N/A	
		Countywide		00:06:32			0:06:30	0:02:14	0:04:35	
	Travel Time ERF Concentration	Urban		00:21:49			0:21:47	0:17:35	0:21:49	
		Rural		N/A			N/A	N/A	N/A	
		Countywide		00:21:49			0:21:47	0:17:35	0:21:49	
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban		0:10:30	00:10:39			0:10:09	0:10:39	0:11:18
					44	n=	n=	n=15	19	n=10
		Rural		0:17:00	N/A			N/A	N/A	N/A
					n=0	n=	n=	n=0	n=0	n=0
		Countywide			00:10:39			0:10:09	0:10:39	0:11:18
					44	n=	n=	n=15	19	n=10
	Total Response Time ERF Concentration	Urban		0:30:00	00:28:08			0:28:08	0:25:09	0:24:41
					9	n=	n=	n=3	3	n=3
		Rural		0:30:00	N/A			N/A	N/A	N/A
					n=0	n=	n=	n=0	n=0	n=0
		Countywide			00:28:08			0:28:08	0:25:09	0:24:41
					9	n=	n=	n=3	3	n=3

(Special Risk) Technical Rescue – TR-SR - 90th Percentile Times - Baseline Performance			Benchmark (Target)	FY 2023 - FY 2027	FY 2027	FY 2026	FY 2025	FY 2024	FY 2023
Alarm Handling Pick-up to Dispatch	Urban			00:06:59			0:05:51	0:05:01	0:07:01
	Rural			N/A			N/A	N/A	N/A
	Countywide			00:06:59			0:05:51	0:05:01	0:07:01
Turnout Time Turnout Time 1st Unit	Urban			00:02:49			0:02:02	0:03:39	0:03:26
	Rural			N/A			N/A	N/A	N/A
	Countywide			00:02:49			0:02:02	0:03:39	0:03:26
Travel Time	Travel Time 1 st Unit Distribution	Urban		00:04:56			0:06:59	0:04:48	0:05:24
		Rural		N/A			N/A	N/A	N/A
		Countywide		00:04:56			0:06:59	0:04:48	0:05:24
	Travel Time ERF Concentration	Urban		00:17:31			0:11:55	0:17:31	0:17:18
		Rural		N/A			N/A	N/A	N/A
		Countywide		00:17:31			0:11:55	0:17:31	0:17:18
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	0:11:00	00:11:28			0:10:05	0:09:08	0:11:41
				30	n=	n	n=8	10	n=12
		Rural	0:17:00	N/A			N/A	N/A	N/A
				n=0	n=	n=	n=0	n=	n=0
	Total Response Time ERF Concentration	Countywide		00:11:28			0:10:05	0:09:08	0:11:41
				30	n=	n	n=8	10	n=12
		Urban	0:38:00	00:29:52			0:22:20	0:29:52	0:23:12
				5	n=	n=	n=1	3	n=1
		Rural	0:45:00	N/A	N/A	N/A	N/A	N/A	N/A
				n=0	n=0	n=0	n=0	n=0	n=0
		Countywide		00:29:52			0:22:20	0:29:52	0:23:12
				5	n=	n	n=1	3	n=1

(Moderate Risk) Water/Ice Rescue – WIR-MR - 90th Percentile Times - Baseline Performance			Benchmark (Target)	FY 2023 - FY 2027	FY 2027	FY 2026	FY 2025	FY 2024	FY 2023	
Alarm Handling Pick-up to Dispatch		Urban		00:07:37			0:07:00	0:06:20	0:11:25	
		Rural		00:09:16			0:06:43	0:13:09	0:09:16	
		Countywide		00:07:59			0:07:00	0:06:49	0:11:00	
Turnout Time Turnout Time 1st Unit		Urban		00:02:42			0:02:16	0:02:51	0:02:35	
		Rural		00:03:27			0:03:38	0:04:12	0:02:51	
		Countywide		00:02:51			0:02:49	0:03:01	0:02:46	
Travel Time	Travel Time 1 st Unit Distribution	Urban		00:10:31			0:11:01	0:09:49	0:11:10	
		Rural		00:15:06			0:20:20	0:15:06	0:10:13	
		Countywide		00:12:18			0:11:01	0:12:43	0:11:10	
	Travel Time ERF Concentration	Urban		00:15:07			0:13:50	0:15:07	0:16:35	
		Rural		00:23:08			0:20:20	0:23:08	0:09:11	
		Countywide		00:18:08			0:20:20	0:23:08	0:14:10	
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban		0:16:45	00:18:08			0:18:08	0:15:45	0:21:04
					51	n=	n=	n=6	20	n=25
		Rural		0:17:00	00:25:44			0:25:44	0:26:03	0:20:34
					15	n=	n=	n=2	8	n=5
	Total Response Time ERF Concentration	Countywide			00:20:28			0:25:44	0:19:14	0:21:04
					66	n=	n=	n=8	27	n=25
		Urban		0:24:30	00:23:29			0:22:18	0:22:41	0:24:29
					16	n=	n=	n=2	5	n=9
		Rural		0:29:00	00:27:26			0:26:54	0:27:26	0:17:55
					7	n=	n=	n=1	5	n=1
		Countywide			00:26:54			0:26:54	0:27:26	0:23:29
					23	n=	n=	n=3	10	n=10

(High Risk) Water/Ice Rescue – WIR-HR - 90th Percentile Times - Baseline Performance			Benchmark (Target)	FY 2023 - FY 2027	FY 2027	FY 2026	FY 2025	FY 2024	FY 2023
Alarm Handling Pick-up to Dispatch		Urban		00:08:40			0:10:43	0:06:18	0:04:13
		Rural		00:11:28			0:14:47	0:09:12	0:11:28
		Countywide		00:09:16			0:10:43	0:09:12	0:07:24
Turnout Time Turnout Time 1st Unit		Urban		00:03:08			0:03:26	0:01:31	0:02:27
		Rural		00:03:15			0:03:15	0:03:15	0:02:31
		Countywide		00:03:15			0:03:23	0:03:02	0:02:31
Travel Time	Travel Time 1st Unit Distribution	Urban		00:06:17			0:06:17	0:05:37	0:11:32
		Rural		00:15:19			0:15:19	0:14:38	0:24:11
		Countywide		00:12:28			0:11:11	0:12:28	0:24:11
	Travel Time ERF Concentration	Urban		00:16:09			0:10:18	N/A	0:16:09
		Rural		00:21:58			0:19:46	0:21:58	0:20:26
		Countywide		00:20:26			0:19:46	0:21:58	0:20:26
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	0:14:00	00:14:13			0:14:13	0:12:40	0:15:43
				12	n-	n=	n=6	1	n=5
		Rural	0:20:00	00:27:28			0:27:28	0:24:59	0:37:17
				18	n-	n=	n=5	9	n=4
	Total Response Time ERF Concentration	Countywide		00:20:27			0:20:27	0:19:13	0:37:17
				30	n-	n=	n=11	10	n=9
		Urban	0:30:00	00:23:20			0:23:20	N/A	0:22:31
				3	n-	n=	n=1	n=0	n=2
		Rural	0:38:00	00:31:09			0:25:34	0:31:09	0:30:09
				9	n-	n=	n=3	5	n=1
		Countywide		00:30:09			0:25:34	0:31:09	0:30:09
				12	n-	n=	n=4	5	n=3

(Special Risk) Water/Ice Rescue – WIR-SR - 90th Percentile Times - Baseline Performance			Benchmark (Target)	FY 2023 - FY 2027	FY 2027	FY 2026	FY 2025	FY 2024	FY 2023
Alarm Handling Pick-up to Dispatch		Urban		00:06:21			0:05:28	0:06:23	0:08:10
		Rural		00:08:28			0:08:34	0:05:26	0:09:11
		Countywide		00:08:07			0:08:07	0:06:23	0:09:10
Turnout Time Turnout Time 1st Unit		Urban		00:02:38			0:02:29	0:02:44	0:02:41
		Rural		00:02:32			0:02:24	0:03:05	0:02:27
		Countywide		00:02:35			0:02:26	0:02:46	0:02:39
Travel Time	Travel Time 1st Unit Distribution	Urban		00:11:10			0:12:16	0:10:18	0:10:22
		Rural		00:13:56			0:13:56	0:10:59	0:15:42
		Countywide		00:11:10			0:12:16	0:10:38	0:14:38
	Travel Time ERF Concentration	Urban		00:17:16			0:16:26	0:16:49	0:21:35
		Rural		00:19:51			0:34:59	0:19:51	0:19:29
		Countywide		00:19:29			0:16:49	0:16:49	0:21:35
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	0:16:15	00:18:09			0:17:45	0:15:36	0:21:02
				61	n=	n=	n=16	23	n=22
		Rural	0:19:15	00:19:17			0:18:49	0:19:17	0:20:51
				27	n=	n=	n=14	9	n=4
	Total Response Time ERF Concentration	Countywide		00:19:17			0:18:41	0:16:42	0:21:02
				88	n=	n=	n=30	32	n=26
		Urban	0:26:30	00:28:52			0:22:43	0:23:18	0:36:02
				52	n=	n=	n=15	20	n=17
		Rural	0:34:45	00:26:59			0:40:55	0:26:59	0:25:28
				22	n=	n=	n=11	8	n=3
		Countywide		00:28:52			0:26:36	0:25:04	0:30:09
				74	n=	n=	n=26	28	n=20

(Moderate Risk) Bomb Squad – BS-MR - 90th Percentile Times - Baseline Performance			Benchmark (Target)	FY 2023 - FY 2027	FY 2027	FY 2026	FY 2025	FY 2024	FY 2023
Alarm Handling Pick-up to Dispatch		Urban		00:04:25			0:02:10	0:04:00	1:41:53
		Rural		00:03:35			0:02:11	N/A	0:03:35
		Countywide		00:04:11			0:02:11	0:04:00	0:04:25
Turnout Time Turnout Time 1st Unit		Urban		N/A			N/A	N/A	N/A
		Rural		N/A			N/A	N/A	N/A
		Countywide		N/A			N/A	N/A	N/A
Travel Time	Travel Time 1st Unit Distribution	Urban		00:26:29			0:03:20	0:24:56	0:30:54
		Rural		00:15:43			0:15:43	N/A	0:15:00
		Countywide		00:24:56			0:15:43	0:24:56	0:26:29
	Travel Time ERF Concentration	Urban		00:40:59			0:08:16	0:40:59	1:47:03
		Rural		01:11:24			1:11:24	N/A	0:14:19
		Countywide		00:40:59			1:11:24	0:40:59	0:33:14
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban	1:00:00	01:44:04			0:11:17	1:22:17	2:21:35
				18	n=	n=	n=1	8	n=9
		Rural	1:15:00	00:26:03			0:26:03	N/A	0:19:47
				2	n=	n=	n=1	n=0	n=1
	Total Response Time ERF Concentration	Countywide		01:42:23			0:26:03	1:22:17	1:44:04
				20	n=	n=	n=2	8	n=10
		Urban	1:00:00	01:59:27			0:18:37	1:25:13	2:23:55
				18	n=	n=	n=1	8	n=9
		Rural	2:00:00	01:56:38			1:56:38	N/A	0:27:22
				2	n=	n=	n=1	n=0	n=1
		Countywide		01:58:53			1:56:38	1:25:13	1:59:27
				20	n=	n=	n=2	8	n=10

(High Risk) Bomb Squad – BS-HR - 90th Percentile Times - Baseline Performance			Benchmark (Target)	FY 2023 - FY 2027	FY 2027	FY 2026	FY 2025	FY 2024	FY 2023	
Alarm Handling Pick-up to Dispatch		Urban		0:06:27			N/A	0:06:27	N/A	
		Rural		N/A			N/A	N/A	N/A	
		Countywide		0:06:27			N/A	0:06:27	N/A	
Turnout Time Turnout Time 1st Unit		Urban		0:00:37			N/A	0:00:37	N/A	
		Rural		N/A			N/A	N/A	N/A	
		Countywide		0:00:37			N/A	0:00:37	N/A	
Travel Time	Travel Time 1st Unit Distribution	Urban		0:22:22			N/A	0:22:22	N/A	
		Rural		N/A			N/A	N/A	N/A	
		Countywide		0:22:22			N/A	0:22:22	N/A	
	Travel Time ERF Concentration	Urban		0:17:58			N/A	0:17:58	N/A	
		Rural		N/A			N/A	N/A	N/A	
		Countywide		0:17:58			N/A	0:17:58	N/A	
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban		0:45:00	0:30:14			N/A	0:30:14	N/A
					n=1	n=	n=	n=	n=1	n=0
		Rural		1:15:00	N/A			N/A	N/A	N/A
					n=0	n=	n=	n=	n=0	n=0
		Countywide			0:30:14			N/A	0:30:14	N/A
					n=1	n=	n=	n=	n=1	n=0
	Total Response Time ERF Concentration	Urban		0:01:00	0:56:17			N/A	0:56:17	N/A
					n=1	n=	n=	n=	n=1	n=0
		Rural		0:01:15	N/A			N/A	N/A	N/A
					n=0	n=	n=	n=	n=0	n=0
		Countywide			0:56:17			N/A	0:56:17	N/A
					n=1	n=	n=	n=	n=1	n=0

(Special Risk) Bomb Squad – BS-SR - 90th Percentile Times - Baseline Performance			Benchmark (Target)	FY 2023 - FY 2027	FY 2027	FY 2026	FY 2025	FY 2024	FY 2023	
Alarm Handling Pick-up to Dispatch		Urban		0:13:18			N/A	N/A	0:13:18	
		Rural		N/A			N/A	N/A	N/A	
Turnout Time Turnout Time 1st Unit		Countywide		0:13:18			N/A	N/A	0:13:18	
		Urban		0:02:00			N/A	N/A	0:02:00	
		Rural		N/A			N/A	N/A	N/A	
		Countywide		0:02:00			N/A	N/A	0:02:00	
Travel Time	Travel Time 1st Unit Distribution	Urban		0:51:45			N/A	N/A	0:51:45	
		Rural		N/A			N/A	N/A	N/A	
		Countywide		0:51:45			N/A	N/A	0:51:45	
	Travel Time ERF Concentration	Urban		0:32:31			n=0	N/A	0:32:31	
		Rural		N/A			N/A	N/A	N/A	
		Countywide		0:32:31			n=0	N/A	0:32:31	
Total Response Time	Total Response Time 1st Unit on Scene Distribution	Urban		0:45:00	0:20:09			N/A	N/A	0:20:09
					n=4	n=	n=	n=0	n=0	n=4
		Rural		1:00:00	N/A			N/A	N/A	N/A
					n=0	n=	n=	n=0	n=0	n=0
		Countywide			0:20:09			N/A	N/A	0:20:09
					n=4	n=	n=	n=0	n=0	n=4
	Total Response Time ERF Concentration	Urban		1:00:00	3:16:58			N/A	N/A	3:16:58
					n=4	n=	n=	n=0	n=0	n=4
		Rural		1:10:00	N/A				N/A	N/A
					n=0	n=	n=	n=	n=0	n=0
		Countywide			3:16:58				N/A	3:16:58
					n=4	n=	n=	n=	n=0	n=4

Peer Assessment Team Recommendations

Recommendation	ACCEPTED	IMPLEMENTED	REJECTED
CC 2A.3 It is recommended the agency follow through with plans to transition to the use of census tracts as its planning zones.	ACR 2024: During FY24 (7/1/23 – 6/30/24) the IT Section worked through challenges and updated system to transition to using census tracts.	ACR 2024: All reporting systems are now aligned with using census tracts and MCFRS will no longer use box area RMZs.	
CC 3B.1 It is recommended the agency enhance its existing planning process to build measurable objectives that include timelines and/or metrics to support the agency in effectively documenting progress and communicating priorities.	ACR 2024	ACR 2025: This was implemented when the 2024-2030 Master Plan was officially adopted on 2/27/24. Exhibit #8	
4A.2 It is recommended the agency collaborate with the county office of management and budget to develop a process for documenting a review of its financial policies.			ACR 2025: After internal discussions we deem this recommendation invalid as the county receives annually a <i>Distinguished Budget Presentation and Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association</i> and we are guided by Montgomery Co. policies related to budgeting, finance, and procurement.
CC 5C.4 It is recommended the agency's program appraisal process for the fire investigation, origin, and cause program document fire investigation cause, determination, and outcome data for improved documentation and process improvement.	ACR 2024	ACR 2025: Formal and documented annual appraisal Exhibit #11 .	
5F.7 It is recommended that the department implement a process to provide quality assurance (QA) on a percentage of charts from low to high acuity for report compliance and accuracy.	ACR 2024		ACR 2025: We reject this recommendation as we believe our peer team reviewer of Criterion 5F did not understand our processes. See Exhibit #26 for additional information.

Recommendation	ACCEPTED	IMPLEMENTED	REJECTED
6A.1 It is recommended the timeline for the replacement of physical resources is consistent with the agency's goals and strategic plan.	ACR 2024 ACR 2025 Update within Exhibit #27		
7A.2 It is recommended the agency evaluate its current staffing and workload distribution for its human resources functions to ensure that strategic priorities and required processes are completed effectively.	ACR 2024 ACR 2025 Update within Exhibit #28		
7A.3 It is recommended the agency ensure and document its annual policy review and update process to eliminate conflicting language with older published documents.	ACR 2024 ACR 2025 Update within Exhibit #28		
7B.8 It is recommended the agency work collaboratively with stakeholders to ensure that the department's facilities, conditions, and work environment are designed to accommodate a diverse and qualified workforce in alignment with its goals and objectives.	ACR 2024 ACR 2025 Update within Exhibit #28		
8A.4 It is recommended the agency develop a process for reviewing and, as necessary, revising the minimum levels of training and education required for all positions.	ACR 2024 ACR 2025 Update within Exhibit #29		
CC 8C.2 It is recommended the agency evaluate its staffing model to ensure that a sufficient number of instructional personnel are available to support the training program's goals and objectives.	ACR 2024 ACR 2025 Update within Exhibit #29		
8C.4 It is recommended the agency follow-through on its plans to develop a process for ensuring that curriculum and instructional materials remain current.	ACR 2024 ACR 2025 Update within Exhibit #29		

Recommendation	ACCEPTED	IMPLEMENTED	REJECTED
10A.4 It is recommended the agency establish a conflict resolution policy for all defined external partnerships.			ARC 2024 – December 2023 email from asst. county attorney indicates no conflict resolution statement needed for MOUs with other county departments. MCFRS believes its long-standing processes for handling any conflict with intercounty external stakeholders continues to be effective as described within the 2023 SAM.
10B.2 It is recommended the agency formalize the review, revision, and completion process for agreements.	ACR 2024	ARC 2024 - The Planning and Accreditation Section Manager now uses a formal process to annually review agency agreements.	
11A It is recommended the agency review and update their policies to align with existing practices.	ACR 2024 ACR 2025 Update within Exhibit #30		
CC 11B.6 It is recommended the agency incorporates occupational safety and risk management program components into the Health and Safety formal annual program appraisal to capture effectiveness of the program and its impact on meeting the agency's goals and objectives.	ACR 2024	ACR 2024 – The annual formal and documented appraisal process now includes separate appraisals for each component of our health and safety program.	

Exhibit List

<u>Exhibit #1:</u>	Line of Duty Death (LODD) of Lt. Christopher Higgins (exhibits 1a & 1b)
<u>Exhibit #2:</u>	New Fire Station 35 opens in Clarksburg
<u>Exhibit #3:</u>	Structural changes (New EMS duty officers, removal of a chase car, add'l staffing at FS15)
<u>Exhibit #4:</u>	ALS725 OOS and Four-Person Paramedic Truck 725 placed into service.
<u>Exhibit #5:</u>	Deployment changes at Fire Station 15 (four-person staffing now on T715)
<u>Exhibit #6:</u>	New apparatus placed into service and/or shortly delivered
<u>Exhibit #7</u>	Floor Below Nozzle and Development With UL a Wind-Driven Fire Training Course
<u>Exhibit #8</u>	Implemented recommendation pertaining to CC 3B.1
<u>Exhibit #9</u>	CC 5A.7 Formal and documented program appraisal
<u>Exhibit #10</u>	CC 5B.4 Formal and documented program appraisal
<u>Exhibit #11</u>	CC 5C.4 Formal and documented program appraisal
<u>Exhibit #12</u>	CC 5D.9 Formal and documented program appraisal
<u>Exhibit #13</u>	CC 5E.3 Formal and documented program appraisal
<u>Exhibit #14</u>	CC 5F.9 Formal and documented program appraisal
<u>Exhibit #15</u>	CC 5G.2 Formal and documented program appraisal
<u>Exhibit #16</u>	CC 5H.3 Formal and documented program appraisal
<u>Exhibit #17</u>	CC 5L.2 Formal and documented program appraisal
<u>Exhibit #18</u>	CC 7A.4 Formal and documented program appraisal
<u>Exhibit #19</u>	CC 8C.6 Formal and documented program appraisal
<u>Exhibit #20</u>	CC 9B.13 Formal and documented program appraisal
<u>Exhibit #21</u>	CC 9D.7 Formal and documented program appraisal
<u>Exhibit #22</u>	CC 9E.6 Formal and documented program appraisal
<u>Exhibit #23</u>	CC 11B.6 Formal and documented program appraisal (Fitness & Wellness 1 of 3)
<u>Exhibit #24</u>	CC 11B.6 Formal and documented program appraisal (Mental Wellness 2 of 3)
<u>Exhibit #25</u>	CC 11B.6 Formal and documented program appraisal (Health & Safety 3 of 3)
<u>Exhibit #26</u>	Rejection of peer team recommendation surrounding PI 5F.7
<u>Exhibit #27</u>	Update on peer team recommendation surrounding PI 6A.1
<u>Exhibit #28</u>	Update on peer team recommendations surrounding Category 7 PIs
<u>Exhibit #29</u>	Update on peer team recommendations surrounding Category 8 PIs
<u>Exhibit #30</u>	Update on peer team recommendations surrounding Criterion 11A

MCFRS CFAI 2025 ACR EXHIBIT #1a (page 1 of 2)

From: Smedley, Corey

Sent: Sunday, January 12, 2025 10:55

To: FRSALL

Subject: Master Firefighter Christopher Higgins: Line of Duty Death Notification:

MCFRS

It is with profound sadness and a heavy heart that I share the news of the Line of Duty Death of Master Firefighter Christopher J. Higgins, who made the ultimate sacrifice in the service of our community.

MFF Higgins passed away on January 11, 2025, while bravely performing his duties as the driver of T715 on a house fire in Prince George's County. While an investigation is on-going and specific details have yet to be completely unpacked, it is understood that an event occurred while MFF Higgins was throwing ladders to the house on Bradford Drive. Crews immediately came to MFF Higgins' aide, with A810 and others onboard ultimately transporting to White Oak Medical Center.

MFF Higgins was a valued member of our Montgomery County Fire and Rescue Service family, with 23 years of honorable service. He was not only a skilled firefighter but also a mentor, colleague, and friend to so many. His loss is felt deeply by all who had the privilege of working alongside him.

We extend our deepest condolences to Chris' family and loved ones during this incredibly difficult time. The department stands ready to support them in any way possible as we grieve together. Further, the department stands ready to support all members who may need assistance navigating this difficult time.

Details regarding memorial services and department honors will be shared as soon as they are available. In the meantime, resources for counseling and support are available to all members of our department through [CISM/Peer Support](#), [Employee Assistance Program](#). CISM Team members have been mobilized and stand ready to assist.

Let us honor Master Firefighter Christopher Higgins' memory by continuing to serve with the same dedication and bravery he exemplified every day.

In solidarity,

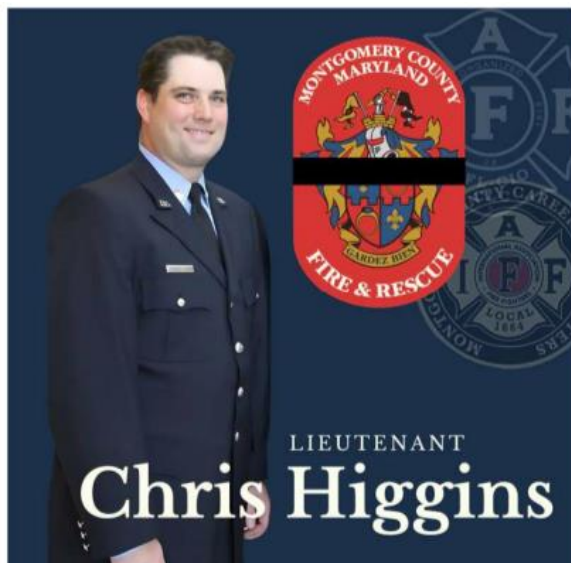
Corey A. Smedley

Fire Chief

Montgomery County Fire and Rescue Service (MCFRS)

Please send all meeting request to Ms. Heather Jeffrey

MCFRS CFAI 2025 ACR EXHIBIT #1b (page 2 of 2)



INCIDENT OBJECTIVES (ICS 202)

1. Incident Name: Honoring Lt. Chris Higgins		2. Operational Period: Date From: 1/24/25 Time From: 0700		Date To: 1/25/25 Time To: 0700
3. Objective(s): <ul style="list-style-type: none"> • Ensure the safety and well-being of all funeral attendees, addressing both their physical and mental health needs. • Coordinate and manage the smooth, safe, and timely transitions between venues. • Engage the support of partner agencies and foster collaboration, optimize resources, and ensuring clear communication to minimize community impact. • Ensure the funeral service, support functions, and all related aspects align with the family's expectations and needs to the greatest extent possible. • Ensure timely communications with internal and external partners. 				
4. Operational Period Command Emphasis: <ul style="list-style-type: none"> • Continue to provide support to Chris' family, his wife Lisa, and their two young children. • Implement a behavioral health strategy which supports our grieving members and their families; prioritize self-care. • Continue to prioritize answering the 911 calls for service to our community. • Assist in the celebration of life events and funeral planning and to honor Chris. 				
General Situational Awareness On Saturday January 11, 2025, Master Firefighter Chris Higgins was operating Truck Company 715, dispatched to a residential house fire in the Laurel area of Prince George's County. During the incident, Master Firefighter Higgins collapsed, and was treated and transported where he later succumbed. MFF Higgins was posthumously promoted to Lieutenant. The Montgomery County Fire and Rescue Services will be conducting a series of events to honor the life of Chris in accordance with his family and friends wishes.				
5. Site Safety Plan Required? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> Approved Site Safety Plan(s) Located at:				
6. Incident Action Plan (the items checked below are included in this Incident Action Plan):				
X ICS 203	ICS 207	<u>Other Attachments:</u>		
X ICS 204	X ICS 208	X Facility Maps		
X ICS 205	X Map/Chart	X Event Timeline		
ICS 205A	X Weather Forecast	<input type="checkbox"/> _____		
X ICS 206		<input type="checkbox"/> _____		

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MCFRS CFAI 2025 ACR EXHIBIT #2

From: Fire DOC Mailbox
Sent: Monday, September 30, 2024 17:29
To: FRSALL
Subject: New 35

To all,

Company 35 moved into their new fire station today.

The address is 23420 Fredrick Road, Clarksburg

The old station is now closed.

Assistant Chief Michael E. Nelson, Jr.
Duty Operations Chief - C Shift
Montgomery County Fire Rescue Service



Pete Piringer
@mcfrsPIO

...

More..... Clarksburg, MD

Fire Station 735 located at 23420 Fredrick Road, Clarksburg near
Frederick Rd & Clarksburg Rd is now occupied & utilized by @mcfrs,

NOTE: the official 'ribbon cutting' will take place on October 24, 2024



8:24 PM · Sep 30, 2024 · 1,908 Views

<https://twitter.com/mcfrsPIO/status/1840910531688800674>

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MCFRS CFAI 2025 ACR EXHIBIT #3

From: Cooper, Gary
Sent: Saturday, May 25, 2024 08:06
To: FRSALL
Subject: MCFRS Structural Changes

Good Morning,

We are implementing the following structural changes on or about July 14th:

- Adding a fourth field EMS DO. This will result in a strategic redeployment as follows:
 - EMS701 will be added at FS19.
 - EMS703 will remain at FS32.
 - EMS704 will be relocated to FS25.
 - EMS705 will be added at FS34.
 - ALS701 will be eliminated.
 - EMS702 will be eliminated.
 - EMS700 will be eliminated. The functions of EMS700 will be transferred to the field EMS DO's. *Further information regarding this will be forthcoming.*
- Enhanced staffing at FS40, ensuring the engine, tower, and ambulance are staffed and available for response 24x7.
- Converting two shift work positions at FS11 to day work.
- The day work positions will work 0600 to 1800.
- GEFD personnel will make up the staffing for the 2 positions during nights and weekends.
- Converting two day work positions at FS15 to shift work to ensure staffing for A715.
- Structural staffing changes at FEI. *Further information regarding this will be forthcoming.*

Questions regarding any of these changes should be routed to the appropriate Chief through your chain-of-command.

Thank you for your continued focus on the mission.

Gary S. Cooper

Interim Fire Chief
Montgomery County Fire & Rescue Service
Public Safety Headquarters
100 Edison Park Drive, 2nd Floor
Gaithersburg, MD 20878

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MCFRS CFAI 2025 ACR EXHIBIT #4

From: Cooper, Gary
Sent: Monday, September 9, 2024 12:49
To: FRSALL
Subject: ALS725 to 4-Person PT725 Pilot

Good Afternoon,

Effective at shift change on Sunday, September 22nd, ALS725 will be placed out of service and the staffing from the PCU will be moved to T725, creating 4-person PT725. This pilot will run until shift change on Sunday, November 24th. If deemed successful, the goal is to make this a permanent change.

This will provide us a second 4-person Paramedic Truck without incurring additional costs, while continuing the separation of the ALS provider from the transport unit.

I ask that you remain flexible and open minded as we continue to examine our service delivery model. The purpose of this pilot program is to evaluate that we are providing the best and most efficient service to our residents and visitors. I am excited to see where this may take us.

Feedback and questions to Assistant Chief Ben Kaufman via your chain-of-command.

Thank you for your support and continued focus on the mission.

Gary S. Cooper
Division Chief
Montgomery County Fire & Rescue Service
Public Safety Headquarters
100 Edison Park Drive, 2nd Floor
Gaithersburg, MD 20878

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MCFRS CFAI 2025 ACR EXHIBIT #5

From: Cooper, Gary
Sent: Monday, February 3, 2025 07:40
To: FRSALL
Subject: Deployment Model Change >>> FS15

Good Morning,

The Division of Operations continues to evaluate and refine our approach to providing service for the residents and visitors of Montgomery County. We accomplish this mission by ensuring that we are creating and enhancing public safety. We operationalize this by continuously validating that our service delivery model is reducing vulnerability and improving resilience.

After careful consideration and in collaboration with the Burtonsville Volunteer Fire Department (BVFD), on or about February 10th, 2025, MCFRS will be updating the apparatus deployment model at Burtonsville FS15 as follows:

1. T715 will switch from a 3-person straight Truck to a 4-person, non-paramedic Rescue Tractor Drawn Aerial (TDA), with 24/7 staffing.
2. RS715 will be uncontrolled with ECC and will remain available at FS15 to be controlled when the combination of volunteer and career personnel support minimum staffing for the Rescue Squad.
3. There will be no changes to the deployment model for PE715, M715, or A715

This change represents a united effort with BVFD leadership to enhance and guarantee ladder truck and extrication capacity to the residents and visitors of the greater Burtonsville area. Additionally, with our continued partnership and collaborative staffing effort, volunteer opportunities for the BVFD will be maintained and expanded in a manner that reduces vulnerability for all our members – volunteer and career. This new model will also ensure that units always have appropriate staffing and supervision for every response.

Deployment model changes like this do come with undesirable effects – for the career staff there will be staffing changes and some involuntary transfers, for the volunteer staff there exists a departure and change from previous staffing practice. We arrived at this model after evaluating what is best for two parties – the residents and visitors who need service, and the service providers who deliver it – you.

There are too many to thank without the risk of missing someone – To all who played a part in this positive change, Thank You!

Thank you for your continued focus on the mission.

Gary S. Cooper

Division Chief
Montgomery County Fire & Rescue Service

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MCFRS CFAI 2025 ACR EXHIBIT #6 (page 1 of 2)

From: Butsch, Alan
Sent: Tuesday, March 18, 2025 15:27
To: Vlassopoulos, Demetrios (Jim)
Subject: RE: New Apparatus During FY25

So far, we have replaced 4 transport units (A/M 712, A722, A734), with probably 4-6 more arriving this FY. Total order was for 11 ambulances.

We have 4 replacement engines getting ready to go into service (E711, E712, E732, E735) with 2 more quickly following (E707, E713). Total order was for 9. We may or may not get the last 3 in service this FY.

W735 (this is a new service) went in service just before the new station opened. W730 is about to go in service, with the old W730 becoming reserve tanker 2...this will shore up our reserve fleet. No brush truck at FS35 and I don't know where that rumor came from.

TRT-731 went in service in the fall I believe...this is a new EVI 36' long tractor/trailer combination that replaces two older vehicles. It carries all of the technical rescue/trench rescue equipment for the TRT team.

Thanks,

Alan Butsch
Assistant Chief for Fleet Operations and Support
Montgomery County Fire & Rescue Service

MCFRS CFAI 2025 ACR EXHIBIT #6 (page 2 of 2)

From: Cooper, Gary
Sent: Thursday, April 17, 2025 13:05
To: FRSALL
Subject: New E-One Engines

Good Afternoon,

I'm excited to pass on that the first of a complement of 9 new E-One engines went in service at FS35 yesterday. These new engines were designed and procured by our Fleet Section and Apparatus Specification Committee, led by Assistant Chief Alan Butsch. Placing new PE735 in service is the culmination of many long hours of detailed thought and hard work by everyone involved in the apparatus design, purchasing, and outfitting process.

My thanks go out to AC Butsch, and everyone involved in the Fleet section, as well as all the members of the Apparatus Specification Committee, and anyone else who contributed. Their dedication is paramount to providing MCFRS with the best available work platform from which to deliver fast water fire suppression and advanced life support medicine for Montgomery County's residents and visitors.



Please review the recent [Wheelin the Rig](#) episode from 10-75 Media for further information on these new engines.

Again – Thank you to all who played a part in the success of these new engines. I'm excited to see more of the E-Ones come online and the continuous improvement to our frontline emergency response fleet. Job Well Done!

Gary S. Cooper
Division Chief
Montgomery County Fire & Rescue Service
Public Safety Headquarters
100 Edison Park Drive, 2nd Floor
Gaithersburg, MD 20878

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MCFRS CFAI 2025 ACR EXHIBIT #7

From: Light, Jason
Sent: Friday, February 21, 2025 11:07
To: FRSALL
Subject: Floor Below Nozzle Rollout

Dear MCFRS Members,

The MCFRS, in collaboration with the UL Fire Safety Research Institute, has developed a comprehensive online training program covering wind-impacted fires, floor below nozzle setup and operation, and various application scenarios. All members will receive an email notification to complete this training via the Fire Rescue 1 platform.

In addition to the online module, hands-on training will take place at the Public Safety Training Academy (PSTA), where members will practice flowing water with the floor below nozzle. These practical exercises will help build confidence in operating the device. Training will follow the AST format and run on Tuesdays, Wednesdays, and Thursdays from 0900 to 1600, with units scheduled through the DOC and BCs. Hands-on sessions begin March 4, 2025, at the PSTA.

You will receive an email from Fire Rescue 1 Academy on Friday, February 21, 2025. If you do not receive it, use the provided link below and enter the same email address where you received this message as your username. Select "Forgot Password" to reset your credentials. Once logged in, navigate to "Training" > "Courses Assigned to Me" to access the program.

Remember to check your "other" or spam email. Contact Captain Shelley Wheeler with any questions.

Please ensure the online portion is completed by 1900 on Tuesday, March 3, 2025.

Thank you for your attention to this important training.

[Online Fire Training Courses for Fire Departments | FireRescue1 Academy](#)

Battalion Chief Jason R. Light
Deputy Training Chief
Montgomery County Fire Rescue Service
Task Force Leader
Maryland Task Force One
FEMA Urban Search and Rescue

[Click to go Back to the Agency Demographics and Information Section](#)

MCFRS CFAI 2025 ACR EXHIBIT #8

CC 3B.1 It is recommended the agency enhance its existing planning process to build measurable objectives that include timelines and/or metrics to support the agency in effectively documenting progress and communicating priorities.

Please navigate to the [Master Plan](#) and view PDF pages 55-57 (paper pages 50-52)

Year	Action Items	Goal(s)	Equity	Learning	Education/ Prevention	Response/ Recovery
FY24/ 25	Forego additional EMS deployment changes for FY24 to study impact of ALS701, M732, & A718.	5		X		
	Define and track UHU ²³ for all units; let's answer "how much is too much?"; begin with UHU of 40% sustained over six months as metric to initiate review process.	5		X		
	Consider redeployment of personnel to cover areas of higher need (including community risk reduction).	1, 5	X	X	X	X
	Identify areas with high ALS1 incident concentration; consider methods to increase ALS availability.	1, 5		X		
	Continue to plan using static deployment; explore methods to integrate more dynamic modeling.	5		X		
	Begin evaluation of MIH to identify service expansion opportunities; consider redeployment of personnel to enhance MIH early intervention (e.g., areas of high fall evaluation incidents).	5, 6	X		X	X
	Work with Labor to develop peak time EMS transport schedule.	1, 3	X	X		X
	Determine proper location for peak time units and peak time staff.	1, 5	X	X		X
	Initiate work to tailor structure fire response to square footage and/or occupancy type.	1, 5	X	X		X
	Consider methods to reduce the impact of false fire alarms.	1, 5, 6		X		
	Improve methods to capture LFRD added capacity.	2, 5		X	X	X
	Develop core process measures for fire suppression.	4, 5		X		
	Develop community risk reduction strategy.	1, 5	X		X	

GOALS

- 1) Maximize protection for life & property
- 2) Maximize volunteer participation
- 3) Optimize personnel practices

- 4) Ensure accountability.
- 5) Improve operations & administration
- 6) Integrate planning at all levels.

²³ Unit hour utilization (UHU): for any given unit, minutes commuting to calls divided by total minutes in service.

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[Click to go back to the Peer Team Recommendations Section](#)

MCFRS CFAI 2025 ACR EXHIBIT #9

CC 5A.7 The agency conducts a formal and documented program appraisal, at least annually, to determine the program's impacts and outcomes, and to measure performance and progress in reducing risk based on the community risk assessment/standards of cover.

[Click here](#) and navigate to pages 4 – 6 to view the CY24 Prevention Program appraisal

FIRE PREVENTION & CODE COMPLIANCE CY2024

1. CRITERION & PROGRAM AREA

5A - Prevention

2. PROGRAM AREA RESOURCES & INPUTS

MCFRS does not have any code enforcement authority, as most other fire departments do. In Montgomery County, the responsibility for code compliance is split between two County departments: the Department of Permitting Services (DPS) and the Department of Housing and Community Affairs' (DHCA).

DPS has the responsibility to license and facilitate all fire and life safety aspects of new and existing construction in Montgomery County. Within DPS, the [Fire Code Compliance Division](#) (FPCC) is responsible for existing buildings, while the [Commercial Building Construction](#) section ensures public safety through the application of structural, electrical, mechanical, fire safety, accessibility and sustainability conservation codes and standards (in commercial construction).

DHCA manages fire prevention and life safety initiatives (window guards, carbon monoxide alarms, etc.) inside residential units.

MCFRS continues to work closely with these partners to address these critical life safety issues in Montgomery County. Although we had previously hoped to implement a solution that would allow for more seamless notifications from MCFRS operations personnel to DPS and DHCA inspectors, that effort was delayed due to technical issues surrounding ESRI licensing within Montgomery County.

3. PROGRAM AREA OUTPUT, OUTCOMES, & IMPACT

MCFRS continues to closely monitor automatic fire alarm (AFA) calls, particularly as they relate to the unsprinklered highrise buildings (75) in the county. In 2024, unsprinklered highrises accounted for 1% (533 of 11,305) of the AFAs. The top 10 locations for producing AFA calls are shown on the following page. It is important to note that the top four highrises have more frequent fire alarm calls than the remaining locations. **Overall, the Enclave and Warwick Apartments accounted for 54% (290) of the total AFA dispatches at unsprinklered highrises.** This has been a consistent trend over the last five years, although 2024 appears to be a year of improvement for 1131 University Blvd., as shown in the second table.

[Click here to return to the Compliance With Core Competencies section](#)

MCFRS CFAI 2025 ACR EXHIBIT #10

CC 5B.4 The agency conducts a **formal and documented program appraisal, at least annually**, to determine the program's impacts and outcomes, and to measure performance and progress in reducing risk.

[Click here](#) and navigate to pages 7 – 16 to view the CY24 Public Education appraisal

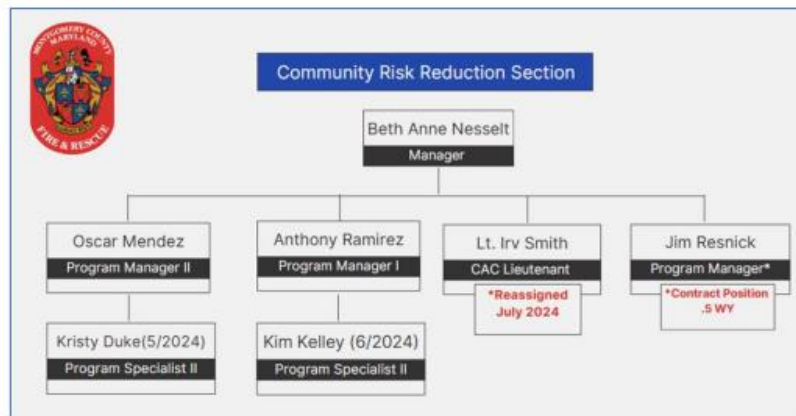
COMMUNITY RISK REDUCTION & COMMUNITY ACTION CY2024

1. CRITERION & PROGRAM AREA

5B – Public Education

2. PROGRAM AREA RESOURCES & INPUTS

In 2024, the Community Risk Reduction (CRR) team achieved major milestones in advancing community safety and resilience, laying a strong foundation for even greater impact in CY25 and beyond. The FY24 budget allocated resources for two new civilian positions, one focusing on seniors and the other on children and youth, both of which were filled in May and June, 2024. Additionally, the creation of a Community Action Coordinator (CAC) position, tasked with overseeing education and outreach programs such as hands-only CPR/AED, Stop the Bleed, and Narcan, further bolstered the department's CRR mission.



With the addition of the new, strategically positioned roles, the team has expanded its capacity to address emerging risks and needs. Key foundational programs set for 2024-2028 will continue to build on this momentum to prioritize and drive targeted outreach and education ensuring programs reach those at highest risk in the community.

The CRR team has consistently demonstrated its commitment to supporting the department's growth by actively pursuing external funding opportunities, such as grants and partnerships, to supplement its budget. Despite the addition of three full-time positions—marking a 100% increase in staffing—the overall budget has remained unchanged. This underscores the team's dedication to efficiently utilizing available resources while ensuring the continued success and

[Click here to return to the Compliance With Core Competencies section](#)

MCFRS CFAI 2025 ACR EXHIBIT #11

CC 5C.4 The agency conducts a **formal and documented program appraisal, at least annually**, to determine the program's impacts and outcomes, and to measure performance and progress in reducing risk.

[Click here](#) and navigate to pages 17 – 18 to view the CY24 Fire Investigations/Bomb Squad appraisal

FIRE & EXPLOSIVES INVESTIGATIONS UNIT CY2024

1. CRITERION & PROGRAM AREA

5C – Fire Investigations

2. PROGRAM AREA RESOURCES & INPUT

In 2024, FEI began restructuring, transitioning from the civilian manager, who left the department at the beginning of the year, to a battalion chief as the unit leader. Two captains will serve as FEI supervisors and two lieutenants will serve as assistant supervisors. The remaining law enforcement investigators (four lieutenants, and two master firefighters) will be augmented with origin and cause, non-law enforcement specialists consisting of three master firefighters (one currently on daywork) and three firefighter IIIs. Negotiations are ongoing to align the FEI investigator schedule to all day work or a day work and shift schedule hybrid for the maximum benefit of an investigative unit. The new schedule is set to be implemented in April of 2025.

Body worn camera implementation occurred in September of 2024. The body worn camera policy has been updated and is being reviewed. The memorandum of understanding (MOU) with the Montgomery County Police Department (MCPD) was re-visited and should be finalized in 2025. In addition, FEI policies continue to undergo significant review and revision, to ensure alignment with MCPD and Maryland Office of the State Fire Marshal. The intent is to have FEI policies available online by the end of 2025.

3. PROGRAM AREA OUTPUT, OUTCOMES, & IMPACT

Fire and Explosive investigators were involved in 316 incidents in 2024. Of these, 234 were fire-related and 65 explosive-related. The remaining calls were simply notifications or involved assisting other agencies.

Of the 234 fire-related incidents, 117 were dwelling fires, 33 vehicle fires, 18 commercial building fires, one house of worship fire, and six were burn injuries. The remaining incidents involved other structures, outside fires, personal property fires and attempted arsons.

Of the 234 fire-related incidents, 71 were intentionally set fires that were investigated by FEI personnel. Of those, 25 involved dwellings, 14 were vehicles, and five were commercial buildings. The remaining incendiary fires involved other structures, outside fires, personal property and attempted arsons. One of the incendiary dwelling fires was also a fatal fire (suicide). The estimated overall dollar loss associated with incendiary fires investigated by FEI in 2024 was \$8,142,376.

Of the 65 explosive-related incidents, eight were bomb threats, eight were explosions, 18 were suspicious packages, and 23 involved the recovery of explosive materials. There was one ERT callout that turned into a 1st degree arson (counted in dwelling fires above).

[Click here to return to the Compliance With Core Competencies section](#)

MCFRS CFAI 2025 ACR EXHIBIT #12

CC 5D.9 The agency conducts a formal and documented program appraisal, at least annually, to determine the program's impacts and outcomes, and to measure performance and progress in reducing risk.

[Click here](#) and navigate to pages 19 – 21 to view the CY24 All Hazard Preparedness Program appraisal

SPECIAL OPERATIONS CY2024

1. CRITERION & PROGRAM AREA

5D – All-Hazards Preparedness Program

2. PROGRAM AREA RESOURCES & INPUTS

MCFRS All-Hazards Preparedness continues to operate through internal and external resources. Many of the program items have not changed and remain distributed across the organization holistically but are assigned to the Special Operations Section for management including the following:

- Operations Support
- Special Event Planning
- Emergency Operations Center
- Internal IMT and National Capital Region – Incident Management Team (NCR-IMT)
- Aviation
- OEMHS Liaison
- MCPD Special Operations Liaison
- MWCOC Fire Intelligence and Maryland Active Assailant Interdisciplinary Workgroup (MD-AAIWG)
- Fire and Explosives Investigations – EOD Response

3. PROGRAM AREA OUTPUT, OUTCOMES, & IMPACT

Major Incidents in 2024

- Multiple Winter Weather events
- NCR-IMT Support to Hurricane Helene and Marine Corps Marathon
- Tornado 06.05.2024
- Tropical Storm Debby 08.08.2024

Special Events

- Montgomery County Agricultural Fair
- POTUS Visit
- VPOTUS Visit
- Election Day Response Planning
- 15 Other Large-Scale Events to include Festivals, Parades, Outreach activities

County Initiatives

- CY24 had a change from OEMHS partners in how they handle Emergency Management for incidents and EOC staffing. MCFRS worked with OEMHS to develop rosters that meet the needs of MCFRS shiftwork and OEMHS staffing needs. Both EOC and Operations

[Click here to return to the Compliance With Core Competencies section](#)

MCFRS CFAI 2025 ACR EXHIBIT #13

CC 5E.3 The agency conducts a **formal and documented program appraisal, at least annually**, to determine the impacts, outcomes, and effectiveness of the program, and to measure its performance toward meeting the agency's goals and objectives.

[Click here](#) and navigate to pages 22 – 23 to view the CY24 Fire Suppression Program appraisal

OPERATIONS DIVISION CY2024

1. CRITERION & PROGRAM AREA

5E - Suppression

2. PROGRAM AREA RESOURCES & INPUTS

MCFRS' existing structural firefighting force is qualified in the all-hazards mission of the department. In accordance with Montgomery County Executive Regulation 16-05, there are 1,258 active career members on the Integrated Emergency Command Structure (IECS) list.

Firefighting personnel respond from 37 fire/rescue stations within Montgomery County. There are also five federal fire departments that provide automatic aid in the County, and several neighboring counties offer mutual aid.

Frontline apparatus staffing is guided by Policy 25-08AMII and includes the following: 35 paramedic engines; 16 aerial ladder trucks (one of which is an aerial tower at NIH, AT751, counted as part of the daily complement); 6 rescue squads (heavy extrication capable); 13 brush trucks; 4 brush engines; and 8 tankers.

The section is planning to increase the staffing of special services from three personnel to four. Paramedic Truck 725 is now staffed 24/7 with four personnel, one of which is an ALS provider. The future staffing increases of remaining ladder trucks/aerials are being prioritized based on vulnerabilities and resiliencies of the community they serve. The prioritization also aligns with communities that have significant concentration of unsprinklered residential high-rise buildings.

The section's leadership changed significantly with transfers and retirements, which resulted in a new Division Chief, Executive Officer, and Battalion Chief. The leadership developed an 18-month strategic plan that focuses on improving service delivery, efficiency of operations, and an evaluation of current practices to ensure they align with the community of present. This process ensures that the section notices change and threats, understands why there was a shift, and adapts service delivery to those changes.

In 2024, residential high-rise fires resulted in the addition of floor-below nozzles as a tactical option for high-rise firefighting operations. This tool is available on six trucks (T706, T715, T716, AT719, AT723, AT724) close to many of the unsprinklered high-rises in Montgomery County. Additionally, field testing and training programs for smoke curtains and floor below nozzles were developed. Training for both is intended to roll out in CY2025.

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MCFRS CFAI 2025 ACR EXHIBIT #14

CC 5F.9 The agency conducts a **formal and documented program appraisal, at least annually**, to determine the impact, outcomes and effectiveness of the program and to measure its performance toward meeting the agency's goals and objectives.

[Click here](#) and navigate to pages 24 – 33 to view the CY24 Emergency Medical Services Program appraisal

EMERGENCY MEDICAL & INTEGRATED HEALTHCARE SERVICES CY2024

1. CRITERION & PROGRAM AREA

5F – Emergency Medical Services

2. PROGRAM AREA RESOURCES & INPUTS

Personnel

The Emergency Medical and Integrated Healthcare Services (EMIHS) Section leadership includes:

- Assistant Chief – Section Chief
- Two (2) Battalion Chiefs
 - Operations
 - Quality Management
- Mobile Integrated Health (MIH) Program Manager
- Physician Medical Director

Subordinate administrative staff includes:

- Two (2) Captains
 - Quality Assurance (QA)
 - Quality Improvement (QI)
- Two (2) MIH Firefighter/Paramedics
- Office Services Coordinator (OSC)
- Two (2) Montgomery County Department of Health and Human Services employees are embedded within MCFRS as part of the MIH team
 - Licensed Clinical Social Worker*
 - Clinical Health Nurse
- Multiple uniformed assistant QA Officers and QI Process Owners conduct EMIHS work as a collateral duty

*The LCSW position was vacant for all of CY2024

Subordinate operational staff include 14 field EMS Duty Officers (EMS DOs):

- Seven (7) Captains (EMS703 and EMS704)
- Seven (7) Lieutenants (EMS701 and EMS705)

The EMS DOs liaise with our local hospitals and field personnel to facilitate effective EMS delivery. They respond to calls and provide critical on-scene support on high acuity and multiple patient incidents.

In July 2024, operational restructuring resulted in an increase from three (3) to four (4) full-time field EMS Duty Officers (EMS DOs) as follows:

- EMS702 was removed
- EMS701 was added
- EMS705 was added

[Click here to return to the Compliance With Core Competencies section](#)

MCFRS CFAI 2025 ACR EXHIBIT #15

CC 5G.2 The agency conducts a **formal and documented program appraisal, at least annually**, to determine the impacts, outcomes and effectiveness of the program, and to measure its performance toward meeting the agency's goals and objectives.

[Click here](#) and navigate to pages 39 – 44 to view the CY24 Technical Rescue Program appraisal

TECHNICAL RESCUE CY2024

1. CRITERION & PROGRAM AREA

5I – Technical Rescue

2. PROGRAM AREA RESOURCES & INPUTS

Personnel

The number of personnel within the Swift Water Rescue Team (SWRT) and Technical Rescue Team (TRT) continued to ebb and flow as personnel were promoted, transferred, joined, and retired. 2024 saw an increase in almost all personnel areas as well as several leadership changes due to promotions and retirements.

TRT saw an increase in TRTo, TRTm, and TRTp positions while there was a decrease in TRT-Tr. This is to be expected as new members complete their task books and move from Trainee status to full team members.

The SWRT staffing remained unchanged for the most part, despite the continued focus on increasing the number of Swift Water Boat Operators (SWBO).

Ancillary special operations personnel for operations level boats saw a decline, while the UTV operators saw an increase.

The TRT, SWRT, and UTV positions for CY2024 are shown below.

- Technical Rescue Team Officers (TRTo) - 19 – increase from CY23 (17)
- Technical Rescue Team Member (TRTm) - 99 – increase from CY23 (91)
- Technical Rescue Team Paramedic (TRTp) - 14 – increase from CY23 (8)
- Technical Rescue Team Trainee (TRT-Tr) - 26 – decrease from CY23 (35)
- Swift Water Task Force Leader – 1- no change CY23
- Swift Water Officers – 10 – no change from CY23
- Swift Water Boat Operators (SWBO) - 33 – no change from CY23
- Swift Water Boat Crew (SWBC) - 71 – decrease from CY23 (72)
- Swift Water Trainee (SWTR) - 27 – increase from CY23 (26)
- Operations Level Boat Operators – 140 – decrease from CY23 (143)
- Operations Level Boat Crew Members – 205 – decrease from CY23 (208)
- Utility Task Vehicle Driver/Operators - 221 – increase from CY23 (212)

In anticipation of upcoming promotions, interviews were conducted for TRT team leader and deputy team leaders. Mid-year, the Deputy Team Leader was promoted and replaced by an interviewee. At the end of 2024, the Team Leader announced he would be stepping down and another interviewee was selected to fill the vacancy. Additionally, the Battalion Chief of Special Operations indicated that he would be transferring in early 2025 and his replacement was selected early, allowing an overlap, succession planning, and knowledge transfer.

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MCFRS CFAI 2025 ACR EXHIBIT #16

CC 5H.3 The agency conducts a formal and documented program appraisal, at least annually, to determine the impacts, outcomes, and effectiveness of the program, and to measure its performance toward meeting the agency's goals and objectives.

[Click here](#) and navigate to pages 34 – 38 to view the CY24 Hazardous Materials Program appraisal

HAZARDOUS MATERIALS CY2024

1. CRITERION & PROGRAM AREA

5H – Hazardous Materials

2. PROGRAM AREA RESOURCES & INPUTS

Personnel

There have been no changes to the process for being a member on the Hazardous Materials Team. Team leadership experienced decline in personnel overall through retirements, transfers and resignations.

Hazardous Materials Team Members (HMm) – 112 (declined by 6)

Hazardous Materials Officers (HMo) – 18 (declined by 2)

Hazardous Materials Unit Drivers (HMu) – 44 (declined by 3)

Hazardous Materials ALS Providers – 37 (declined by 2)

Hazardous Materials Trainees (HMt) - 14

Apparatus and Staffing

CY24 Hazardous Materials Team dispatch and deployment models remain the same as CY23 with apparatus, personnel and station locations. A new, smaller Hazardous Materials Support Unit is being readied for use in CY25. Decon720 remains out of service due to outdated equipment with no estimated time for return to service. Utility 728 was placed out of service in CY24 due to mechanical issues and is in need of replacement with no estimated timeframe.

Administrative and Budgetary Items

In CY24, the Hazardous Materials Team continued to be supported by internal funding processes and MWCOG Hazardous Materials Subcommittee grant funding. In the second half of CY24, MWCOG had discussions with all member jurisdictions leaders and began planning processes on moving away from UASI grant funding to support Type 1 Hazardous Material Teams. This process will continue in CY25, and team leadership will be engaged with department, county and MWCOG stakeholders as a transition occurs.

3. PROGRAM AREA OUTPUT, OUTCOMES, & IMPACT

Response Statistics

- a. Hazmat Team Responses – 176 (increase from 151 incidents in CY2023); hazmat usage– 69% (increase from 14% in CY2023)

- i. *Note – CY2023 does not include Hazmat Team Consult data. Hazardous material incidents handled without the Hazmat Team are not included (i.e. Outside Gas Leaks, Inside Gas Leaks, Small Fuel Spills, etc.)*

[Click here to return to the Compliance With Core Competencies section](#)

MCFRS CFAI 2025 ACR EXHIBIT #17

CC 5L.2 The agency conducts a **formal and documented program appraisal at least annually**, to determine the impacts, outcomes and effectiveness of the program, and to measure its performance toward meeting the agency's goals and objectives.

[Click here](#) and navigate to pages 45 – 48 to view the CY24 Urban Search & Rescue Program appraisal

MARYLAND TASK FORCE 1 CY2024

1. CRITERION & PROGRAM AREA

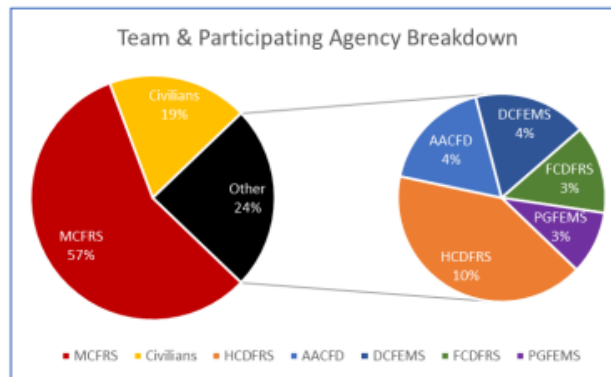
5M – Urban Search and Rescue

2. PROGRAM AREA RESOURCES & INPUTS

Maryland Task Force One (MD-TF1) is part of the National Urban Search and Rescue (USAR) Response System, established by FEMA to organize federal, state, and local emergency response teams as federal disaster response task forces. MD-TF1 is one of twenty-eight USAR task forces available for deployment by FEMA. The teams were initially established to aid in structural collapse rescues and now respond to all hazards, including flooding, hazardous materials, and medical emergencies. The teams can also be pre-positioned when there is the threat of a disaster, such as an impending, severe weather event or terrorist attack.

MD-TF1 is one of seven teams equipped with a Hazardous Materials (HazMat) Equipment Push Package (HEPP) Cache. The HEPP is a stand-alone, FEMA-created resource that provides personnel equipment to operate in hazardous environments for an additional 12-36 hours. The exact time depends on the severity of the environment and the number of individuals utilizing the equipment. This self-contained mobile entity is comprised of four MD-TF1 members, two Logistics members and two HazMat members, providing additional equipment during emergency operations at local, state, and national levels.

Montgomery County Fire and Rescue Services (MCFRS) serves as the Sponsoring Agency for MD-TF1. Additionally, the team is comprised of civilians hired as temporary employees of MCFRS and five Participating Agencies. In 2024, the team filled vacant positions and on-boarded new members, achieving a full-roster with 210 members that support three Type I deployments of 70 members each. This increase in personnel from Participating Agencies reduces the staffing burden on the Sponsoring Agency during local incidents when the team is activated or deployed.



[Click here to return to the Compliance With Core Competencies section](#)

MCFRS CFAI 2025 ACR EXHIBIT #18

CC 7A.4 The agency annually completes a formal and documented appraisal, to determine the effectiveness of the human resources program. (This is a new CC for the 11th Edition and we still completed it under the 10th edition ACR)

[Click here](#) and navigate to pages 49 – 51 to view the CY24 Human Resources Program appraisal

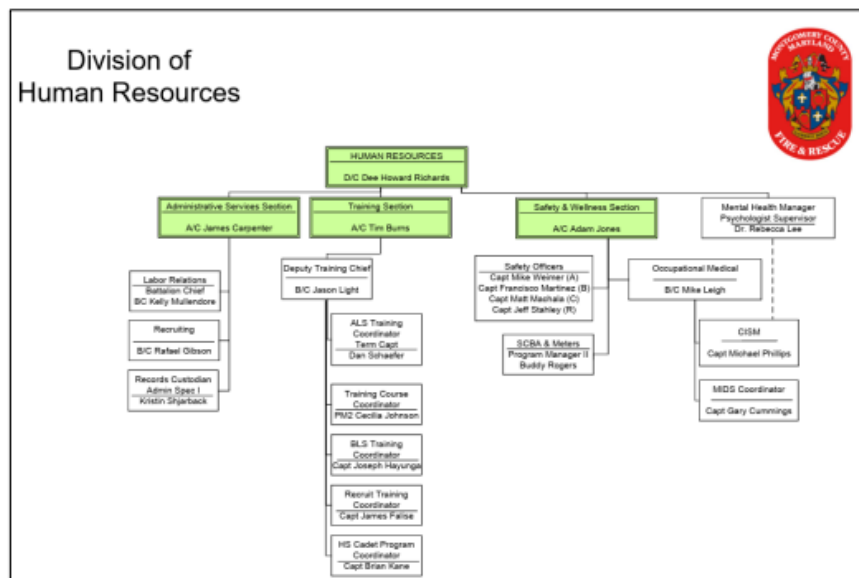
DIVISION OF HUMAN RESOURCES CY2024

1. CRITERION & PROGRAM AREA

7A – Human Resources

2. PROGRAM AREA RESOURCES & INPUTS

The Division of Human Resources includes those organizational entities responsible for recruiting, hiring, promotions, records management, and payroll administration. This appraisal is the first for this category under the Fire and Emergency Services Self-Assessment Model (FESSAM) 11th edition, and will focus specifically on the Administrative Services Section, as the other sections complete appraisals under Categories 8 and 11. This initial appraisal will establish the section's baseline staffing, policies and procedures.



Staffing

Administrative Services includes the following units, which are managed by an Assistant Chief and are a mix of career and civilian personnel:

Employee Services: This unit is managed by a Program Manager II (currently vacant) and is staffed by two administrative specialists (II and III) and an office services coordinator (OSC). This team handles payroll, including out-of-class compensation processing, special

[Click here to return to the Compliance With Core Competencies section](#)

MCFRS CFAI 2025 ACR EXHIBIT #19

CC 8B.6 The agency conducts a **formal and documented program appraisal, at least annually**, to determine the program's effectiveness and compliance with meeting the needs of the organization.

[Click here](#) and navigate to pages 52 – 59 to view the CY24 Training & Competency Program appraisal

PUBLIC SAFETY TRAINING ACADEMY CY2024

1. CRITERION & PROGRAM AREA

8C – Training and Competency

2. PROGRAM AREA RESOURCES & INPUTS

The Fire/Rescue Training Academy (FRTA) is continually working to improve the efficiency and effectiveness of our staffing model. We remain primarily staffed by a “skeleton” of full-time staff who are supplemented by long-term details and overtime. There was a leadership change at the PSTA in May of 2024 which resulted in a period of learning and goal setting, then finally substantive changes towards the end of the review period.

In July of 2024, our full-time staff was enhanced by one Fire/Rescue Captain FTE High School Cadet Program Coordinator. This position is not necessarily a new addition, but rather, it replaces a long-term detail (11 months/year) from operations. The addition of this dedicated FTE to the HS cadet program has been instrumental in the progress of the HS Cadet program that will be detailed below.

We reduced the number of FTE details from operations being used to support the HS Cadet by one instructor, in addition to the one reduced by the addition of an FTE course coordinator. Prior to the 2024-2025 academic year, we had one (1) lead instructor detailed for the firefighting program plus two (2) instructors for EMT. This academic year, we have been able to run the program successfully with one (1) instructor for each program, supplemented by overtime adjuncts on an as-needed basis. Further analysis at the end of the academic year may prove that the fiscal impact of the change was minimal; however, the reduction of details from operations is a net win due to shortages in operations experienced day-to-day as evidenced by forced holds.

Towards the end of CY2024, the “In-service training coordinator” position was retitled under the “Office of Fire/Rescue Professional Development.” The captain FTE previously charged with solely in-service training has been refocused as a program manager for this office with the goal of developing training and education aimed at the entire workforce and their development as employees over their career. Driver's training and the Fire/Rescue Simulation lab were moved under that program, resulting in one FTE long-term detail being returned to operations from the driver-training program at the end of CY2024. The reorganization under Fire/Rescue Professional Development and reassignment of some of the workload of the driver training office to the course coordinator, the registrar and the OSC all made the return of that FTE possible.

In the academic year that began in late summer of 2024, we are only running two (2) initial paramedic training courses, one on shiftwork and one nights and weekends due to low numbers of applicants who successfully met entry requirements. This smaller number of classes will

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[Click here to return to the Compliance With Core Competencies section](#)

MCFRS CFAI 2025 ACR EXHIBIT #20

CC 9B.13 A **formal and documented appraisal is conducted, at least annually**, to determine the effectiveness of the emergency communications systems and their impact on meeting the agency's goals and objectives.

[Click here](#) and navigate to pages 60 – 61 to view the CY24 Emergency Communications Program appraisal

EMERGENCY COMMUNICATIONS CENTER CY2024

1. CRITERION & PROGRAM AREA

9B - Communications

2. PROGRAM AREA RESOURCES & INPUTS

The Montgomery County Police Department (MCPD) maintains control of the Public Safety Communications Center (PSCC). MCPD assumed all 911 call taking responsibility in February 2020 and has been working towards consolidation of the center, to relieve MCFRS of dispatching responsibilities. MCFRS maintains fire dispatch responsibilities, and full consolidation is not expected to occur in the next couple of years, due to recruitment and retention challenges faced by MCPD.

The MCFRS Emergency Communications Section is led by a Fire and Rescue Assistant Chief, with a direct support staff of three (3) personnel, one (1) Fire and Rescue Captain, overseeing Operations and two (2) Fire and Rescue Lieutenants, serving in professional standards, Quality Assurance/Quality Improvement, and Training positions. A dedicated CAD System manager is also employed by MCFRS to maintain the Fire & Rescue portion of the CAD system. Thirty-nine (39) personnel are currently assigned to the center with a Daily Minimum Staffing set at eight (8) personnel. Each uniformed FRS Dispatcher and Supervisor is trained on the P25 radio system, CAD, and VESTA phone system.

The MCPD has been training incumbent employees in Fire Dispatch since 2021. In 2024, they held four (4) Fire Dispatch classes, training a total of 24 personnel. During CY2024, fourteen (14) personnel were credentialed as Fire Dispatchers. In July 2024, MCFRS held the second MCPD FRS Dispatch Supervisor class with four (4) personnel. The total number of MCPD personnel to complete the initial Fire Rescue Supervisor is eight (8). All eight (8) are currently in the OJT portion of their training; none have completed the process and become credentialed Fire Rescue Dispatch Supervisors yet.

MCFRS did not conduct a Radio/Dispatchers/Operator training in CY2024; no "new" F/R dispatchers were certified.

3. PROGRAM AREA OUTPUT, OUTCOMES, & IMPACT

The MCPD continues to have a high number of vacancies among the Public Safety Emergency Communications Specialists (PSECS), despite hiring 30 people in 2024. They have only filled 134 of the originally funded (pre-FY25) 198 positions (now 171). This leaves 51 positions vacant (24 after FY25).

The average answer time in 2024 was 14.13 seconds (4.13 seconds – 41% increase from 2023), with a 90th percentile answer time of 42.10 seconds.

[Click here to return to the Compliance With Core Competencies section](#)

MCFRS CFAI 2025 ACR EXHIBIT #21

CC 9D.7 Working with the agency's Information Technology partners, the agency annually completes a formal and documented program appraisal, to determine the effectiveness of the information technology program.

(This is a new CC for the 11th Edition and we still completed it under the 10th edition ACR)

[Click here](#) and navigate to pages 62 – 65 to view the CY24 Technology Services Program appraisal

TECHNOLOGY SERVICES CY2024

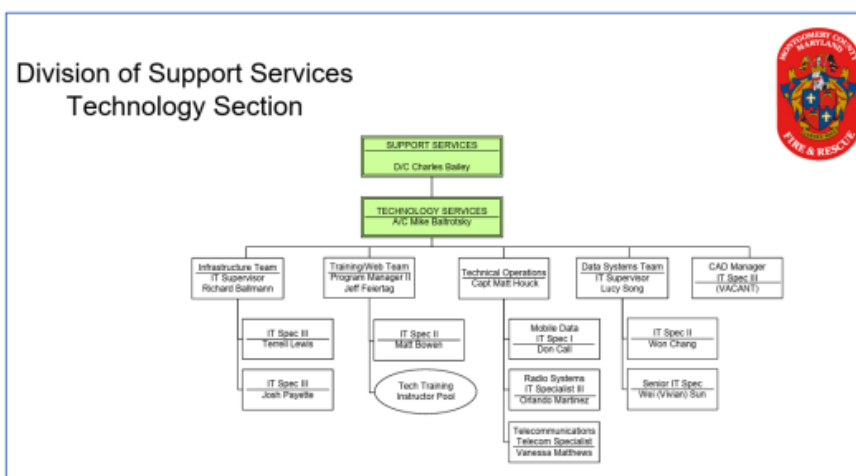
1. CRITERION & PROGRAM AREA

9D – Information Technology

2. PROGRAM AREA RESOURCES & INPUTS

FRS technology (FRSIT) is a multi-faceted program that encompasses multiple technologies, including land mobile radio (LMR), computer aided dispatch CAD), geographical information services (GIS), networking, enterprise computing (EC), and records management systems (RMS). These programs exist in various organizational domains and are inherently cross-functional. For example, the FRS GIS component is ultimately supervised by the Planning and Accreditation Manager, though its primary impact is on CAD data reliability. In a similar manner, CAD operation is a direct function of the emergency communication centers under the Division of Operations; however, the expertise in the backend of CAD lies in the Division of Support Services. A final example is while LMR is used almost exclusively by the Division of Operations, its maintenance and configuration is managed exclusively by the FRSIT Section. FRSIT also maintains a series of application servers, in support of a variety of functions, to include RMS, injury, insurance reporting, LMR and cell-based radio interfaces.

The FRSIT Section has remained essentially unchanged over the past few years. While the Section does generate overtime spending, much of that spending was reduced over previous fiscal years by hiring civilian staff to manage functions such as mobile data computing and telephony.



[Click here to return to the Compliance With Core Competencies section](#)

MCFRS CFAI 2025 ACR EXHIBIT #22

CC 9E.6 The agency annually completes a formal and documented program appraisal, to assess the effectiveness of the public information program. (This is a new CC for the 11th Edition and we still completed it under the 10th edition ACR)

[Click here](#) and navigate to pages 66 – 67 to view the CY24 Public Information Program appraisal

PUBLIC INFORMATION OFFICE CY2024

1. CRITERION & PROGRAM AREA

9E – Public Information

2. PROGRAM AREA RESOURCES & INPUTS

The MCFRS Public Information Office is located within the Office of the Fire Chief. The PIO ensures transparency, trust, and engagement with the public and media. The PIO facilitates timely and accurate communication during emergencies, public safety campaigns, and routine operations to enhance public awareness and safety.

MCFRS has one dedicated PIO (Manager 3), supplemented by a team of auxiliary (uniformed battalion and assistant chiefs) PIOs trained in crisis communications, media relations, and social media management. All frequently participate in ongoing professional development in crisis communications, digital media strategy, and community engagement. Much of the success of the PIO can be attributed to the relationships and partnerships established by the manager over the years, including collaborations with the County's Public Information Office, local media outlets, community organizations, and other government agencies, which helps to amplify our messaging (see exhibits 1 and 2).

The PIO relies on a host of modern communication tools, including social media platforms (Twitter and Nextdoor are used by the department), content management systems, and emergency notification systems, such as Alert Montgomery.

3. PROGRAM AREA OUTPUT, OUTCOMES, & IMPACT

The PIO's impact was widespread, internally and externally. The PIO worked to increase public awareness of wellness, fire safety, emergency preparedness, and department initiatives, resulting in more informed and more resilient residents who know how to respond during emergencies.

The PIO ensured coverage of emergency incidents relayed information to residents and media outlets quickly (see exhibits 3 and 4).

Enhanced media coverage highlighted the department's services, as well as successes and challenges. This increased trust and positive perception of the department within the community and strengthened those relationships (see exhibit 5).

4. INITIATIVES & OBJECTIVES

In 2025, the PIO will be focused on the following objectives:

- 1) Strengthen emergency communications. Ensure the public receives real-time, accurate information during emergencies, through social media, news briefings, and emergency alerts.

[Click here to return to the Compliance With Core Competencies section](#)

MCFRS CFAI 2025 ACR EXHIBIT #23

CC11B.6 A **formal and documented appraisal is conducted, at least annually,** to determine the effectiveness of the wellness/fitness programs and its impact on meeting the agency's goals and objectives.

[Click here](#) and navigate to pages 68 – 70 to view the CY24 Wellness/Fitness Program appraisal (1 of 3)

SAFETY & WELLNESS – FIRE & RESCUE OCCUPATIONAL MEDICAL SERVICES CY2024

1. CRITERION & PROGRAM AREA

11A – Health and Safety

2. PROGRAM AREA RESOURCES & INPUTS

The primary mission of the Fire and Rescue Occupational Medical Services (FROMS) is to provide occupational health and wellness screening (including cancers) for the active members of MCFRS, based on the NFPA 1582 medical standards.

FROMS is staffed with a battalion chief who manages the daily operations, including liaison functions, with multiple agencies and contractors; functions as the county-wide infectious disease officer; and ensures the scheduling of physicals to meet the twelve-month requirement of annual physicals for 1,200 uniformed personnel. A captain is assigned to oversee the clinic, manage the Medically Influenced Duty Status Program (MIDS), and coordinate the contracted medical staff and Workman's Compensation Provider Company MCSIP and CorVel. One firefighter is assigned to the section on a minimal-overtime basis to manage service and required repairs of physical fitness equipment.

A new captain position is also now staffed at FROMS and serves as the Peer Support team leader. This position works with the Mental Health staff psychologists and LCSW professional civilian staff to ensure the mental wellbeing of our members. This captain is also trained and serves as a back-up to the MIDS captain with managing the clinic day-to-day.

The Concentra Athletic Trainer (PhD) has had a positive impact on personnel health and injury prevention, with considerable time and interaction with operations personnel. On-duty station visits assist personnel with injury complaints to develop targeted therapy plans for the members to prevent worse aggravating injuries. The trainer is also doing station and shift rounds, working with the cadets, recruit classes, and assisting career and volunteer members with developing health and fitness plans.

Moving forward, we hope to aggressively pursue cancer prevention with continuous education and practical action in coordination with the safety section.

3. PROGRAM AREA OUTPUT, OUTCOMES, & IMPACT

In 2024, FROMS provided 576 appointments for NFPA physical appointments of MCFRS career personnel, 60 support staff, and 610 appointments for follow-up on injuries and return to work clearances. The section also completed approximately 1,100 volunteer appointments and additional clearances for the volunteer staff.

[Click here to return to the Compliance With Core Competencies section](#)

MCFRS CFAI 2025 ACR EXHIBIT #24

CC11B.6 A **formal and documented appraisal is conducted, at least annually**, to determine the effectiveness of the wellness/fitness programs and its impact on meeting the agency's goals and objectives.

[Click here](#) and navigate to pages 71 – 72 to view the CY24 Mental Wellness Program appraisal (2 of 3)

MENTAL WELLNESS PROGRAM CY2024

1. CRITERION & PROGRAM AREA

11A – Health and Safety

2. PROGRAM AREA RESOURCES & INPUTS

The Mental Wellness Program (MWP) consists of three fulltime employees (Staff Psychologist, Staff Therapist, Administrative Aide) and one part-time employee (Staff Therapist). In early 2024, the MWP added the full-time position of Psychologist Supervisor, which created an opening for the Staff Psychologist position. The MWP anticipates the Staff Psychologist position to be filled in FY25, which will bring the MWP complement to four full-time employees and one part-time employee.

The programming in 2024 remained consistent in offering individual, family, and couples therapy for FRS staff, volunteers, and their family members, and assistance in connecting with clinicians/providers outside of FRS. The MWP attempted to start group support sessions in 2024 but was unsuccessful.

The department added nine new PS-CISM team members in 2024, which brought the total to 49 members. The team held hybrid quarterly meetings and maintained a bi-monthly newsletter that discussed various mental wellness topics or other mental health issues related to first responders.

The PS-CISM team also created sub-teams with the intent of targeting outreach efforts for recruits, rookies, members facing retirement, and those who are injured/light duty/off duty, as well as department-wide education on available county services. Furthermore, the PS-CISM team created an option for the department to send a text to the team in addition to calling the hotline or emailing the team. The hotline functioning also improved after switching to a Google based platform to facilitate the calls cycling through each member of the PS-CISM leadership.

3. PROGRAM AREA OUTPUT, OUTCOMES, & IMPACT

In 2024, the MWP had 151 new service requests for individuals, couples, or family counseling. The additional staff added in mid-2023 helped the team increase the number of contacts. There were also 37 requests for assistance in connecting with external clinicians including therapists, primary care physicians, psychiatric providers, neurologists, and other medical providers. The team also facilitated training for the recruit classes and COLA class and will continue to facilitate training in 2025.

The PS-CISM team provided contact for over 202 different incidents in 2024. This number is an underestimate of the services offered by the PS-CISM team, as there may be some instances that were missed in documentation or from less formal interventions. The proactive approach appears to be making a positive impact on the reception of PS-CISM overall in the department.

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MCFRS CFAI 2025 ACR EXHIBIT #25

CC11B.6 A formal and documented appraisal is conducted, at least annually, to determine the effectiveness of the wellness/fitness programs and its impact on meeting the agency's goals and objectives.

[Click here](#) and navigate to pages 73 – 75 to view the CY24 Health & Safety Program appraisal (3 of 3)

SAFETY & WELLNESS SECTION CY2024

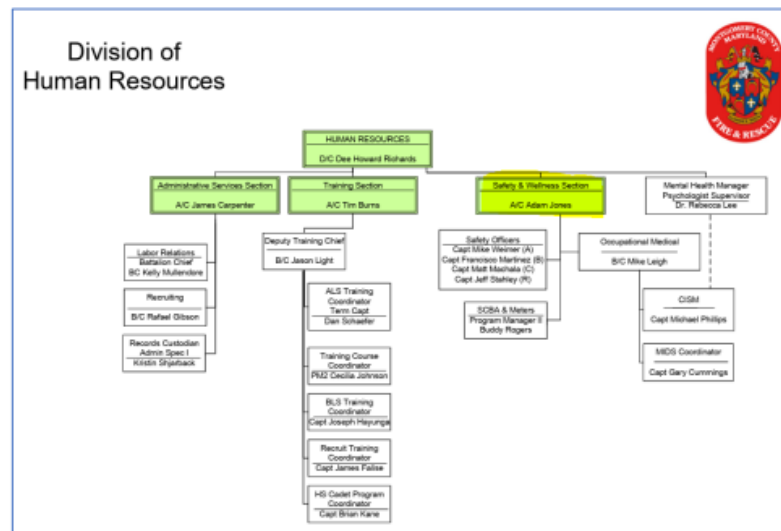
1. CRITERION & PROGRAM AREA

11A – Health and Safety

2. PROGRAM AREA RESOURCES & INPUTS

The responsibility for operational safety lies within the Safety Section. Through early 2025, Safety was arranged organizationally within the Division of Support Services and was also responsible for oversight of supply and logistics. Safety is now aligned with Wellness and is part of the Division of Human Resources. The SCBA and Meters unit also moved and continues to report to the Assistant Chief of Safety.

FROMS and Mental Health complete separate appraisals for their respective programs.



The mission of the Safety Office is to focus on operational risk management and reduce risk to the lowest achievable level by focusing on compliance with all MCFRS policies and procedures. Safety officers must be knowledgeable about the full range of operational and administrative policies.

Safety700 is a daily required staffing position and is staffed 24 hours per day. The Safety Office continues to be staffed by three shift work captains (24/48 schedule), and there are several

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MCFRS CFAI 2025 ACR EXHIBIT #26

Rejecting recommendation pertaining to performance indicator 5F.7:

It is recommended that the department implement a process to provide quality assurance (QA) on a percentage of charts from low to high acuity for report compliance and accuracy.

We believe the peer team member who reviewed Criterion 5F did not understand our process.

- All EMS reports are done electronically via eMEDS. There is a robust process for ensuring that all patient encounters are recorded.
- MCFRS has worked with MIEMSS to ensure strong validation rules for EMS reporting to ensure that all appropriate fields are filled in (given the priority and clinical presentation)
- MCFRS uses Firstpass, a QI program, which reviews all reports and automatically flags reports which fall outside of parameters. This review is tailored to look at appropriate fields, again depending on the severity and presentation.
- Reports that are flagged are manually reviewed.
- Use of Firstpass makes it easy to spot trends and gaps because every patient encounter is reviewed.
- Given that MCFRS has between 250-300 patient encounters a day, traditional QA methods such as random manual review of patient care narratives are simply not possible, nor effective for true system improvement.
- The MCFRS QI shop has leveraged the QI data gleaned to effect statewide change via such protocols as the cardiac arrest protocol, the crashing patient protocol, and the POCUS protocol.
- The EMS staff responsible for QI have attended QI classes presented by the Institute for Healthcare Improvement and the methods used by MCFRS fall in line with what is recommended by such bodies as the IHI, NEMSQA, etc.

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MCFRS CFAI 2025 ACR EXHIBIT #27

6A.1 It is recommended the timeline for the replacement of physical resources is consistent with the agency's goals and strategic plan.

Update:

In July 2024, the Montgomery County Government Office of Management and Budget (OMB) considered a new FY25 CIP initiative to develop a Master Plan for MCFRS facility refresh/refurbishment. This Master Plan will provide funding requirements/insight to OMB on the overall condition of all fire stations (County Owned and Volunteer) for a new Level of Effort (LOE) to refresh and modernize these stations (i.e., reconfiguration of interior building components, exterior site amenities, lighting systems, cabinetry, flooring, furniture, etc.). This model would allow the County to address facility needs at a greater number of sites than can be reached using more expensive approaches.

This project kicked off in January 2025 and the consultant is expected to complete the plan within 6 months.

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MCFRS CFAI 2025 ACR EXHIBIT #28

7A.2 It is recommended the agency evaluate its current staffing and workload distribution for its human resources functions to ensure that strategic priorities and required processes are completed effectively.

Update:

MCFRS understands that its human resources functions, particularly the recruitment/hiring, labor relations, and employee services teams, are heavily burdened and overwhelmed. It is unlikely that MCFRS will receive additional positions for this division, given the current fiscal/budget environment. However, the Division of Human Resources has been looking for ways to improve work processes, primarily as it relates to recruitment and hiring. The Recruiting Battalion Chief is in the process of finalizing a Recruitment Plan, which will provide a more systemic and efficient blueprint to increase the number and diversity of qualified applicants that enter and complete the MCFRS hiring process. The plan will also provide strategies for continuous improvement of the hiring process. MCFRS will finalize and implement this plan in March/April 2025 and monitor for impact.

7A.3 It is recommended the agency ensure and document its annual policy review and update process to eliminate conflicting language with older published documents.

Update:

In February 2025, a battalion chief was detailed to the Office of the Fire Chief to assume several responsibilities, including a comprehensive review of our policies. This will be a herculean task and will likely be ongoing for several years.

7B.8 It is recommended the agency work collaboratively with stakeholders to ensure that the department's facilities, conditions, and work environment are designed to accommodate a diverse and qualified workforce in alignment with its goals and objectives.

Update:

This will be addressed in the Master Plan that is in progress and expected by summer 2025.

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MCFRS CFAI 2025 ACR EXHIBIT #29a (1 OF 2)

CC 8A.4 It is recommended the agency develop a process for reviewing and, as necessary, revising the minimum levels of training and education required for all positions.

Update:

Chief Burns is deferring this recommendation to Operations. He says: *While the PSTA would be happy to participate in the process, the responsibility for determining what qualifications are necessary and bona fide requirements of each position should reside with operations and the Fire Chief. Our mission is to provide training opportunities based on the needs of the organization. We are also subject matter experts on what each course offers and the benefits of each curriculum. It is beyond our purview to drive the needs of operations with regards to what qualification each rank and position holds. For example, a recent question has been repeatedly posed: Do EMS Only volunteer members need HazMat Operations level training? I am happy to comment on the curriculum and the capabilities of graduates from that program, but the decision as to whether operations needs those members to have those capabilities should remain with them.*

This recommendation should reside with OPS.

8C.2 It is recommended the agency evaluate its staffing model to ensure that a sufficient number of instructional personnel are available to support the training program's goals and objectives.

Update:

MCFRS is aware that the existing fulltime staffing at the PSTA is barely sufficient to maintain our existing programs. Ideally, we would love to be able to create additional FTE positions to fill our voids. However, fiscal constraints have not allowed that, so we continue to supplement staffing with long-term details off the floor and rely on a large number of highly dedicated adjunct instructors.

In FY25, the PSTA realigned personnel and lines of responsibility to improve efficiency, accountability and workflow, creating an Office of Fire/Rescue Professional Development. The creation of this office aligns with the Fire Chief's task to build our efforts in this space. The vision for this office, in addition to consuming responsibilities for driver's training, is to offer a continuous stream of small-scale learning opportunities in a variety of formats that are useful to everyone from firefighter to Captain.

The FY26 budget requested two civilian instructors to replace the two career members who manage/teach the Cadet program. This will place the uniformed members back into the field, where they are greatly needed.

MCFRS CFAI 2025 ACR EXHIBIT #29b (2 OF 2)

8C.4 It is recommended the agency follow-through on its plans to develop a process for ensuring that curriculum and instructional materials remain current.

Update:

The majority of our curricula are “canned” products from outside entities. We follow Maryland Fire Rescue Institute’s (MFRI) curricula that align with Pro-Board requirements so that our students are eligible to receive credit from those institutions, in addition to certification they need in Montgomery County. Pro-Board and MFRI draw their curricula from NFPA standards and update their curricula regularly. Those updates are then passed down to us to incorporate into our training programs.

We recently re-aligned our rescue courses to align with MFRI curricula.

Water Rescue is currently being realigned to meet the MFRI requirements.

These happen continuously.

EMS revisions are driven by their independent accrediting bodies and happen regularly, as well.

MCFRS-specific courses (things like driver training) are a weak spot in this sense. We have done some work in realigning driver training under professional development. Once the situation stabilizes over there, we have plans to implement periodic course curriculum reevaluations, but that’s a mid-term goal for us right now.

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MCFRS CFAI 2025 ACR EXHIBIT #30

Criterion 11A It is recommended the agency review and update their policies to align with existing practices.

Update:

A battalion chief has been detailed by the Fire Chief to review and update MCFRS policies (eff. 2/2025). The battalion chief will begin by working on the noted exceptions in our final report. Overall, this will be a significant undertaking, and is expected to take many months, if not years. MCFRS will likely not “touch” every policy prior to our next onsite assessment, but it is ongoing and we will continue to update our progress annually.

[Click to go back to the Peer Team Recommendations Section](#)

Verification

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



Signature of Agency Head

Fire Chief

Title

July 13, 2025

Date