



DEPARTMENT OF FIRE AND RESCUE SERVICES
MONTGOMERY COUNTY, MD.

DIRECTIVE

NUMBER: 96-02

Date: February 16, 1996

TO: All Personnel

FROM: Chief Jon C. Grover, Director
Department of Fire and Rescue Services

Subject: Department of Fire and Rescue Services Organization, Mission, Motto,
Goals, and Strategies

Attached you will find the new organization for the Department. It is prefaced by some background information regarding our recent history, and more importantly our Mission Statement, Motto, and the more specific goals and strategies through which we wish to accomplish our mission.

It is important that all personnel in the Department are familiar with this fundamental information, and the core values and principles by which we can all measure our performance. To continue to be successful as a Department, as an organization, and as a team, it is important that we are all pulling in the same direction.

I know that you will continue to make us all proud to be an important part of our community, our government and our Country.

Issued by: Chief Jon C. Grover, Director, Department of Fire and Rescue Services

THE DEPARTMENT OF FIRE AND RESCUE SERVICES

MONTGOMERY COUNTY, MARYLAND

THE DEPARTMENT OF FIRE AND RESCUE SERVICES

OVERVIEW

Created in 1973 to serve a primary role as a lead support organization within the fire and rescue services, the Department of Fire and Rescue Services (DFRS) grew to 73 full-time and 67 part-time employees in 1987. While the individual fire and rescue corporations were responsible for the provision of direct fire fighting and emergency medical services to the community, the DFRS provided support to the operational fire and rescue service in the areas of Program Development, Fire Prevention, Fire and Explosive Investigation, Fire Code Enforcement, Construction Plans Review, Training, Communications, Emergency Medical Services, and Emergency Management Planning. Responding to Federal legislation, in the late 1980s the County Government designated the DFRS as the lead agency of the Local Emergency Planning Council (LEPC) and assigned the regulation, preparedness and right to know responsibilities for all hazardous materials to the department.

As a result of the enactment of Bill 42-87, and more specifically in January, 1988, the DFRS became responsible for the supervision of some 700 uniformed fire and rescue service personnel, which were previously local fire and rescue corporation employees. With this single personnel management action the DFRS became one of the largest and most diversified County Government agencies with employees working at 37 different work sites. Existing programs and areas of responsibility, such as budget oversight, personnel training and management, and equipment procurement, experienced significant expansion. A local collective bargaining law for firefighters was also enacted in 1988 which required the DFRS to develop and implement a Departmental labor relations program.

DFRS MISSION STATEMENT

To effectively accomplish its duties and responsibilities, the DFRS adopted the following mission statement from which the DFRS goals and strategies have been formulated and established:

To minimize the risk of death, injury, loss to property and the environment through comprehensive delivery of fire, injury, health and other educational prevention programs that contribute to promoting a healthy community; and to maintain a high state of system readiness that enables safe, efficient and effective fire, rescue, emergency medical, and hazardous materials incident and disaster mitigation.

The principles upon which the Department and its personnel seek to accomplish its mission and the associated goals and strategies are expressed by the DFRS motto:

SERVING WITH DEDICATION, COURAGE, AND COMPASSION.

DFRS GOALS AND STRATEGIES

As a significant member of the County's fire, rescue, and emergency medical services delivery system, it is the fundamental goal of the Department of Fire and Rescue Services to make an on-going positive contribution towards the provision of public safety services in Montgomery County. Other, more specific, DFRS goals are:

- *to prevent the occurrence of unwanted fire, injury, and sickness;*
- *to minimize the adverse effects on life and property resulting from unwanted fires, natural and man-made disasters, and health and safety emergencies;*
- *to support the timely response of requested fire, rescue, and emergency medical services personnel and equipment for the purpose of the aggressive mitigation of incidents;*
- *to educate the community in fire safety, injury prevention and other risk reduction techniques and programs; and*
- *to provide for a highly motivated, fairly treated, highly trained and well-disciplined work force.*

In order to achieve these goals, the following strategies are utilized by the DFRS:

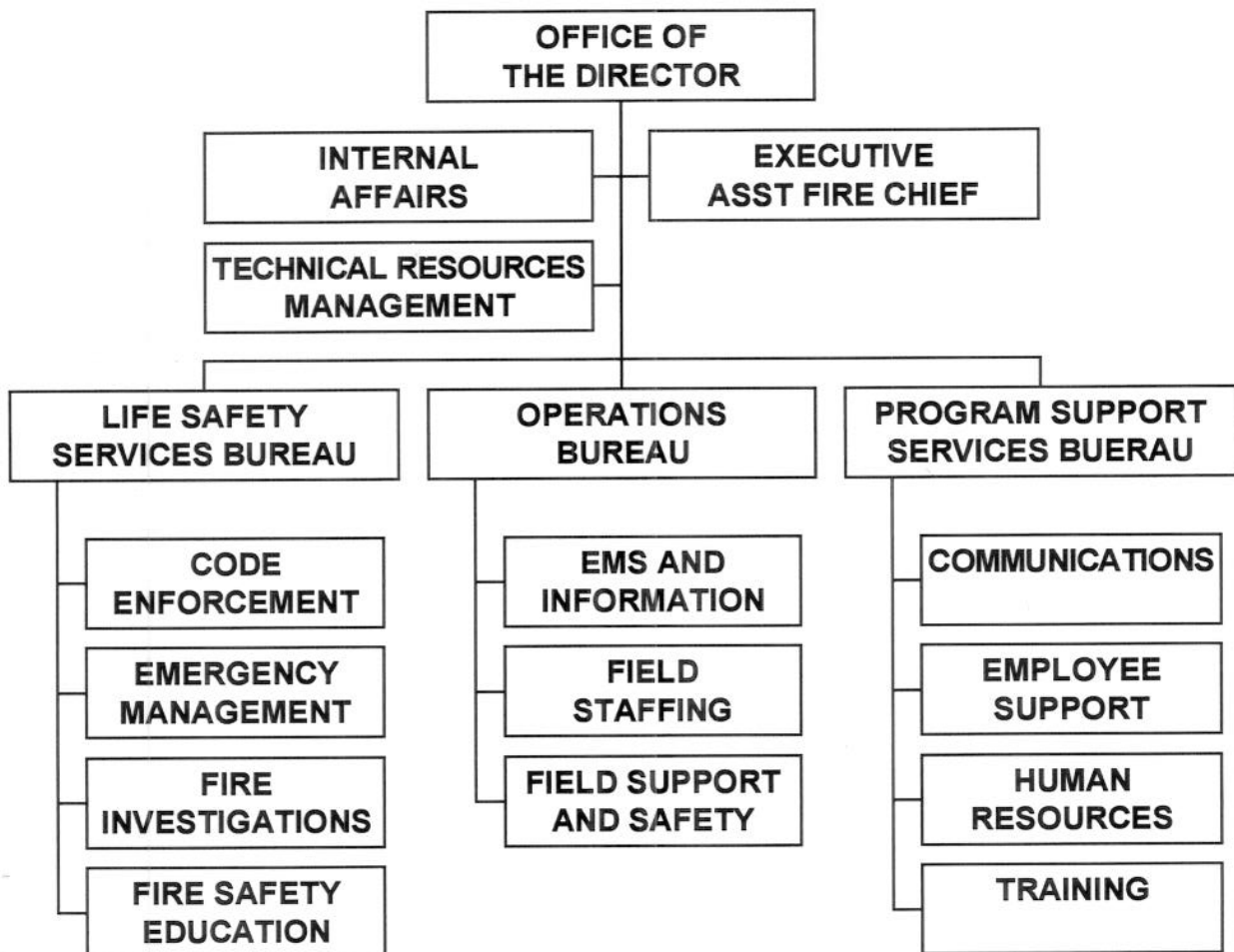
- *Coordinate Emergency Medical Services for the County;*
- *Develop and provide comprehensive fire, rescue, and emergency medical training programs for all fire and rescue personnel;*
- *Ensure the rapid and efficient deployment of available resources to emergency incidents through the centralized dispatching of fire and rescue vehicles from the Emergency Communications Center;*
- *Maintain a system of administrative and operational support for the field operations and programs of the Department;*

- *Minimize the exposure of the community to hazardous materials through the monitoring and registration of the storage of such products by administering the Local Emergency Planning Council.*
- *Prepare specifications, acquire and assign fire and rescue vehicles and facilities for the local fire and rescue corporations by administering the Capital Improvement Program projects for the fire and rescue services;*
- *Provide efficient and effective fire and rescue services dispatching and communications through the operation of the Emergency Communications Center;*
- *Provide emergency preparedness planning and disaster response management by overseeing the Emergency Management Group;*
- *Provide career fire, rescue, and emergency medical services personnel, as needed, to staff the local fire and rescue corporation-managed fire and rescue stations to ensure the timely response of personnel and equipment to the scene of an emergency.*
- *Provide residential fire safety education and injury prevention awareness through the delivery of the **Safety In Our Neighborhood** program which includes smoke detector inspection and replacement;*
- *Provide a personnel practices and labor relations program which promotes fair treatment, respect for diversity, dedication, leading by example, pride and discipline.*
- *Provide research and technical assistance to the County Executive and the Fire and Rescue Commission towards the development of policies that guide the delivery of fire, rescue and emergency medical services to the citizens of the County;*
- *Reduce the number of fires set deliberately by investigating suspicious fires, enforcing anti-arson laws, and providing programs to reduce fire-setting behavior;*
- *Reduce the number and impact of fires in residential and commercial properties through the enforcement of State and County fire safety codes and by promoting fire safety education and prevention measures; and,*
- *Support the County's economic growth through the timely review of construction building plans in support of the County's permit issuance process.*

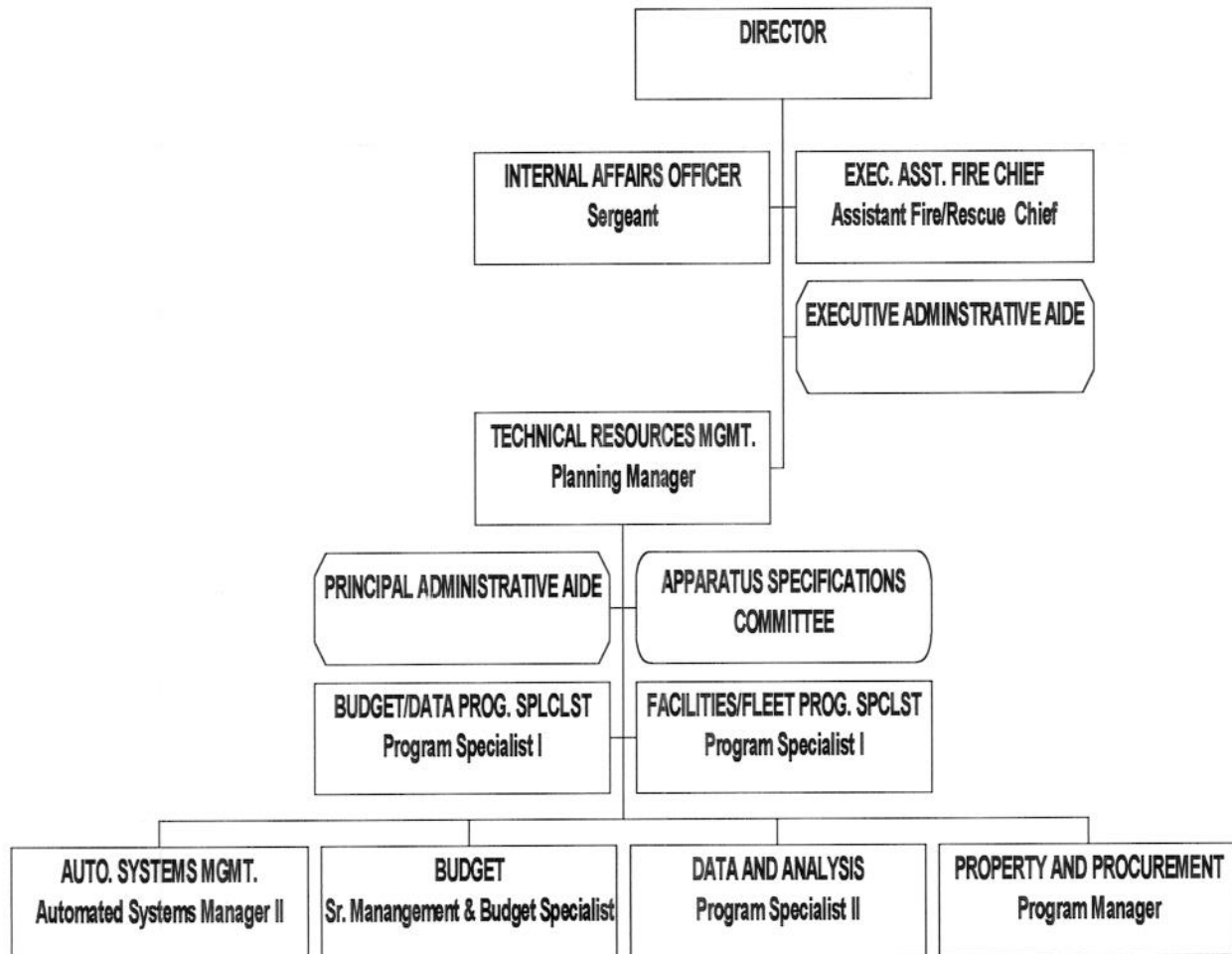
THE DFRS ORGANIZATION

To accomplish its stated goals and to effectively perform Department strategies, DFRS personnel have been organized into four major work units: (1) Office of the Director; (2) Bureau of Life Safety Services; (3) Bureau of Operations; and, (4) Bureau of Program Support Services. Within each DFRS Bureau and the Office of the Director are subordinate work units which perform specific duties and tasks. Each DFRS Bureau is supervised by a Deputy Fire/Rescue Chief, who reports directly to the Director of the Department of Fire and Rescue Services.

DEPARTMENT OF FIRE AND RESCUE SERVICES ORGANIZATIONAL CHART JANUARY 1996



**OFFICE OF THE DIRECTOR - ORGANIZATIONAL CHART
JANUARY 1996**



OFFICE OF THE DIRECTOR

The Director is responsible for the overall direction and management of the Department of Fire and Rescue Services and for the establishment of Department goals and objectives. He is responsible for the administration of the County's disaster response resources and the Local Emergency Planning Council (LEPC). The Director is a member of and participates on the Maryland Metro Fire Chiefs and Council Of Governments Fire Chiefs' Committees. The Director also provides support to other County Government Departments, the County Executive and the Chief Administrative Officer as a member of the Senior Management Team.

The Executive Assistant Fire Chief is assigned to the Office of the Director and assists the Director in the performance of other DFRS responsibilities relating to:

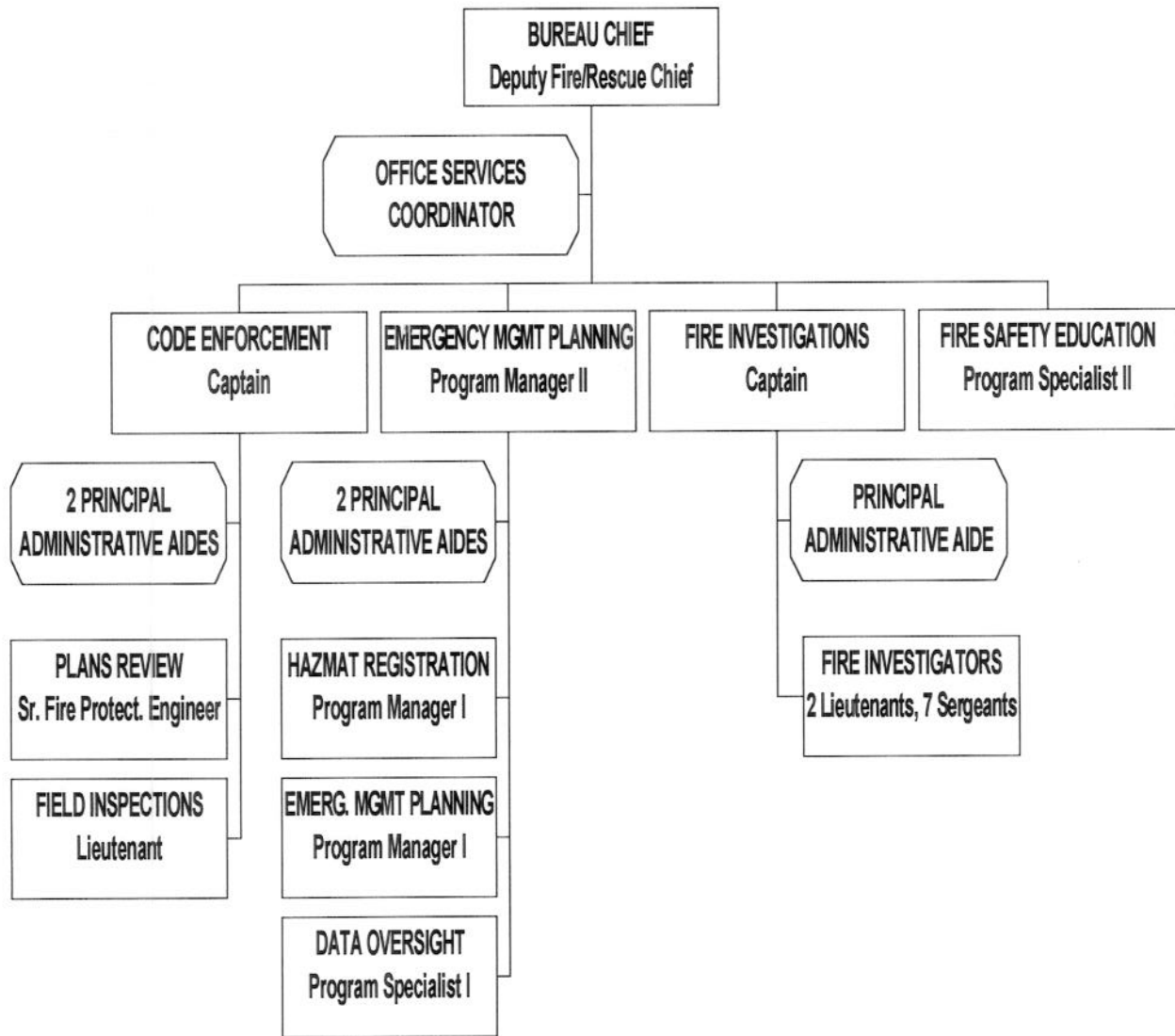
- Development, implementation, and supervision of the DFRS work program;
- Formal interaction with the 19 local fire and rescue corporations, other County agencies, and regional fire services;
- Management and oversight of the DFRS Labor Relations Program;
- Personnel management negotiations with IAFF Local 1664, MCGEO Local 400, and the local fire and rescue corporations.

The placement of the DFRS Internal Affairs Officer in the Office of the Director places all activities associated with the performance of employee background checks, personnel complaints and internal DFRS investigations within the Office of the Director. Based on the sensitive nature of the work performed by the DFRS Internal Affairs Officer, it is most important that he/she report directly to the Director.

The Department's Technical Resources Management Division is also under the direct supervision of the Director. Many of the functions performed by the Technical Resources Management Division require direct contact with other County agencies, the County Council, the Fire and Rescue Commission, the 19 local fire and rescue corporations, and other regional fire and rescue departments. These functions include:

- Administration of the fire and rescue services' Capital Improvements Program for the renovation, and construction of fire and rescue facilities, the State Fire, Rescue and Ambulance Fund Grant Program, and the DFRS Employee Telecommuting Program;
- Automated Systems Management;
- Contract administration, Core Business Systems program oversight, and operating budget development, oversight, and management;
- Data collection, research and analysis;
- Oversight and management of the fire and rescue services mail courier program;
- Performance of fire and rescue related strategic planning and technical research projects for the County Executive, the Fire and Rescue Commission, other County agencies, and the local fire and rescue corporations;
- Procurement [including specification writing, contract bid development, and contract administration], warehousing, and distribution of all DFRS uniform apparel and accessories, protective clothing, and safety equipment; and,
- Vehicle fleet management, including specification writing, contract bid development and contract administration associated with the acquisition of all County purchased fire-rescue ambulances and apparatus units.

**BUREAU OF LIFE SAFETY SERVICES - ORGANIZATIONAL CHART
JANUARY 1996**



LIFE SAFETY SERVICES BUREAU

The Life Safety Services Bureau is supervised by a Deputy Fire/Rescue Chief who also serves as the County Fire Marshal. The Fire Marshal is responsible for :

- Administering the provisions of the State and County Fire Safety Codes;
- Determining the cause and origin of all fires;

- Investigating fires and explosions of suspicious origin and/or nature;
- Overseeing the Department's emergency management planning efforts; and,
- Promoting fire prevention.

Within the Life Safety Services Bureau are four subordinate work units: (1) the Code Enforcement Division; (2) the Fire Investigations Division; (3) the Emergency Management Planning Office; and, (4) the Fire Safety Education Office.

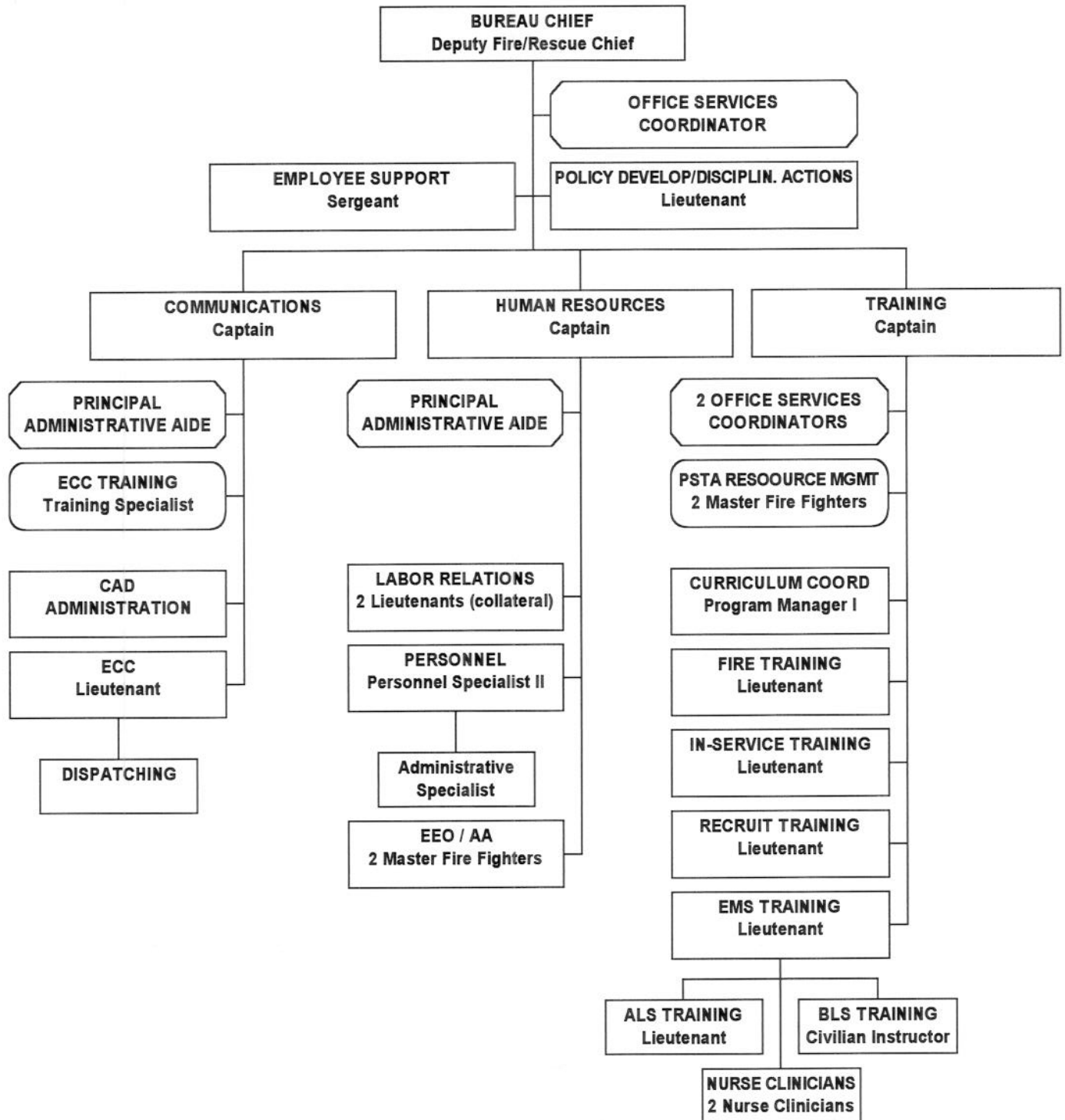
The Code Enforcement Division seeks to prevent the occurrence of fires and to reduce the effect of a fire through the enforcement of the Fire Safety Codes. From its Rockville Metro Center work site this DFRS Division works closely with other County agencies and the local fire and rescue corporations to ensure that all new and remodeled buildings in the County are fire safe. Additionally, the Code Enforcement Division performs annual fire safety inspections on a variety of commercial occupancies throughout the County. The Division utilizes both uniformed inspectors and non-uniformed fire protection engineers and technicians to complete its duties.

The Department's Fire Investigation Division is comprised of 10 fire investigators. The fire investigators, which have police powers, are responsible for determining the cause and origin of all fires and investigating fires and explosions of suspicious origin and nature. Assisting the fire investigators is Tipper, an accelerant sniffing canine. This DFRS Division works closely with local police agencies and the States Attorney's Office in its effort to reduce the occurrence of the criminal acts of arson and explosive abatement.

The Department's Emergency Management Planning Office is responsible for the development and supervision of the County's emergency management and civil defense preparedness programs, as well as the coordination of the County's disaster response capabilities. This DFRS Office also oversees the Emergency Management Group's collateral involvement with the Local Emergency Planning Council. The Emergency Management Planning Office also serves as the local clearing house for all community Right-to Know data and hazardous materials registration for Montgomery County.

The DFRS Fire Safety Education Office provides general information on fire safety and injury prevention programs available to the public. In addition to such general information the Fire Safety Education Office performs other fire and injury prevention activities that include programs for elementary, middle, and high school students. Specific programs are: the **Learn Not To Burn** program for all fourth grade students; **Operation Extinguish**, a program for juvenile firesetters and their families; workshops for healthcare providers; **Buckle Up Kids**, a child safety seats program; and, presentations to interested business and community groups.

**BUREAU OF PROGRAM SUPPORT SERVICES - ORGANIZATIONAL CHART
JANUARY 1996**



PROGRAM SUPPORT SERVICES BUREAU

The DFRS Program Support Services Bureau , which consists of the three divisions - Communications, Human Resources, and Training - and two Offices - Employee Support and Policy Development/Disciplinary Actions, is responsible for:

- Administration/management of communications among the 37 fire and rescue services work sites;
- Application and enforcement of DFRS personnel polices and procedures;
- Development and implementation of DFRS administrative polices and procedures;
- Development and implementation of DFRS entry level and promotional examinations;
- Receipt of emergency calls and the dispatching of fire and rescue resources to emergency incidents; and,
- Supervision and oversight of the DFRS Employee Assistance Program;
- Training of uniformed fire and rescue personnel;

The DFRS Communications Division is responsible for the effective performance of all emergency communications relating to a fire, rescue, or emergency medical incident. From its Emergency Communications Center work site in Rockville, the Communications Division is the primary link between a citizen, who reports an emergency, and the fire and rescue personnel and equipment, who respond to an incident scene. The Communications Division dispatches all emergency fire and rescue resources in Montgomery County and serves as the focal point for other regional governments during mutual aid emergency operations. It also participates in data collection and processing activities for the fire and rescue services. Additional duties and responsibilities of the Communications Division include its involvement in the acquisition, distribution, and maintenance of all fire and rescue services portable radios, radio monitors, and alpha-numeric pagers. The Communications Division also coordinates the distribution and installation of communications equipment in the 33 fire and rescue stations in cooperation with the County's Department of Information Systems and Telecommunications.

From its primary work site at the Public Services Training Academy (PSTA) in Rockville, the DFRS Training Division develops and delivers training programs for all volunteer and career fire and rescue personnel in Montgomery County. These programs are held both at the PSTA and the 33 fire and rescue stations that are located throughout Montgomery County. The Training Division provides a wide range of classroom instruction which is required for employee promotion and job proficiency. It is also responsible for the

administration of the fire and rescue services Recruit School, maintenance of the uniformed personnel training records and compliance with national and state fire fighter and paramedic certification requirements.

The Human Resources Division is responsible for a variety of personnel management functions within the DFRS through its three sections: Equal Employment Opportunities and Affirmative Action; Labor Relations; and, Personnel.

The Department's Equal Employment Opportunity and Affirmative Action Section actively seeks to identify and encourage applicants for fire and rescue services employment that are representative of all segments of the community. Additionally, this DFRS section provides peer counseling and a support network services for DFRS personnel.

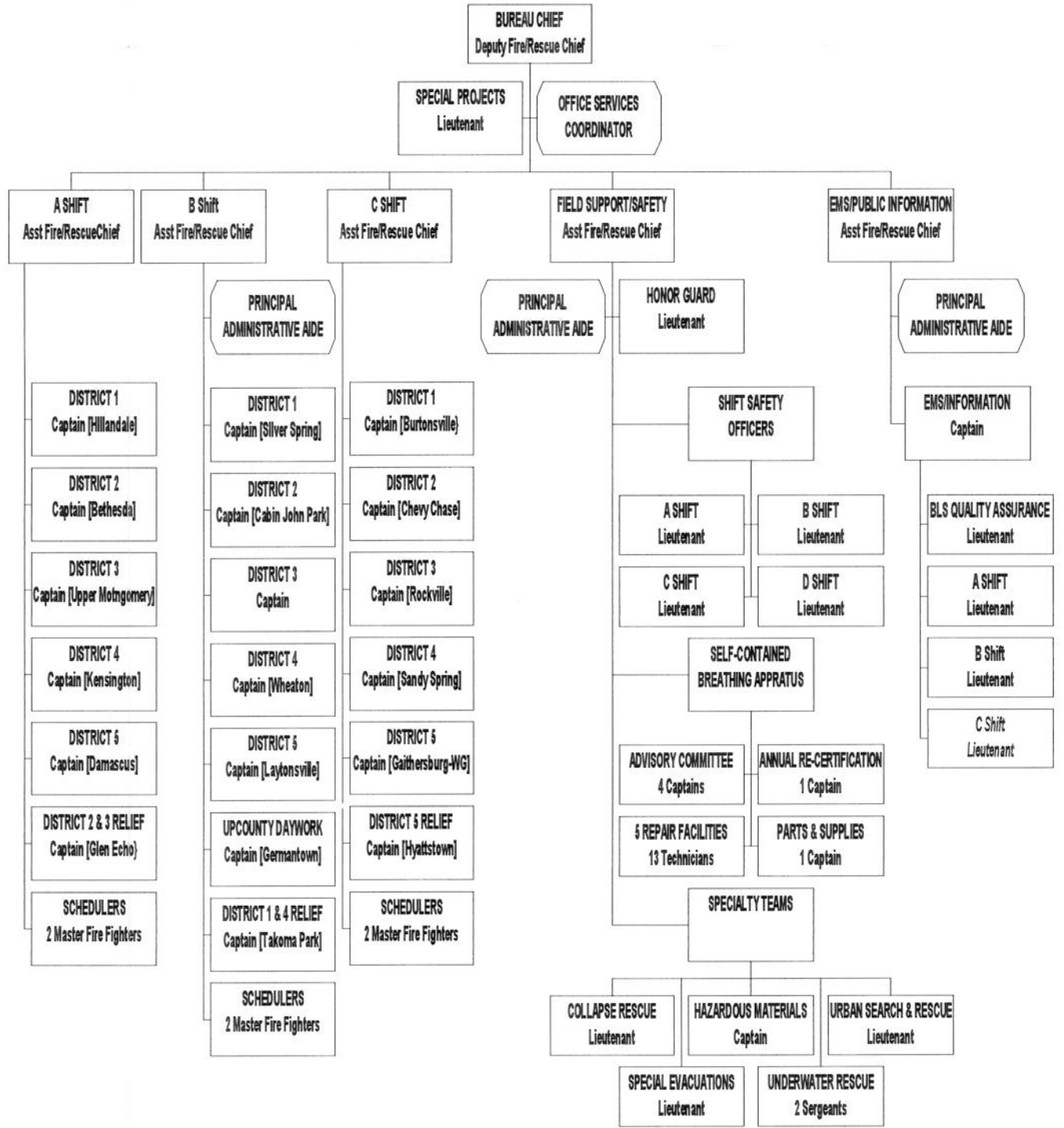
The Labor Relations Section assists the Executive Assistant Fire Chief in contract negotiations with bargaining unit represented employees, acts as intermediaries between management and labor in the resolving of occasional contract related disagreements, and supports the ongoing communications efforts between the DFRS and the 19 local fire and rescue corporations.

The Division's Personnel Section is responsible for a variety of administrative activities associated with the implementation of Montgomery County and DFRS personnel recruiting, hiring, and employment rules and regulations, as well as employee tuition assistance program and employee personnel file maintenance duties.

A new DFRS program, which was implemented in FY 95, is the Employee Support Program. Managed by a DFRS Sergeant who is professionally trained and educated in the counseling field, this employee assistance program offers DFRS personnel an opportunity to seek assistance and guidance from a trained professional, who is also their peer. Although in place for only a short period of time, this program has been overwhelmingly embraced by Department personnel.

The DFRS Policy Development and Disciplinary Actions functions are currently overseen by a DFRS Lieutenant who reports directly to the Program Support Services Bureau Deputy Fire/Rescue Chief. This individual provides the much needed research and development activities associated with the maintenance and updating of the DFRS policies. Additionally, assistance is given to the Bureau's Deputy Fire Chief in the preparation of employee disciplinary actions.

DFRS BUREAU OF OPERATIONS - ORGANIZATIONAL CHART JANUARY 1996



OPERATIONS BUREAU

Under the supervision of a Deputy Fire/Rescue Chief the DFRS Operations Bureau is responsible for the personnel management and immediate direction of those uniformed DFRS personnel who are assigned to the 33 fire and rescue stations within the County. This Bureau is the largest work unit within the DFRS. The majority of the Operations Bureau personnel work a 24-hour shift. A DFRS Lieutenant has been assigned to the Operations Bureau Chief's Office to perform special administrative and program development projects. Examples of such activities would include: (1) the MIDS Program which monitors the medically induced duty status of uniformed DFRS personnel; (2) the Safety In Our Neighborhood Program which promotes community fire and injury prevention at a neighborhood level.; and, (3) Light Duty Assignments.

To provide a manageable span of control a DFRS Assistant Fire/Rescue Chief has been assigned to each of the three shifts. These DFRS Duty Chiefs supervise field personnel on a County-wide basis with each Assistant Chief responsible for a particular work shift: - A Shift, B Shift, and C Shift. Additionally, these Assistant Fire/Rescue Chiefs have collateral duties within the Department::

A Shift Assistant Chief

- In-Service Training Coordination
- Parental Leave Program
- Urban Search and Rescue Team Response Liaison
- Scheduling Officer

B Shift Assistant Chief

- Employee Recognition Program
- Personnel Performance Appraisal Program

C Shift Assistant Chief

- Liaison to Federal Fire Departments
- 800 Megahertz Radio Program

To provide a manageable span of control, the 19 local fire and rescue corporations and the 33 fire and rescue stations have been organized into five geographical districts. DFRS Captains have been assigned to each of these districts to provide day-to-day supervision and administration of the DFRS personnel. These Captains also serve as DFRS liaison to the local fire and rescue corporations.

Additionally, all DFRS Captains assigned to the Bureau of Operations, as well as many Lieutenants and Sergeants, perform collateral duties. These collateral duties include:

- Accident Incident Review
- Command Officer Scheduling
- Computer Applications
- Deputy Safety Officers
- District Training Coordinators
- Document Control Officers
- Field Office Supplies
- Fire Prevention
- Honor Guard Leader
- Injury Prevention/Public Education
- Learn Not To Burn Program (field)
- Legislative Review
- METRO Liaison
- Periodic Physicals
- Potomac River Interagency Operations
- SARA/Right To Know
- Specialty Team Leaders
 - Collapse Rescue Team / Urban Search and Rescue Team
 - Hazardous Materials Incident Response Team
 - Special Evacuations Team
 - Underwater Rescue Team

A fourth Operations Bureau Assistant Fire/Rescue Chief supervises the DFRS Field Support, Safety, and Special Response Teams programs and is responsible for the oversight of the Department's Honor Guard. As the Department's Special Teams Coordinator, this Assistant Fire/Rescue Chief administers the activities of the DFRS Collapse Rescue Team/Urban Search and Rescue Team, Hazardous Materials Response Team, Special Evacuations Team, and Underwater Rescue Team. As the DFRS Safety Officer he is responsible for:

- Coordination and maintenance of the Department's personnel injury data base;
- Development of DFRS "Safety Bulletins" on a variety of timely issues;
- Preparation of reports on personnel injuries incurred in the line of duty;
- Preparation of recommendations for corrective actions based on the review of DFRS accidents and the performance of trend analysis;
- Management of the DFRS Safe Driver Incentive Program; and,
- Supervision of the DFRS Accident Review Committee.

Included in this Assistant Fire/Rescue Chief's Field Support activities are the role as a relief Shift Operations Chief and the following additional areas of responsibility:

- DFRS Physical Fitness Program;
- Self-contained Breathing Apparatus (SCBA) Repair and Personnel SCBA Use Re-certification; and,
- Cable Television Resource Liaison.

Also within the Bureau of Operations is the Emergency Medical Services (EMS) Division. Supervised by an Assistant Fire/Rescue Chief, the EMS Division serves to coordinate the provision of emergency medical services throughout the County. Working closely with the 19 local fire and rescue corporations, the Fire and Rescue Commission, and the County Medical Society, the EMS Division is responsible for such activities as: EMS communications systems coordination; Advanced Life Support Program, medical components oversight; and field evaluation for quality assurance of all emergency care personnel.

Because Montgomery County is part of a state-wide EMS system, the Emergency Medical Services Division personnel also serve as the Department's liaisons to other components of the Maryland system such as: the Maryland Institute for Emergency Medical Services Systems; the Maryland State Police and United States Park Police Medevac programs; the Region V EMS Advisory Council; and, the Metropolitan Washington Council of Governments EMS Officer's Subcommittee.

The Emergency Medical Services Division is also an American Heart Association designated Community Training Center. As such, the Division coordinates the services of approximately 90 instructors who provide Cardio-Pulmonary Resuscitation training to all Montgomery County Public Safety personnel. These personnel include members of the fire and rescue services, the County Police Department, and the County Department of Corrections and Rehabilitation.

Additionally, the EMS Assistant Chief, Captain, and Lieutenants serve as the DFRS Public Information Officers. In this capacity they provide liaison to print and broadcast journalists during emergencies or other occasions when fire and rescue comments need to be communicated, coordinate all DFRS press releases, and oversee the publication of the DFRS newsletter.