

**APPROVED
FIRE, RESCUE, EMERGENCY MEDICAL SERVICES,
AND COMMUNITY RISK REDUCTION MASTER PLAN**

SECTION 2

**MCFRS ORGANIZATIONAL STRUCTURE,
DOCTRINE, GOALS, PERSONNEL, AND
PARTNERSHIPS**

Section 2 addresses the organizational structure of the Montgomery County Fire and Rescue Service, MCFRS vision, mission, guiding principles and goals; partnerships with other fire-rescue service organizations, governmental agencies and private sector organizations; and the personnel who administer, manage, and operate the MCFRS.

ORGANIZATIONAL STRUCTURE AND PARTNERSHIPS

The Fire-Rescue Service in Montgomery County is comprised of several organizations and partner organizations working together with the common goal of providing quality fire-rescue services to our primary customers -- the County's residents, businesses, and visitors. Although each component organization plays an important role, the main organizational structure¹ of the day-to-day operation consists of the Office of the Fire Chief; Operations Division; Volunteer Services Division; Community Risk Reduction Services Division; Wellness, Safety, and Training Division; and Administrative Services Division; together comprising the Montgomery County Fire and Rescue Service (see organizational chart in **Figure 2.1** below). The MCFRS is a public-private partnership between the County and 19 local fire and rescue departments (LFRDs), which are independent, state-chartered corporations. This partnership has existed for over 75 years and is expected to continue in accordance with Chapter 21, County Code, as amended.

As of January 1, 2005, the Fire and Rescue Commission is a stand-alone body within the Executive Branch of the County Government whose primary duty is advising the Fire Chief, County Executive, and County Council on policies, standards, procedures, plans and programs pertaining to fire, rescue, and EMS services.

Each fire-rescue organization and its component divisions, sections, and offices are described below.

¹ Established January 1, 2005 in accordance with County Code, Chapter 21, as amended (by Bill 36-03). The Divisions of Community Risk Reduction Services; Wellness, Safety, and Training; and Administrative Services were established by the Fire Chief in January 2005.

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OFFICE OF THE FIRE CHIEF, MCFRS

The Fire Chief is the uniformed department head of the MCFRS and has all powers of a County department director. The Fire Chief has full authority over all fire, rescue and EMS services in the County, including those provided by the LFRDs. The Fire Chief must implement County law, regulations, and policies to effectively administer the MCFRS. The Fire Chief must also meet regularly with senior MCFRS staff and the authorized LFRD representative to communicate policy, evaluate the effectiveness of the integrated MCFRS, and receive advice on the development of policies and delivery of services. In addition, the Fire Chief may take disciplinary action against any employee or volunteer in the MCFRS, including those in LFRDs, for violating any County law, regulation, policy, procedure, or any lawful order of the Fire Chief or his/her designee. Reporting directly to the Fire Chief are five Division Chiefs, all of equal rank (i.e., Deputy Chief). Each division is described below.

OPERATIONS DIVISION, MCFRS

The Division Chief of the Operations Division (“Operations Chief”) is a merit position reporting directly to the Fire Chief. The Operations Chief must meet the requirements of chief officer adopted under Section 21-8 of Chapter 21. The Operations Chief has operational authority over fire, rescue, and EMS activities of the MCFRS, as assigned by the Fire Chief. The Operations Chief, along with the Volunteer Services Division Chief, promotes the integration of activities of career and volunteer firefighter-rescuers. The Operations Chief, subject to the authority of the Fire Chief, may take disciplinary action against any merit system employee in the MCFRS, subject to applicable merit system regulations and collective bargaining agreements.

The Operations Division is comprised of the following sections:

- Field Staffing
- Emergency Medical Services (EMS) Section
- Special Operations Section:
 - Hazardous Incident Response Team (HIRT)
 - River Rescue and Tactical Services (RRATS) Team – swift water and under water
 - Urban Search and Rescue (Collapse Rescue) Team
 - Honor Guard
- Emergency Communications Center
- Apparatus Section

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DIVISION OF VOLUNTEER SERVICES, MCFRS

The Division Chief of the Division of Volunteer Services (“DVS Chief”) is a non-merit position reporting directly to the Fire Chief. The DVS Chief must meet the requirements of chief officer adopted under Section 21-8 of Chapter 21 and must have experience as a chief, deputy chief or assistant chief in a LFRD in the County. The DVS Chief has operational authority over fire, rescue, and EMS activities of the MCFRS, as assigned by the Fire Chief. The DVS Chief, along with the Operations Division Chief, promotes the integration of activities of volunteer and career firefighter-rescuers. The DVS Chief serves as the highest ranking volunteer officer in the County and coordinates the operations and administration of volunteer personnel and the LFRDs.

The Chief, Division of Volunteer Services is responsible for the following:

- Recruitment and retention of volunteers
- Budget and grant administration for LFRDs
- Volunteer benefits
- Training, risk management, and apparatus use/maintenance support for LFRDs
- Mobile Volunteer Personnel Corps
- Integration of the activities of volunteer and career personnel
- Formulating department policy recommendations to the Fire Chief
- Monitoring legislative and regulatory actions impacting volunteers

COMMUNITY RISK REDUCTION SERVICES DIVISION, MCFRS

The Division Chief of the Community Risk Reduction Services Division oversees the following functions and offices and has been assigned by the Fire Chief as the County’s Fire Marshal and Special Assistant State Fire Marshal:

- Office of the Fire Marshal:
 - Fire Code Enforcement
 - Fire and Explosives Investigations, including the Bomb Squad
- Community outreach/education

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- Life safety and fire education
- Public Information Office
- Planning Office
- Recruitment Office

WELLNESS, SAFETY AND TRAINING DIVISION, MCFRS

The Division Chief of the Wellness, Safety and Training Division is responsible for providing training, safety, and wellness-fitness support for all MCFRS personnel. The focus of the Division is meeting the needs of all MCFRS personnel. The sections, offices, and programs comprising the Wellness, Safety and Training Division include:

- Fire-Rescue Training Academy (FRTA)
- Safety Section, including the self-contained breathing apparatus (SCBA) facility
- Wellness and Fitness Section:
 - Fire-Rescue Occupational Medical Section (FROMS)
 - Medically-influenced disability, service-connected (MIDS) oversight program
 - Fitness program
 - Behavioral health component/Critical Incident Stress Management Team
 - Colon-rectal cancer screening program (“SCREEN”) program
 - PHLAME (Promoting Healthy Lifestyles; Assessing More Effects) Program

ADMINISTRATIVE SERVICES DIVISION, MCFRS

The Division Chief of the Administrative Services Division is responsible for the following department-wide functions:

- Information technology
- Logistics
- Procurement
- Human resources
- Capital Improvement Program (CIP) projects and facilities

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- Budget
- Grant administration

LOCAL FIRE AND RESCUE DEPARTMENTS

There are 19 independent volunteer fire-rescue departments in Montgomery County chartered by the State as corporations. Chapter 21 of the County Code identifies these 19 volunteer organizations as “local fire and rescue departments” (LFRDs). The LFRDs are presented below in alphabetical order.

- Bethesda Fire Department
- Bethesda-Chevy Chase Rescue Squad
- Burtonsville Volunteer Fire Department
- Cabin John Park Volunteer Fire Department
- Chevy Chase Fire Department
- Damascus Volunteer Fire Department
- Gaithersburg-Washington Grove Fire Department
- Germantown Volunteer Fire Department
- Glen Echo Volunteer Fire Department
- Hillandale Volunteer Fire Department
- Hyattstown Volunteer Fire Department
- Kensington Volunteer Fire Department
- Laytonsville District Volunteer Fire Department
- Rockville Volunteer Fire Department
- Sandy Spring Volunteer Fire Department
- Silver Spring Volunteer Fire Department
- Takoma Park Volunteer Fire Department
- Upper Montgomery County Volunteer Fire Department
- Wheaton Volunteer Rescue Squad

Several of the LFRDs have more than one station; therefore there are a total of 33 stations county-wide (listed in Figure 4.4, Section 4) as of 2005. Along with career firefighter-rescuers serving at all 33 stations, volunteer firefighter-rescuers provide a portion of the overall staffing on emergency apparatus, primarily during evenings and weekends. Volunteer firefighters in Montgomery County have a long history of service to their communities dating back over 100 years.

Volunteers serve their communities as firefighter/rescuer members or EMS-only members, and/or as administrative members. Those certified as Firefighter/Rescuers are eligible to respond to any fire, rescue, or EMS incident and participate in suppression, rescue, and/or EMS operations. Those having EMT-B or Paramedic certifications, but

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not Firefighter/Rescuer certifications, can respond to incidents and take part in EMS operations only. Administrative-only members are not authorized to participate operationally but may perform any non-emergency administrative task or activity benefiting the LFRD and community such as serving on the LFRD Board of Directors, LFRD committees, and/or participating in fund raisers, fire safety and risk reduction education activities, and other volunteer activities at the local or State level. Some LFRD members serve in both operational and administrative capacities. Some volunteers have served for over 50 years in operational and/or administrative capacities.

FIRE AND RESCUE COMMISSION

After January 1, 2005, the Fire and Rescue Commission's (FRC) duties, responsibilities, and authorities changed substantially (as a result of amendments made to County Code, Chapter 21, in May 2004) from those in place between 1980 (when the FRC was established) and December 31, 2004. Whereas the FRC had previously established and approved all policies for the delivery of fire, rescue, and emergency medical services (EMS) in the County and approved the MCFRS' annual Operating Budget and biennial CIP Budget requests to the County Executive, the FRC's role became largely advisory in nature beginning January 1, 2005. The FRC was, however, given the responsibility to review any "generally-applicable Fire and Rescue Service policy or regulation" proposed by the Fire Chief. If the FRC does not take action to approve or disapprove a policy proposed by the Fire Chief within 60 days, the policy is automatically approved. If the FRC does not take action to approve or disapprove a regulation proposed by the Fire Chief within 60 days, the proposed regulation is transmitted to the County Executive for review/approval.

The FRC is composed of seven voting members appointed by the County Executive and confirmed by the County Council. Two members must be career MCFRS fire-rescue personnel, two members must be volunteer members of local fire-rescue departments (LFRDs) in the County, and the remaining three FRC members are citizens having no personal, family, or business connection with any County volunteer or career fire-rescue organization.

In accordance with Chapter 21-Section 2, as amended, the FRC recommends to the Fire Chief how the County can achieve and maintain effective, efficient, and equitable fire, rescue, and EMS services on a County-wide basis, and how the County can improve the policy, planning, and regulatory framework for all fire, rescue, and EMS operations. Also in accordance with Chapter 21, the FRC, in addition to any other functions assigned by law or Executive regulation, may:

- Advise the Fire Chief, County Executive, and County Council on any matter relating to fire, rescue, and EMS, and review the performance of the MCFRS and any action taken or policy adopted by the MCFRS

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- Advise the Fire Chief, County Executive, and County Council on County-wide policies, standards, procedures, plans, and programs that should apply to all fire, rescue, and EMS operations
- Review and make recommendations concerning the Master Plan
- Recommend and comment on legislation , regulations, and policies that apply to or affect the MCFRS
- Review and recommend any appropriate changes in communications and dispatch procedures for the MCFRS section of the PSCC
- Recommend guidelines for curriculum and programs of the PSTA and other training programs for MCFRS employees and volunteers
- Recommend to the Fire Chief, County Executive, and County Council a benefits program to provide financial protection for volunteers and their families if a volunteer becomes injured, disabled, or dies in the line of duty
- After consulting the authorized LFRD representative, recommend to the Fire Chief, County Executive, and County Council policies and programs to recruit and retain volunteers
- Promote coordination with other County-wide, regional, State, and national emergency management agencies and activities

RESOURCE COMMITTEES

*** MONTGOMERY CO. VOLUNTEER FIRE-RESCUE ASSOC., INC.**

The MCVFRA has been designated as the “LFRD Representative” in accordance with provisions of Chapter 21, Section 6, of the County Code. As the LFRD Representative, the MCVFRA serves as the LFRDs’ exclusive representative for purposes of negotiating with the Fire Chief. The Fire Chief must consult with the LFRD Representative on all major policy changes, to the same extent as the employee organization certified under Section 33-151 of the County Code is required by law, or collective bargaining agreement, to be consulted.

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- MCVFRA Goals:
 - To ensure that the rights of volunteers are protected, honored and promoted;
 - To work with the community, LFRDs, local, County, State and Federal governments in the continued maintenance and enhancement of fire, rescue, and emergency medical volunteers, administrative members, and employees;
 - To strive to enhance and improve methods and means to ensure the accomplishment of our purposes.
- Membership includes all 19 LFRDs, each having two voting delegates and two alternates
- Executive Committee consists of MCVFRA President, First Vice President, Second Vice President, Secretary, Treasurer, Chaplain, Past President, two delegates from “District 1,” two delegates from “District 2,”² a representative of the Presidents Committee, and a representative of the Community Fire-Rescue Chief Officers Association
- MCVFRA Committees include: Audit/Budget, Awards, Benefits, By-Laws, Chaplains, Convention, Fire Prevention Queen, Fund Raising, Legislative, MSFA Convention, Policy Committee, Public Relations, Secretary Assistants, Senator Amoss, Union Negotiations, Web Site, Wellness, Youth.

*** [LFRD] PRESIDENTS COMMITTEE**

- Mission: To assure the successful operation of the Corporations [LFRDs] as independent partners, by having an equal voice and authority in the overall operation of the MCFRS.
- Accomplishment of Mission:
 - Through ongoing, quality communications between our departments within the Service
 - Finding common ground between our departments
 - Acting as a shared resource for each President to bring issues, problems, solutions and ideas for the group to brainstorm
 - Encouraging the overall department operations to achieve a harmonious and pro-active combination Service for the good of our citizens and members

*** COMMUNITY FIRE-RESCUE CHIEF OFFICERS ASSOCIATION**

The Community Fire and Rescue Chief Officers Association (CFRCOA) is a network comprised of more than 80 volunteer command officers who serve the nineteen local fire and rescue departments in Montgomery County. The organization was formed in 1998 to

² MCVFRA Districts 1 and 2 (covering the entire County) do not correspond with MCFRS Battalions (formerly “Districts”) 1 and 2 which, combined, generally cover the Down-County area only.

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provide leadership and advocacy for the LFRD chiefs through information, policy discussion and development, training, and representation in order to enhance the professionalism, capabilities and staffing levels of the volunteer fire and rescue service.

*** MONTGOMERY COUNTY CAREER FIREFIGHTERS ASSOCIATION
INTERNATIONAL ASSOCIATION OF FIRE FIGHTERS -LOCAL 1664**

Description and Purpose:

- IAFF Local 1664 is the sole and exclusive bargaining agent for uniformed personnel in the Montgomery County Fire and Rescue Service who are classified as Fire Fighter/Rescuer I, II and III, Master Fire Fighter/Rescuer, Fire/Rescue Lieutenant, and Fire/Rescue Captain and who are associated with fire suppression, fire protection, fire communications, fire service training, rescue, emergency medical services, fire code enforcement and fire investigations.
- IAFF-Local 1664's mission is to provide fair representation to all bargaining unit members of the MCFRS.

Community Outreach:

- Serve on FRC committees
- Staff a booth and provide public fire safety information at the annual Montgomery County Agricultural Fair
- Sponsor the Annual Fire Safety Education Competition among 2nd graders at local public schools
- Raise funds to support:
 - Washington Hospital Center's Burn Center through the IAFF's Local 1664's annual golf tournament
 - Muscular Dystrophy Association through the IAFF's Local 16664's annual "Fill the Boot Campaign"
 - Local 1664's "Good and Welfare Benefit Fund" during its annual bowling tournament
 - IAFF's Burn Camp and Mid-Atlantic Burn Camp, and provide counselors at Mid-Atlantic Burn Camp annually
 - Burn Foundation of Montgomery County
- Participate annually in the County's "Families Now Christmas" and Thanksgiving programs, providing food and gift baskets for County families in need
- Sponsor two Montgomery County Little League Baseball teams annually
- Sponsor and promote HEROs, Inc., providing support to the families of public safety personnel who died in the line of duty
- Award winning website, which features MCFRS information and fire safety education

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*** CAREER FIRE-RESCUE OFFICERS ASSOCIATION**

- Membership includes the ranks of Lieutenant through Division Chief.
- Addresses issues related to salaries and benefits, policies, and budget, and provides input on issues related to the fire-rescue service.

*** HISPANIC FIREFIGHTERS ASSOCIATION**

Purpose:

- Provides life safety education for all Montgomery County citizens with a focus on the Hispanic community.
- Creates and implements programs that foster feelings of security and confidence from the Hispanic community toward the fire-rescue service.
- Achieves HFA goals by actively participating in the Hispanic community and producing quality programs benefiting the total community.

5-10 Year Goals:

- Delivery of a Pedestrian Safety Program, with an overall Fire Safety Program, aimed at children and adults.
- Visibility of MCFRS personnel at community events.
- Continued recruitment of Hispanic firefighters.
- Bringing the National HFA Conference to Montgomery County.
- Bringing the National HFA Office to Montgomery County.
- Creating two new educational programs aimed at the Hispanic community.
- Continued monitoring of recruitment, retention and promotion of Hispanic firefighters.
- Participating in political issues that affect the fire-rescue profession.

*** PROGRESSIVE FIREFIGHTERS UNITED OF MONTGOMERY CO.**

Purpose:

- To create a liaison between African American firefighter-rescuers throughout the County
- To aid the County's African American community in the area of fire safety
- To promote interracial progress throughout the Fire Service
- To participate in recruiting competent African Americans for MCFRS employment
- To motivate MCFRS African American firefighter-rescuers to seek advancement to elevated ranks throughout the MCFRS

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OTHER MCFRS PARTNERS

* MUTUAL AID PARTNERS

Mutual aid agreements are of two types – those that allow for automatic aid and those that allow for aid but not automatically, although both are written documents developed cooperatively by the parties involved. **Automatic agreements** allow one jurisdiction to quickly obtain resources from another mutual aid jurisdiction without the need to obtain authorization from the other jurisdiction’s senior officials each time the assistance is needed. This type of mutual aid agreement greatly expedites the arrival of needed resources. **The other type of mutual aid agreement requires the jurisdiction in need of resources to contact the other jurisdiction each time assistance is needed.** Specific resources must be requested, and the designated decision-maker has discretion as to whether the request will be granted under the terms of the agreement. The latter agreement delays the response of resources and, at times, may result in a denied request.

An example of an automatic mutual aid agreement is that between Montgomery and Prince Georges Counties, wherein either County’s ECC can call upon fire-rescue units from the other without having to obtain formal authorization each time. For example, if a structure fire occurs in Takoma Park, MCFRS Communications personnel are authorized to dispatch available units from Prince Georges County that are recommended³ for priority dispatch by the MCFRS Computer-Aided Dispatch (CAD) system (e.g., due on the fire box assignment) along with the closest MCFRS units. With this agreement in place, fire-rescue units from the two counties respond into one another’s jurisdiction several times per day on average (e.g., Hillandale’s Medic 129 responding into Prince Georges County for a heart attack patient, or Prince Georges’ Engine 341 responding into Takoma Park for a building fire).

An example of a non-automatic mutual aid agreement is that between Montgomery County and the District of Columbia wherein one party must contact the other and request specific fire-rescue units each time the need exists, and then see whether the request can be fulfilled. In fact, DCFD units do not even appear in the MCFRS CAD response recommendation. This type of agreement is used infrequently – for example, the MCFRS hazardous materials team responds a few times per year into the District of Columbia when requested. MCFRS fire suppression units might respond into the District, when requested, for a major incident, and D.C. Fire Department apparatus responds into Montgomery County under similar circumstances.

³ The CAD System automatically recommends the closest available units for dispatch based upon their proximity to the address of the emergency incident. MCFRS units are equipped with an automatic vehicle locator (AVL) system which allows the Fire-Rescue ECC to track each unit’s exact location.

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The MCFRS has automatic mutual aid agreements with the following federal installations and facilities located in Montgomery County:

- National Institutes of Standards and Technology in Gaithersburg – On-site fire department operates EMS and suppression units
- National Institutes of Health in Bethesda – On-site fire department operates EMS, suppression, and hazardous materials units
- National Naval Medical Center - On-site fire department operates a suppression unit
- Naval Surface Warfare Center (formerly “David Taylor Naval Ship Research and Development Center”) - On-site fire department operates a suppression unit
- Walter Reed Annex in Silver Spring (associated with the Walter Reed Army Hospital in Washington, D.C.) - On-site fire department operates a suppression unit

The MCFRS has automatic mutual aid agreements with the following bordering counties:

- Prince Georges County, MD
- Howard County, MD
- Carroll County, MD
- Frederick County, MD
- Loudoun County, VA
- Fairfax County, VA

The MCFRS has a mutual aid agreement with the District of Columbia, as stated above, but it is used infrequently. Only under unusual circumstances does one of these two jurisdictions request mutual aid fire-rescue resources from the other. The Bethesda-Chevy Chase Rescue Squad (BCCRS) responds on almost a daily basis into Northwest D.C. under an agreement directly between the BCCRS and the D.C. Fire Department. [Note: The Memorandum of Understanding between BCCRS and DC Fire & EMS is sanctioned and governed under Montgomery County Code, Chapter 21, Section 5(e), as amended.]

*** MONTGOMERY COUNTY GOVERNMENT**

- **DEPARTMENT OF PUBLIC WORKS & TRANSPORTATION**
 - Participates in EOC activations as an Emergency Management Group member and member of the Local Emergency Planning Council (SARA Title III)
 - Participates in County emergency management exercises

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- Through the Traffic Management Center at the PSCC, coordinates incidents involving the transportation network with MCFRS and MCP
- Considers fire-rescue apparatus access (i.e., street width, turning radius, cul-de-sacs, traffic circles, speed humps) when developing and reviewing standards
- Refuels MCFRS apparatus on the scene of long duration incidents
- Coordinates planning, design, and construction or renovation of MCFRS stations and other facilities
- Manages ongoing MCFRS CIP projects such as replacement or installation of HVAC systems, roofs, vehicle emissions systems, etc., and resurfacing of parking lots and access ways around stations and other facilities

- **POLICE DEPARTMENT**
 - Serves as the primary Public Safety Access Point by answering 911 calls and transferring citizens' requests for fire, rescue and EMS services to Fire-Rescue Communications call-takers and requests for law enforcement services to Police Communications call-takers
 - Responds to assist MCFRS with mitigation (e.g., traffic control, crowd control, protection of MCFRS personnel) of incidents such as traffic collisions, fires, assaults, shootings, stabbings, violent mental patients, DOAs
 - Assists with evacuations and road closures
 - Works closely with MCFRS on criminal investigations involving arson⁴ or destructive devices.
 - Coordinates the use and management of the PSTA and PSCC with MCFRS
 - Participates in EOC activations as an Emergency Management Group member and participates in Local Emergency Planning Council (under SARA Title III)
 - Participates in County emergency management exercises
 - Participates in the Bio-Terrorism Task Force and other homeland security initiatives

- **HOMELAND SECURITY DEPARTMENT⁵ (HSD)**
 - Plans, prevents, prepares, and protects against all major hazards that may threaten, harm, disrupt, or destroy communities and to effectively manage and coordinate the County's unified response, mitigation, and recovery from such disasters or emergencies should they occur.

⁴ In cases of arson where one or more fatalities is/are involved, MCP has the primary responsibility to lead the investigation. When the arsonist themselves die as a result of the fire they have set, then MCFRS Fire & Explosive Investigations Section takes the lead in the investigation.

⁵ HSD programs include: Intelligence Coordination and Threat Assessment; Emergency Management Planning and Response; Communication Interoperability and PSCC/APSCC Governance; Community Sustainability; and Grants Management. Personnel are detailed from Fire-Rescue, Police, Public Health, and Technology Services to implement programs, coordinate plans, and promote integration.

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- To coordinate plans, response, and policies, the HSD Director chairs the Homeland Security Directorate, consisting of the Department Heads for Fire-Rescue, Police, Public Works and Transportation, and Technology Services and the County's Medical Officer. The HSD Director also chairs the Local Emergency Planning Council and serves as the Disaster Manager for the Emergency Management Group, when it is activated to respond to emergencies.
- The HSD Division of Emergency Management:
 - Manages the hazardous materials licensing program and is responsible for meeting the requirements of "Community Right to Know" legislation regarding hazardous materials in the County, including the coordination of the Local Emergency Planning Council (LEPC)
 - Develops and maintains the County's Hazard Mitigation Plan, principally involving natural hazards
 - Updates, enhances, and submits for approval the County's Emergency Operations Plan for all hazards including terrorist events involving the use of weapons of mass destruction
 - Manages the Emergency Operation Center for activation of the Emergency Management Group to plan, respond, mitigate, and recover from disasters and emergencies which impact the County
- **HEALTH DEPARTMENT**
 - Participates in EOC activations as an Emergency Management Group member and member of the Local Emergency Planning Council (SARA Title III)
 - Participates in County emergency management exercises
 - Coordinates the distribution of prophylactic medications for MCFRS operational personnel for protection against WMD
 - Coordinates public health alerts and bulletins for epidemics such as West Nile Virus, SARS, Lyme Disease, etc.
 - Coordinates the TB testing program with Fire-Rescue Occupational Medicine Section
 - Participates in the Bio-Terrorism Task Force and other homeland security initiatives
 - Responds to requests for health code inspections from MCFRS after fires occur or suppression system activations in commercial kitchens
 - Provides support for the MCFRS Critical Incident Support Team through the Crisis Center

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- **DEPARTMENT OF ENVIRONMENTAL PROTECTION**
 - Participates in EOC activations as an Emergency Management Group member and as a member of the Local Emergency Planning Council (SARA Title III)
 - Serves as Lead Agency for two Annexes of the County Emergency Operations Plan
 - Plans and participates in County emergency management exercises
 - Provides assistance to MCFRS Hazardous Incident Response Team with containment and cleanup of hazardous material releases into the environment:
 - Verifies source of release and oversees cleanup once the emergency situation is rendered safe by MCFRS
 - Initiates enforcement of environmental laws with responsible party
 - Conducts follow up monitoring of the environment
 - Coordinates with Fire & Explosives Investigations staff on environmental crimes, and calls on MCFRS for assistance during multi-agency search warrants in situations where hazardous materials may be present.
 - Coordinates with the Fire Code Enforcement Section when indoor air is a problem, specifically if gasses and odors cross into other leaseholds in commercial or multi tenant buildings and air circulation is a concern. Also coordinates with the Fire Code Enforcement Section in multi-agency inspections of properties where multiple violations exist.
 - Acts as liaison between County agencies and Maryland Department of the Environment during incidents where pollutants may have entered the environment and during investigations of incidents.
 - Forming a partnership with MCFRS in developing environmentally- efficient buildings and to ensure new and renovated buildings meet current environmental standards.
 - Partners with MCFRS in both pollution prevention and environmental management systems to minimize waste, reduce the use of solvents and other hazardous chemicals, and improve environmental efficiency in buildings and overall operations. The outcome of these efforts will reduce costs, reduce reporting requirements, and reduce worker exposure to potentially harmful products currently used in every day operations.

- **DEPARTMENT OF TECHNOLOGY SERVICES**
 - Participates in EOC activations as an Emergency Management Group member
 - Participates in County emergency management exercises
 - Provides Geographic Information System support to MCFRS, upon request
 - Provides Geographic Information System services to the EMG during EOC activations in conjunction with MCFRS GIS staff
 - Tracks the status of all fibernet, cable and telephone systems
 - Provides essential technical integration support to the PSCC

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- **DEPARTMENT OF PERMITTING SERVICES**
 - Reviews and approves plans for construction and renovation of buildings
 - Lead agency for inspecting damaged buildings reported by MCFRS, MCP, DPWT, and/or citizens and business owners
 - Participates in EOC activations as an Emergency Management Group member
 - Participates in County emergency management exercises

- **DEPARTMENT OF HOUSING AND COMMUNITY AFFAIRS**
 - Identifies fire code violations and other safety-related deficiencies during enforcement of housing codes
 - Encourages rehabilitation of deteriorated residential structures

- **DEPARTMENT OF FINANCE**
 - Distributes tax monies to the local fire-rescue departments
 - Administers workers' compensation insurance
 - Evaluates employee safety issues in relation to risks
 - Participates in EOC activations as an Emergency Management Group member
 - Participates in County emergency management exercises

- **OFFICE OF MANAGEMENT & BUDGET**
 - Coordinates Operating Budget requests by MCFRS
 - Coordinates Capital Improvements Budget requests by MCFRS
 - Participates in County emergency management exercises

- **REGIONAL SERVICE CENTERS**
 - Coordinate with MCFRS on CIP projects for fire stations and other fire-rescue facilities
 - Participate in the MCFRS master planning process and related fire-rescue planning activities
 - Serve as liaisons between the Citizen Advisory Boards and MCFRS facilitating information flow and coordinating the identification of CIP and Operating Budget priorities
 - Participates in EOC activations as Emergency Management Group members
 - Participates in County emergency management exercises

- **PUBLIC SCHOOLS AND MONTGOMERY COLLEGE**
 - Participates in EOC activations as Emergency Management Group members
 - Participates in County emergency management exercises
 - Provides active participation in many MCFRS safety programs (e.g., "Risk Watch")
 - MCPS participates in the High School Cadet Program

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- **COUNTY ATTORNEY’S OFFICE**
 - Represents Fire Code Enforcement Office in court on civil citation issues
 - Provides legal guidance with fire code issues such as the closing of a business
 - Provides legal interpretation on the fire code
 - Represents division/department in negotiations with customers
 - Reviews Executive Regulations and policy issues for legal requirements
 - Participates in EOC activations as an Emergency Management Group member
 - Participates in County emergency management exercises

- * **AMERICAN RED CROSS - MONTGOMERY CO. CHAPTER**
 - Participates in EOC activations as an Emergency Management Group member
 - Participates in County emergency management exercises
 - Responds to fires and other local emergency incidents/disasters to provide a continuum of relief services for displaced and/or traumatized residents

- * **OTHER VOLUNTEER ORGANIZATIONS (RACES, SAR, etc.)**
 - Participate in County emergency management exercises

- * **HOSPITALS⁶**
 - Participate in EOC activations as Emergency Management Group members
 - Participate on the Local Emergency Planning Council (SARA Title III)
 - Participate in County emergency management exercises
 - Receive and treat the majority of patients transported by MCFRS
 - Provide decontamination of incoming patients exposed to hazardous/toxic materials

- * **UTILITIES**
 - **POTOMAC ELECTRIC POWER COMPANY (PEPCO)**
 - Responds to emergencies involving “live” or downed wires, transformers and related equipment owned by PEPCO
 - Restores power when outages occur within their service area
 - Participates in EOC activations as an Emergency Management Group member
 - Participates in County emergency management exercises
 - Participate on the Local Emergency Planning Council (SARA Title III)

 - **ALLEGHENY POWER**
 - Responds to emergencies involving “live” or downed wires, transformers and related equipment owned by Allegheny Power
 - Restores power when outages occur within their service area
 - May participate in County emergency management exercises

⁶ Includes: Suburban, Holy Cross, Shady Grove Adventist, Washington Adventist, Montgomery General and National Naval Medical Center (for military personnel and their families)

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- **BALTIMORE GAS AND ELECTRIC (BG&E)**
 - Responds to emergencies involving gas leaks or fires, “live” or downed wires, transformers and related equipment owned by BG&E
 - Restores power when outages occur within their service area
 - May participate in County emergency management exercises

- **WASHINGTON GAS**
 - Responds to emergencies involving leaking gas or fires within their distribution system and related equipment
 - May participate in County emergency management exercises
 - Participates on the Local Emergency Planning Council (SARA Title III)

- **WASHINGTON SUBURBAN SANITARY COMMISSION (WSSC)**
 - Maintains water supply adequate for fire suppression flow requirements
 - Maintains hydrants, valves and the water distribution system
 - Provides connections for private fire protection systems’ water supply
 - Participates in EOC activations as an Emergency Management Group member
 - Participates on the Local Emergency Planning Council
 - May participate in County emergency management exercises

- **CITY OF ROCKVILLE PUBLIC WORKS – WATER SYSTEM**
 - Maintains water supply adequate for fire suppression flow requirements
 - Maintains hydrants, valves and the water distribution system
 - Provides connections for private fire protection systems’ water supply
 - Participates in EOC activations as an Emergency Management Group member
 - Participates on the Local Emergency Planning Council
 - May participate in County emergency management exercises

- **TOWN OF POOLESVILLE PUBLIC WORKS – WATER SYSTEM**
 - Maintains water supply adequate for fire suppression flow requirements
 - Maintains hydrants, valves and the water distribution system
 - May participate in County emergency management exercises

- **VERIZON**
 - Restores telephone service when outages occur within their service area

- **COMCAST**
 - Provides public information and restores Cable TV service during outages

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* **MARYLAND-NATIONAL CAPITAL PARK & PLANNING COMMISSION**

- Assists in securing appropriate sites for MCFRS facilities through the community-based master planning process
- Conducts mandatory referral for new and renovated/ expanded MCFRS facilities
- Controls development designs which affect MCFRS access to structures, separation of structures, and building density
- Park Police provide traffic and crowd control at scene of fire-rescue incidents occurring in M-NCPPC parks

* **MUNICIPALITIES (Largest)**

• **GAITHERSBURG**

- Participates in EOC activations as an Emergency Management Group member
- Participates in County and City emergency management exercises
- Provides Fire Marshal services within the city limits
- City Police Department provides traffic and crowd control at scene of fire-rescue incidents
- Performs all fire code functions within corporate limits of city (except public schools)

• **ROCKVILLE**

- Participates in EOC activations as an Emergency Management Group member
- Participates in County and City emergency management exercises
- Provides Fire Marshal services within the city limits
- City Police Department provides traffic and crowd control at scene of fire-rescue incidents
- Performs all fire code matters within corporate limits of city

• **TAKOMA PARK**

- Participates in EOC activations as an Emergency Management Group member
- Participates in County and City emergency management exercises
- City Police Department provides traffic and crowd control at scene of fire-rescue incidents

* **STATE OF MARYLAND**

• **STATE FIRE MARSHAL'S OFFICE**

- Establishes minimum requirements of fire code as established by State law
- Issues permits for blasting and for fireworks shows
- Assists in State fire code interpretation
- Provides training on State fire code updates

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- Meets with local jurisdictions to discuss common fire code and fire prevention issues
- Provides canine (K-9) support, upon request of the Fire & Explosives Investigations Office
- Provides bomb squad support, upon request of the Fire & Explosives Investigations Office

- **STATE POLICE**
 - Responds to assist MCFRS with incident mitigation involving traffic collisions, vehicle fires and hazardous materials incidents on interstate, State, and U.S. highways (e.g., U.S. Route 29)
 - Assists with evacuations and road closures
 - Provides medevac services (e.g., “Trooper 8”) to MCFRS upon request
 - Participates in County emergency management exercises upon request
 - Provides daily intelligence bulletin to the MCFRS Fire Marshal

- **MARYLAND INSTITUTE FOR EMERGENCY MEDICAL SERVICES SYSTEMS (MIEMSS)**
 - Provides administrative direction for the day-to-day provision of emergency medical care throughout the State, in accordance with COMAR Title 30, addressing education, certification and licensure of all levels of emergency medical service provider, including quality assurance, discipline, and medical direction as well as criteria for specialty referral centers.

- **MARYLAND FIRE-RESCUE INSTITUTE (MFRI)**
 - Serves as the hub for statewide fire, rescue and EMS training
 - Provides MCFRS with registration materials, text books, course materials, course test, instructor evaluations, certifications, and training equipment
 - Tests personnel and awards national and State professional certifications

- **MARYLAND EMERGENCY MANAGEMENT AGENCY (MEMA)**
 - Participates in certain County emergency management exercises
 - Coordinates State and Federal emergency management and homeland security grants and awards and oversees grant monies

- **MARYLAND DEPARTMENT OF THE ENVIRONMENT (MDE)**
 - Participates in certain County emergency management exercises
 - Provides assistance to MCFRS Hazardous Incident Response Team with containment and cleanup of hazardous materials released into the environment

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* FEDERAL GOVERNMENT

- DEPARTMENT OF HOMELAND SECURITY, EMERGENCY PREPAREDNESS & RESPONSE DIRECTORATE
 - Federal Emergency Management Agency (FEMA)
 - Provides programs and guidance to municipalities and emergency services in the areas of mitigation, preparedness, response and recovery
 - Provides programs and guidance to fire-rescue departments through the U.S. Fire Administration
 - Provides training to firefighters, rescuers, EMS personnel, and emergency management personnel through the National Fire Academy and Emergency Management Institute in Emmitsburg, Maryland
 - Oversees and coordinates the Federal Government's response to states and municipalities that have received Disaster or Emergency Declarations by the President of the U.S.
 - Oversees and coordinates the National Urban Search and Rescue Response System of which the MCFRS Collapse Rescue Team is a member Task Force
 - Oversees and coordinates the National Disaster Medical System, including the National Medical Response Teams (about 30 MCFRS personnel are members of the Washington DC Area NMRT)
 - Manages the National Flood Insurance Program through the Flood Insurance Administration
 - Provides grants to states and municipalities to fund mitigation and preparedness programs and initiatives, including annual Fire Act grants
 - Participates in many Montgomery County emergency management exercises
 - National Domestic Preparedness Office, FBI
 - Provides national security alerts and intelligence to MCP and MCFRS
 - Provides homeland security grants
 - Establishes standard incident management processes, protocols, and procedures for use by federal, State, and local emergency responders during national security emergencies
 - Oversees the National Incident Management System (NIMS) Integration Center
 - During national security emergencies, provides incident command, communications, information management, Joint Information System, post-event evaluation
 - National Disaster Medical System
 - Assists state and local jurisdictions with preparedness for national-level emergencies involving mass casualties

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- Manages/administers a national repository of life-saving pharmaceuticals and medical supplies
- Supplements State and local medical resources, as needed
- Offers rapid coordination and transport of pharmaceuticals & medical supplies
- Transfers Strategic National Stockpile assets to State and/or local authorities in specific circumstances
- Provides training to State and local agencies involved in providing medical services following national-level disasters

- Domestic Emergency Support Teams, DOJ
 - Provides training grants
 - Operates a WMD training facility for First Responders in Alabama

- Nuclear Incident Response Team, DOE
 - Provides expert personnel and specialized equipment to various federal emergency response agencies that handle nuclear emergencies, nuclear accidents, and nuclear terrorism
 - Provides training and expertise in nuclear device assessment, nuclear device disablement, intelligence analysis, credibility assessment, and health physics
 - Participates in state and local exercises and drills to hone deployment readiness and technical capabilities

- DEPARTMENT OF TRANSPORTATION
 - Provides standards for EMT-B and EMT-P course delivery
 - Provides information regarding hazardous material identification and response via DOT Guidebook (on all MCFRS units), and via telephone and web access during emergencies
 - Provides standards for the Commercial Drivers License (CDL) program

- BUREAU OF ALCOHOL, TOBACCO, FIREARMS AND EXPLOSIVES
 - Assists MCFRS with investigation of large fire incidents and post-blast incidents
 - Permits MCFRS to use the ATF national lab located in Prince Georges County for evidence examination

- CONSUMER PRODUCTS SAFETY COMMISSION
 - Charged with protecting the public from unreasonable risks of serious injury or death from more than 15,000 types of consumer products under the agency's jurisdiction.
 - Committed to protecting consumers from products that pose a fire, electrical, chemical, or mechanical hazard.

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MCFRS PERSONNEL

• **CAREER MCFRS PERSONNEL**

The career staff of the MCFRS is comprised of uniformed and civilian (non-uniformed) personnel as described below. The ratio of uniformed to non-uniformed staff is about 11 to 1.

* **UNIFORMED CAREER PERSONNEL**

The uniformed career component of the MCFRS is comprised of approximately 960 personnel, although this number varies by fiscal year. Uniformed career personnel are Montgomery County employees, and those at or below the rank of career Captain are represented by the International Association of Fire Fighters, Local 1664. The Union is the sole and exclusive bargaining agent of MCFRS employees within the job classifications of Firefighter/Rescuer I, II and III, Master Firefighter, Firefighter/Rescuer Lieutenant, and Firefighter/Rescuer Captain who are associated with fire suppression, fire protection, fire communications, fire service training, rescue and emergency services, fire code enforcement; excluding, however, those Lieutenants and Captains whose primary assignment is in budget, internal affairs, labor relations, human resources, public information, or quality assurance.

Nearly 90% of the uniformed career staff is assigned to fire stations and the two rescue stations and operate under a rotating shift structure. The remaining uniformed career staff is assigned to Communications, Code Enforcement, Fire and Explosive Investigations, Training, EMS Section, Human Resources Management, Field Staffing Office, Safety Office, Fire-Rescue Occupational Medicine Section, and Office of Emergency Management.

Most of the uniformed career force assigned to fire-rescue stations work a 24-hour shift, with 48 hours off. There are three shifts – A, B and C, each led by an Assistant Chief designated as the Duty Operations Chief. The remainder of the uniformed career force assigned to stations works day-only schedules at stations that are co-staffed by volunteers (primarily during the evenings and on weekends). About 70% of uniformed career personnel assigned to work sites other than fire-rescue stations work day-only schedules, Monday-Friday. The other 30% work 24-hour shifts or rotating shifts covering various portions of the day time and night time (i.e., personnel assigned to Communications, Fire Code Enforcement, Fire & Explosive Investigations, EMS Section, Safety Office, Field Staffing Office).

Uniformed career personnel operate under a paramilitary structure including the ranks of Chief, Division Chief, Assistant Chief, Battalion Chief, Captain, Lieutenant, Master

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Firefighter, Firefighter III, Firefighter II and Firefighter I. While all uniformed career personnel must be State-certified Emergency Medical Technicians (EMT-B), others have attained the Emergency Medical Technician-Intermediate/Cardiac Rescue Technician (EMT-I/CRT) or Paramedic (EMT-P) certifications from the State. Many uniformed career personnel have received special training and certifications to serve in specialty roles with the MCFRS specialty teams (i.e., hazmat, water rescue, collapse rescue/US&R, bomb squad). Others have attained instructor certifications that allow them to teach classes at the Fire-Rescue Training Academy or Maryland Fire-Rescue Institute.

*** CIVILIAN CAREER PERSONNEL**

Civilian personnel comprise about 9% of the career MCFRS staff. Most career civilian staffers are County employees. The remainder of the civilian staff is paid by the County (with the exception of those employed by the Bethesda-Chevy Chase Rescue Squad-BCCRS) but employed and supervised by the independent local fire-rescue departments (LFRDs) and have their offices at fire-rescue stations. Each of the LFRDs employs at least one⁷ paid civilian (mostly fulltime employees) to handle administrative and budget-related duties for the LFRD. Five of the LFRDs also employ civilian mechanics⁸ who are paid by the County and work at maintenance shops located at five of the fire-rescue stations (i.e., one shop in each MCFRS Battalion). In addition, the BCCRS employs its own mechanic to maintain BCCRS apparatus and equipment.

Most career civilian employees of MCFRS are County employees working in the Office of the Fire Chief or for one of the five Divisions. This group of career civilians works primarily at MCFRS headquarters in the Executive Office Building in Rockville. The remainder of this group works at other sites, including the MCFRS offices in the County Office Building, MCFRS satellite office on Shady Grove Road, Fire-Rescue Occupational Medicine Section, Public Safety Communications Center, Fire-Rescue Training Academy, Fire Code Enforcement office, Fire and Explosive Investigations office, Property Section, and MCFRS Community Services Building (old Station 25). These facilities are located in Rockville, Gaithersburg, and Aspen Hill.

The career civilians provide a broad array of professional, technical, and administrative services to the MCFRS and FRC, including: budgeting, researching, coordination of special studies, planning, policy development, personnel/human services, wellness and fitness, training, communications, public information/education, information technology, geographic information system services, grants management, contracts management, facility and fleet management, property management, emergency management, apparatus

⁷ The Rockville, Kensington and Gaithersburg-Washington Grove Volunteer Fire Departments employ two paid administrative personnel.

⁸ There are 11 civilian mechanics working at maintenance shops located at Stations 3, 6, 8, 16 and 21.

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management and maintenance, and secretarial services and support. Some of the career civilian staff are volunteer members of LFRDs and/or have had previous experience as career or volunteer firefighters/rescuers. The career civilian staff generally works a standard 40-hour week, Monday-Friday, with occasional work performed during evenings and weekends.

• **VOLUNTEER PERSONNEL**

Approximately 1500 volunteer personnel are members of the 19 independent local fire-rescue departments (LFRDs) in Montgomery County, although this figure varies from year to year. Approximately 600 of the volunteers are IECS-certified firefighters, emergency medical technicians, and/or paramedics. Of these operational members, about 400-500 meet the criterion for “response active”⁹ volunteers, although others may nearly meet this criterion. The remainder of the LFRD volunteers are administrative members, serving on the Board of Directors, canteens, assisting with public outreach activities, assisting with fund raising activities, and/or performing other administrative duties, but do not serve in operational capacities. It is noteworthy to point out that some LFRD members serve in both administrative and operational capacities, if qualified. Some volunteers also serve, or have served, as career firefighters/rescuers¹⁰.

Volunteers may serve their communities as firefighter/rescuer members or EMS-only members, and/or administrative members. Those certified as Firefighter/Rescuer are eligible to respond to any fire, rescue, or EMS incidents and participate in suppression, rescue, and EMS operations. Those having EMT or Paramedic certifications, but not Firefighter/Rescuer certifications, can respond to fire-rescue incidents and take part in EMS operations only. Administrative-only members are not authorized by the FRC or State to participate operationally but may perform any non-emergency administrative task or activity they are capable of performing. As stated above, some LFRD members serve in both operational and administrative capacities.

Operational volunteer personnel participate in training at the County’s Fire-Rescue Training Academy as well as at the Maryland Fire-Rescue Institute and other fire-rescue service training facilities. Classes are offered at night and on weekends to accommodate volunteers who work Monday-Friday during the day time. Many LFRDs also offer training to their operational volunteers directly at the stations.

⁹ Volunteers who have responded to a sufficient number of incidents during the year to earn 30 Length of Service Award Program (LOSAP) points, the maximum number of points awarded for incident response.

¹⁰ Federal FLSA laws and local regulations limit the level of participation of MCFRS career firefighters/rescuers as volunteers within Montgomery County. Until a 2003 ruling, MCFRS career personnel were prohibited from serving as volunteers within Montgomery County, although they could do so in other counties.

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Volunteers operate under the same paramilitary structure as their career counterparts, in accordance with FRC policies. Volunteers can attain the ranks of Chief, Deputy Chief, Assistant Chief, Battalion Chief, Captain, Lieutenant, Master Firefighter, Firefighter III, Firefighter II and Firefighter I. While all operational volunteers must be State-certified Emergency Medical Technicians-Basic (EMT-B), others have attained certifications of Medical Attendant I, II or III; Master Medical Attendant; or Paramedic (EMT-P) from the State, and many are State-certified Firefighters. Operational volunteers who have attained specialized training and certifications are eligible to serve in specialty roles with the MCFRS specialty teams such as the swift water rescue team and collapse rescue team. Others have attained instructor certifications that allow them to teach classes at the County's Fire-Rescue Training Academy, Maryland Fire-Rescue Institute, or other training facilities.

- **HIGH SCHOOL CADETS**

The Fire-Rescue Training Academy offers a High School Fire Science program for high school juniors and seniors to educate and train students to become firefighters and/or emergency medical service providers in Montgomery County. The program is jointly sponsored by the MCFRS and Montgomery County Public Schools-Division of Careers and Technology Education. The Firefighting Track and the EMS Track are separate one-year programs, allowing students to choose either or both courses of study. The 175-hour Firefighting Track includes the courses "Essentials of Fire Fighting" and "Fire Essentials II." The 140-hour EMS Track includes the courses: "Emergency Medical Technician Basic" and "Basic Trauma Life Support." To be eligible to participate in the cadet program, Montgomery County students must be 16 years old, pass an NFPA 1582 physical examination, have at least a 2.0 grade point average, and be a MCFRS member to maintain certifications achieved.

The cadet program averages about 35-40 students per year. Some of the students continue as volunteers, and others become career firefighter-rescuers. Upon graduation from the program, students receive 11 ACE credits and fulfill their State-mandated community service requirements for graduation from high school.

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MCFRS ORGANIZATIONAL DOCTRINE

MCFRS VISION STATEMENT

The Vision of the Montgomery County Fire and Rescue Service is to **keep our communities safe and healthy by providing comprehensive and effective life safety and property protection services through diverse partnerships.**

MCFRS MISSION STATEMENT

The Mission of the combined and integrated Montgomery County Fire and Rescue Service is to **protect life, property and the environment with:**

- **comprehensive emergency medical, fire, and disaster prevention/educational programs, and**
- **delivery of efficient and effective readiness, response, and emergency management;**

through skilled, motivated and compassionate service providers.

MCFRS GUIDING PRINCIPLES

Our empowered Montgomery County Fire and Rescue Service providers will:

- Serve with integrity and mutual respect
- Recognize the importance of diversity of our workforce and communities
- Promote the efficient and effective utilization of our resources
- Deliver services to our customers with impartiality and excellence
- Promote the highest standards of safety and welfare
- Be responsible for the honor of our profession and public service
- Maintain and promote open communication, creativity and competence
- Be accountable and ethical
- Continuously improve public confidence and trust

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MCFRS GOALS

PLANNING SYMPOSIUM

Periodically (e.g., usually annually), the MCFRS convenes a planning symposium to determine MCFRS goals and operating budget priorities for the next fiscal year. All elements of the MCFRS are typically represented at the symposiums and encouraged to provide input.

SCOPE OF GOALS

Goals resulting from the 2004 MCFRS Planning Symposium are presented below. Seven of the ten goals are recurring goals that had been established at the 2000 MCFRS Planning Convocation and reaffirmed, with minor amendments, in subsequent symposiums. Goal #5, addressing recruitment and retention, and Goal #6, addressing diversity, were added during the 2004 Planning Symposium, and Goal #10, addressing partnerships, had been added at the 2003 Planning Symposium.

- 1. To achieve organizational unification by fostering the cooperation, communication, and coordination of all components of the MCFRS – career and volunteer personnel, organizations and resource groups.**
- 2. To maximize the effectiveness of community outreach efforts to educate our customers and gain support for our initiatives and programs.**
- 3. To ensure that adequate personnel, apparatus, equipment, and facilities are available to effectively and efficiently deliver emergency services in achieving our adopted response time goals and to protect our homeland.**
- 4. To address the current and projected needs for career and volunteer leadership and workforce development, including adequate training programs and required funding.**
- 5. To ensure that MCFRS continuously recruits the career and volunteer personnel required to effectively deliver our services and programs and takes the necessary steps to retain these individuals for long-term service to the community.**
- 6. To ensure that MCFRS embraces diversity, that our membership is reflective of the community served, and that our environment is open and accepting to all members of the community.**

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- 7. To implement risk reduction strategies to improve occupational safety and to improve the health and wellness of MCFRS personnel.**
- 8. To establish an organizational commitment to assess, develop, implement and evaluate new technologies and innovations on a continuous basis that will enhance the effective delivery of emergency services and performance of business processes.**
- 9. To establish an organization-wide program of evaluation to determine how well MCFRS goals and objectives are being met and to measure our performance and progress.**
- 10. To pursue and sustain tactical and strategic partnerships with other county, municipal, regional, State and federal agencies and private organizations to enhance our capabilities to prevent, respond to, and mitigate incidents locally, regionally, Statewide and nationally in keeping our homeland secure.**
- 11. To comprehensively plan for the future needs of the MCFRS and its external customers (i.e., residents, businesses, visitors) on a continuous basis. Planning must address all aspects of the Service's capabilities to deliver effective and efficient emergency and non-emergency services to its external customers as well as capabilities to address the functional, developmental, wellness, and safety needs of the organization and its employees.***
- 12. To ensure that appropriate and adequate facilities (i.e., fire-rescue stations and other MCFRS work sites) are in place on a timely basis to meet the needs of the MCFRS and its external customers. While the planning process (see Goal #11) will identify needed facilities, this goal focuses on efforts to obtain/achieve an approved CIP project and funding on a timely basis (i.e., new station in place soon enough to keep pace with the needs of a fast-growing area), site evaluation and selection, land reservation and/or acquisition, facility design, facility construction, and operational status upon completion.***
- 13. To continue developing and implementing programs aimed at County residents and businesses to reduce fire-rescue related risk involving property and to prevent injuries. These risk/injury reduction programs will be led by the Community Risk Reduction Services Division but will require the participation of other MCFRS Divisions, particularly the Operations Division, to make the effort successful.***

* Goals 11-13 were established by the Fire Chief in June 2005