



Carroll County, Maryland

DEPARTMENT OF FIRE & EMS

Strategic Plan

A Collaborative Effort of Stakeholders





Published May 2022

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CARROLL COUNTY BOARD OF COMMISSIONERS

Stephen Wantz, District 1

Richard Weaver, District 2

Dennis Frazier, District 3

Eric Bouchat, District 4

Ed Rothstein, District 5

CARROLL COUNTY GOVERNMENT

Roberta Windham, Esq., County Administrator

CARROLL COUNTY DEPARTMENT OF FIRE & EMS

Michael Robinson, MA, CFO, NRP, Director

Callie Williams, Administrative Assistant

CARROLL COUNTY VOLUNTEER EMERGENCY SERVICES ASSOCIATION

Bruce Fleming, President

Susan Mott, 1st Vice President

George Wentz, 2nd Vice President

Marianne Warehime, Secretary

Mary Carol Stiffler, Treasurer

CARROLL COUNTY PROFESSIONAL FIREFIGHTERS & PARAMEDICS IAFF LOCAL 5184

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Michael Erdman, Vice President

Christopher Shike, Treasurer

Ryan Dyson, Secretary

Ed Burrell, 1st Battalion Representative

Robert Ruch, 2nd Battalion Representative

Bryce Ballard, 3rd Battalion Representative

Mikel Hess, Parliamentarian

EMERGENCY SERVICES ADVISORY COUNCIL

The purpose of the Carroll County Emergency Services Advisory Council (ESAC) is to provide a functional structure that ensures input from volunteer, career and citizen stakeholders is provided and considered during the policy making and policy review process and to keep stakeholder representatives engaged in the integrated, countywide Fire, Rescue and EMS system. In addition, ESAC is tasked with providing input on the annual Fire, Rescue and EMS budget and staying abreast of current Fire, Rescue and EMS issues.



ESAC Representatives

Linus Saurusaitis, Eastern Region, *Vice Chair*

Dan Plunkert, Central Region

Eugene Curfman, Western Region

Rick Baker, Southern Region, *Chair*

Eddie Ruch, Jr., CCVESA FROPS

David Coe, CCVESA EMSOPS

Michael Karolenko, Employee / Union

Robert Buckley, Employee / Non-Union

Lynn Karr-Kratz, Citizen

John Murphy, Citizen

Suzanne Swisher, Citizen

Stephen Wantz, Commissioner, *Ex-Officio*

Michael Robinson, Director, *Ex-Officio*

Bruce Fleming, CCVESA President, *Ex-Officio*

Dr. Mike DiNapoli, Medical Director, *Ex-Officio*

VOLUNTEER FIRE COMPANY OFFICERS

Mount Airy Volunteer Fire Company

Chief Russell Halterman
President Dan Caiola

Hampstead Volunteer Fire Engine & Company No. 1

Chief Troy Hipsley
President Jim Dwyer

Westminster Fire Engine & Hose Company No. 1

Chief Jeff Leppert
President Dan Plunkert

Manchester Volunteer Fire Company

Chief K. Wanye van Dommelen, Jr.
President Elwin Wagner

Taneytown Volunteer Fire Company

Chief Craig Austin
President Jim Haines

Pleasant Valley Community Fire Company

Chief Forrest Shaw
President Michael Stewart

Lineboro Volunteer Fire Department

Chief Michael Buckley
President Don Fair

Union Bridge Fire Company

Chief Chad Green
President Missi Green

Reese & Community Volunteer Fire Company

Chief Andrew Wooden
President Kenneth Hyde, Sr.

New Windsor Fire & Hose Company No. 1

Chief Byron Welker
President Rick Fritz

Harney Volunteer Fire Company

Chief Donald Yingling
President James Waybright

Sykesville Freedom District Fire Department

Chief Glenn (Ed) Ruch, Jr.
President Kevin Shiloh

Gamber & Community Fire Company

Chief Charlie Green
President Dale Bollinger

Winfield Community Volunteer Fire Department

Chief Tim Legore
President Carl Broussard

A MESSAGE FROM THE DIRECTOR OF FIRE & EMS



It is with a sense of pride and honor that I introduce the 2022 Carroll County Department of Fire & EMS (CCDFEMS) Strategic Plan. This outstanding document is the result of the collaborative efforts of over 45 persons who are representative of our career and volunteer members as well as the community at large.

In the words of President Dwight D. Eisenhower: "Planning is everything!"

In that light we are committed to both an initial and ongoing planning process to develop and strengthen our organization and to assure consistent and quality service delivery to our community.

Guided by our core philosophies: Vision, Mission and Values we have assessed both our strengths and weaknesses. Although our organization is new, we are greatly influenced by the strong traditions of the Carroll County fire service that dates to nearly 200 years. As with any service organization we understand that both the dynamics and needs are constantly evolving. Carroll County continues to focus on its agricultural heritage while continuing to progress as a thriving suburban area that over 175,000 citizens call home.

Our community maintains an expectation of quality of life supported by an effective governmental infrastructure that is focused on its constituency. Providing an effective infrastructure that continues to provide expeditious and quality response to emergencies is paramount to the role of Fire & EMS. As we move forward, we must address changes in our demographics, cost-effectiveness, and an increasing frequency of responses.



In the past, fire suppression has been the primary mission of our fire companies. However, an aging population, accessibility to health care and societal issues have placed the delivery of Emergency Medical Services (EMS) to the forefront of our emergency services delivery system. As our responses increase in this area, we must focus on our current delivery strategies and analysis of our data to assure timely and effective levels of emergency care. We must also take a holistic approach and partner with our health care and other service agencies to meet the needs of our citizens. Moving forward we will evolve into an “all risk/all hazards” delivery model that provides response and support for both emergency and ongoing needs.

As we determine an effective delivery model and develop a combination Fire & EMS system, it is critical that we integrate our traditions of service while progressing towards the future and assuring a 24/7 response along with a support system that can sustain our mission. Towards that end our strategic plan has addressed specific areas that require development and implementation and providing a framework to accomplish our goals. As our county and system continue to grow, our strategic plan will provide a “road map” that will guide us in meeting the challenges that are current and yet to come. “If you don’t have a plan, how do you plan to succeed?” (Anonymous). As the Director I embrace this plan and look forward to its implementation. Finally, I acknowledge the support of our Board of County Commissioners and want to express my sincere gratitude to all who have made this initiative possible.

A handwritten signature in black ink that reads "Michael W. Robinson". The signature is fluid and cursive, with the first letters of each word being capitalized and prominent.

**Michael W. Robinson, MA, CFO, NRP
Director, Fire & EMS**

MISSION STATEMENT

The Mission of the Carroll County Maryland, Department of Fire & EMS is to protect life, property, and the environment. This will be accomplished through the provision of service excellence in a safe, efficient, and cost-effective manner.

We will always assure professionalism, integrity, compassion, and respect to all whom we serve and interact with. It is our goal to meet the needs and expectations of the communities that we serve through effective fire, rescue, and emergency medical response.

We will proactively address community risk reduction through risk identification, public education, and proactive planning.

We recognize our human resources as being integral to our mission and will always support our members, both career and volunteer.

VISION

To lead by example as a progressive, innovative, and dynamic organization. Committed to excellence in the delivery of all services and provided with compassion and care.



CORE VALUES

LEADERSHIP

We will focus on goals and move forward, an example to all.

INTEGRITY

Beyond reproach, we will be of sound character, morals, and ethics.

TEAMWORK

We are about the mission and will work together to achieve safely.

COMPASSION

We will approach everyone with empathy and caring.

COMPETENCE

Training is our foundation, and we will constantly train to validate our knowledge, skills, and abilities.

DEDICATION

We are committed to professionalism and will consistently provide service excellence to all. Our mission is our guide, and we will show our pride and loyalty.

HEALTH & SAFETY

We will maintain our physical and mental fitness and always perform with a safety focus. We will evaluate and minimize our risk.

TRADITION

We will preserve and honor our past, define the present and create the future.

EXECUTIVE SUMMARY

The Carroll County Department of Fire/EMS (CCDFEMS) is pleased to present its 2022-2025 Strategic Plan. The purpose of this strategic plan is to clearly define the mission and goals of this newly created combination fire/EMS department. It is also developed as a guide for continued service as we prepare to meet the many challenges and opportunities in providing emergency services during the next four years.



The Strategic Plan will serve as a living document and is a work in progress, subject to change under evolving circumstances. The process for developing this plan consisted of collaboration and input from Carroll County citizens, representatives from the 14 volunteer fire departments, county government and current employees of the volunteer fire departments.

Since the Department of Fire & EMS was just created in 2021 in Carroll County, it must continue the excellent services established and provided by the 14 volunteer fire departments over the many years. The growing demand for services, combined with the ever-increasing costs of service delivery, the decrease in volunteer participation not only in Carroll County, but across the country make it imperative that an effective plan be put in place that will maintain the high standards expected by the community. This document is a culmination of CCDFEMS's efforts to detail how it will meet the needs of the community, how it will prioritize those needs and to establish timelines to achieve those needs.

CCDFEMS is committed to maintaining public trust through the highest levels of responsibility and accountability. We will remain fiscally responsible in our decision-making, treat everyone with dignity and respect, ensure our equipment is always in superior working order and ready to respond and continue to perform to the best of our abilities.

ABOUT CARROLL COUNTY, MARYLAND

Located in Central Maryland and bordered on the north by Pennsylvania, Carroll County covers 447.6 square miles and has a population of 175,018. The median age is 42.4, yet 41% of Carroll County residents are over the age of 50. There are eight incorporated municipalities in Carroll County: Hampstead, Manchester, Mount Airy, New Windsor, Sykesville, Taneytown, Union Bridge, and the County Seat, Westminster.



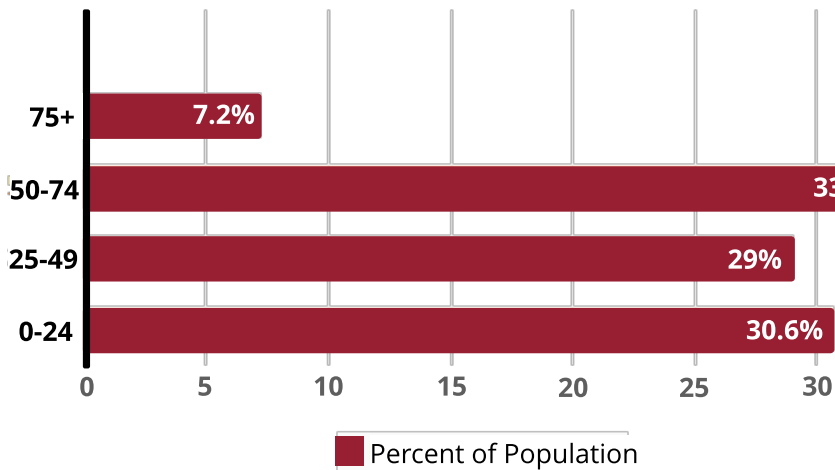
Carroll County is known as a rural but growing area, rich in history, agriculture and outdoor space. Attractions include the Carroll County Farm Museum, the Historical Society of Carroll County, Carroll Arts Center, Piney Run Park and Hashawha Environmental Center.

Carroll County is also home to one private, 4-year university, McDaniel College, and one public, 2-year community college.



Carroll County, Maryland is governed by an elected board of five County Commissioners who each serve a four-year term. The county is divided into five districts, with each district electing a resident to serve as Commissioner. The Board of County Commissioners (BOCC) is responsible for making legislative and executive policy decisions for the County, setting the tax rate and adopting a budget.

Population by Age Range



Square Miles of Land

447.6

People per Square Mile

391

Households

63,765

Median Age

42.4

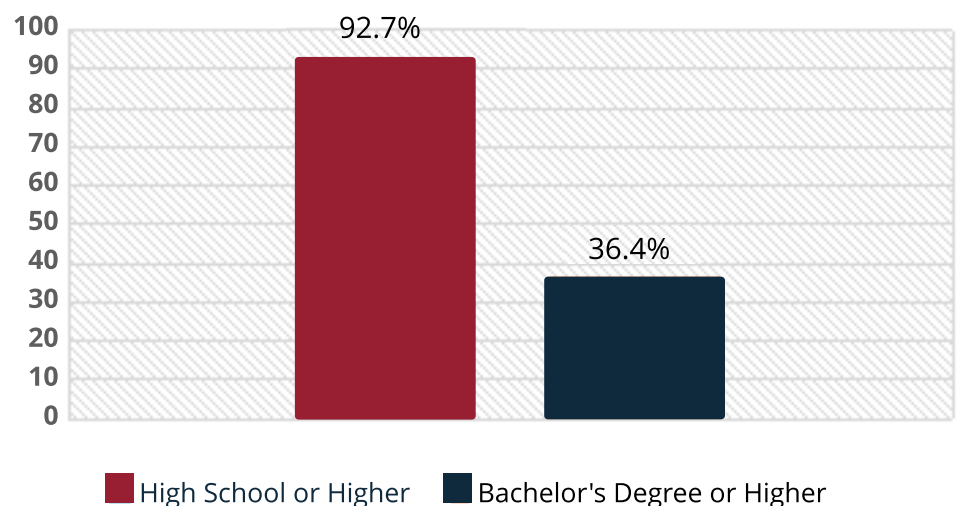
10% higher than Maryland

Median Household
Income

\$103,014

20% higher than Maryland

Level of Education



Source: 2020 Census data and Carroll County Department of Planning population and household estimates

THE CARROLL COUNTY DEPARTMENT OF FIRE & EMS

The Carroll County Department of Fire & EMS was created by legislation which was adopted by the Board of County Commissioners on October 1, 2020. The department is codified in the Carroll County, Code of Public Law: Title III Administration, Chapter 37. By virtue of this action, the county government has the responsibility and legal accountability for the development, implementation, and administration of a combination (career/volunteer) Fire & EMS system known as the CCDFEMS. The department is led by a Director who is appointed by and serves at the pleasure of the Board of County Commissioners. The Director is a department head and reports directly to the County Administrative Officer.



The department works jointly with the Carroll County Volunteer Emergency Services Association (CCVESA) who represents the 14 incorporated volunteer fire companies which provide the fire stations and deliver the operational component of the CCDFEMS. Currently 13 of the 14 companies provide career staffing on a 24/7 basis to assure the delivery of fire, EMS, and rescue services in an “all hazard/all risk” delivery system. Apparatus includes: 29 engines, 8 tankers, 5 aerial ladder devices, 7 heavy rescue squads, 22 transport medic units, 3 special operations vehicles and approximately 25 command and staff vehicles.

Additionally, special operations response is provided in the areas of Advanced Technical Rescue (ATR), Hazardous Materials (Haz-Mat) and swift water and dive rescue. Ongoing operational command is provided through an on-duty battalion chief response group which geographically divides the county into three response districts. In 2021 the CCDFEMS responded to a total of 7,143 fire responses and 21,479 EMS responses for a total of 28,622 incidents.

All responses are coordinated through a state-of-the-art communications system that processes all 911 and non-emergency incidents from call connection, to dispatch through scene management and return to quarters. This system utilizes the latest technology with trunked 800 MHz radios which are interoperable throughout the Baltimore and DC metro regions as well as statewide. These radios also provide direct communications with all medical facilities within Maryland and adjoining states which allow for physician interface and direction. All apparatus riding positions are provided with portable communications that assure personal safety. In addition, mobile data terminals and interconnected smart phones assure redundant communications capabilities. Station and personal alerting are also provided through this system which assure prompt notification and deployment. The system is currently being upgraded to “next generation” 911 which will enable enhanced features such as video notification and incident verification.

The administration of the department is provided through the office of the Director which provides leadership, administration, and external liaison. The staffing includes the Director and an administrative assistant who jointly work across agency lines to assure infrastructure, budget development and accountability as well as human resource management, recruitment, and strategic planning. There will be future expansion in this area. There are currently two management positions which are funded for FY22. Beginning in May of 2022, the Training, Health & Safety Officer will be filled by Kevin Fox and the EMS Officer will be filled by Michael Stoner.



CCFDEMS operates a centralized training facility known as the Public Safety Training Center (PSTC) in Westminster. This multi-acre site was enhanced with an academic/administrative building in 2015 which contains a 100+ person tiered auditorium, conference rooms, classrooms and office space for the training and EMS officers and in the future the shift-commander. The CCVESA administration is also housed at the center.

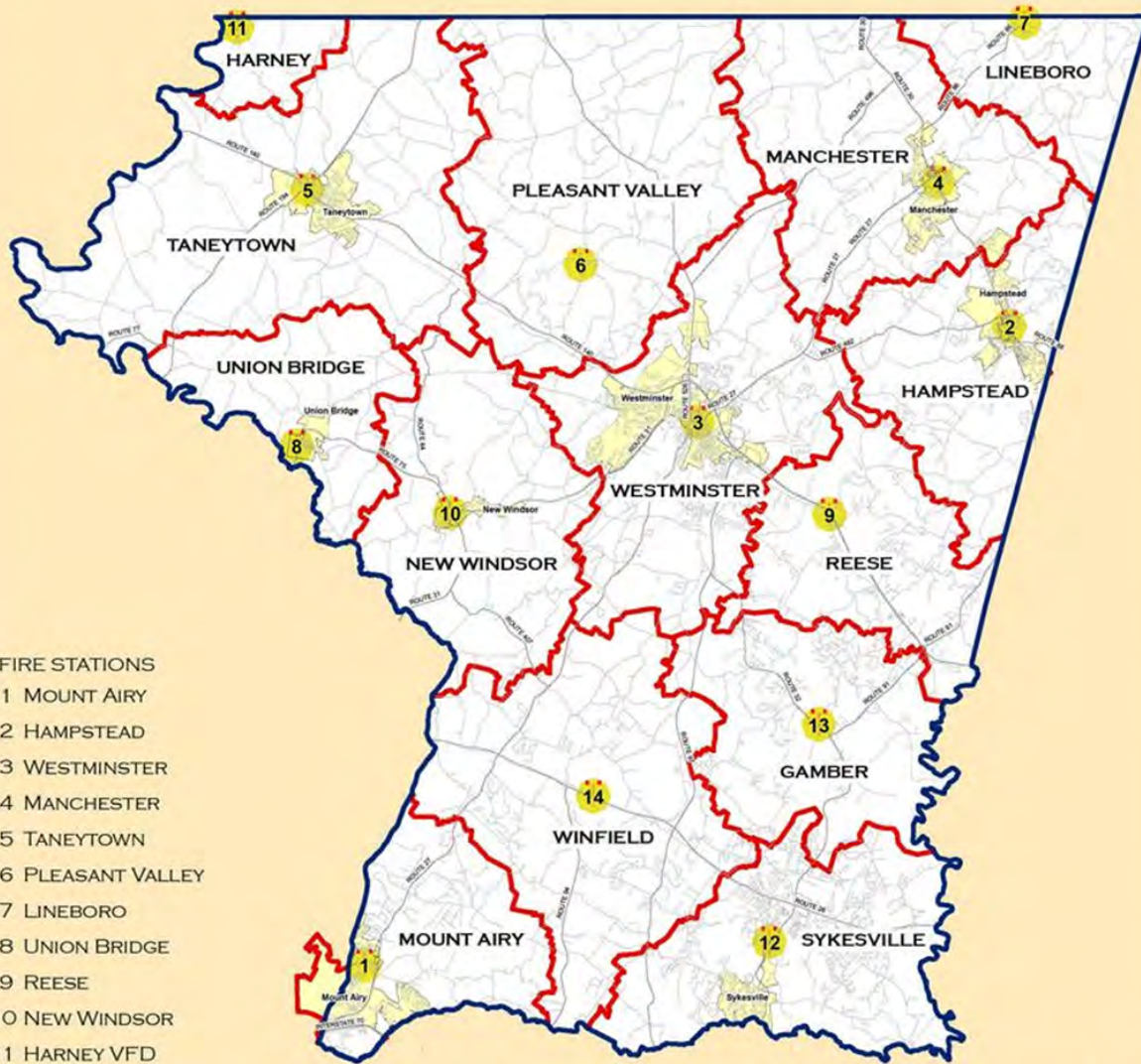
The PSTC currently maintains additional training props and structures including a training tower, Self-Contained Breathing Apparatus maze, confined space simulator, drafting pits and a multi-level Class-A burn structure. Plans and engineering are currently underway to facilitate an addition of all new practical facilities including a modern burn facility, flammable liquids/gas training props and a central warehouse/quartermaster structure, which should be completed in 2024 at a cost of \$5 million. Our training facility is in use 7 days/week and trains a multitude of county and allied organizations. The facility is managed by a CCDFEMS training officer in concert with contract employees of the CCVESA and has the responsibility for the total training and credentialing program which includes curriculum delivered through the University of Maryland Fire and Rescue Institute (MFRI), EMS training programs in concert with the Carroll Community College and ongoing compliance and operational training. Future enhancement will include a web-based learning management system (LMS) that will be available to over 1000 career and volunteer personnel and assure compliance with state and federal standards and provide a platform for professional development and credentialing.

In FY23 (July 2022) the implementation of a comprehensive career staffing initiative will commence. This will provide incremental staffing which will initially involve the hiring and deployment of more than 230 county employees who will hold the titles of: Firefighter/EMT, Paramedic, Firefighter/Paramedic, Fire Apparatus Driver Operator (FADO), Lieutenant and Lieutenant/Shift Commander. This will enable a four-platoon shift schedule that will work a 24 on duty and 72 off-duty shift cycle at 13 of our 14 fire/EMS stations. This equates to a 42-hour work week which is recognized as the optimum in shift staffing. Each shift will be commanded by a Shift-Commander who will initially hold the rank of Lieutenant and will provide ongoing supervision, staffing and EMS quality assurance at the ALS level. This position will respond to complex and multi-company incidents countywide.

In planning the next budget cycle (FY23) the Board of County Commissioners will be deciding the most efficient and cost-effective staffing plan. In concert with Human Resources, the CCDFEMS will be recruiting, hiring, and deploying these new county employees who will provide a supplemental operating component to the current system with future enhancement and expansion consistent to changing system demands and delivery strategies. Ongoing support of the 14 volunteer companies will continue in the spirit of maintaining and enhancing our combination system while assuring 24/7 services. It is our goal to focus on our vision: "To lead by example as a progressive, innovative and dynamic organization."

CARROLL COUNTY, MARYLAND

FIRE DEPARTMENT DISTRICTS



FIRE STATIONS

- 1 MOUNT AIRY
- 2 HAMPSTEAD
- 3 WESTMINSTER
- 4 MANCHESTER
- 5 TANEYTOWN
- 6 PLEASANT VALLEY
- 7 LINEBORO
- 8 UNION BRIDGE
- 9 REESE
- 10 NEW WINDSOR
- 11 HARNEY VFD
- 12 SYKESVILLE FREEDOM
- 13 GAMBER
- 14 WINFIELD

1 Mount Airy Volunteer Fire Department	232 N Main Street
2 Hampstead Volunteer Fire Company	1341 North Main Street
3 Westminster Fire Engine and Hose Co.	20 John Street
4 Manchester Volunteer Fire Department	3079 Main Street
5 Taneytown Volunteer Fire Company	39 East Railroad Street
6 Pleasant Valley Community Fire Company	2530 S Pleasant Valley Rd
7 Lineboro Volunteer Fire Department	4224 Main Street
8 Union Bridge Volunteer Fire Company Inc	8 West Locust Street
9 Reese Volunteer Fire Company	1745 Salfors Blvd
10 New Windsor Fire Company	101 High Street
11 Harney Volunteer Fire Company	6135 Harney Road
12 Sykesville Freedom District Fire Dept	Freedom Ave & MD Route 32
13 Gamber and Community Fire Dept	3038 New Road
14 Winfield Community Volunteer Fire Dept	1320 West Liberty Road

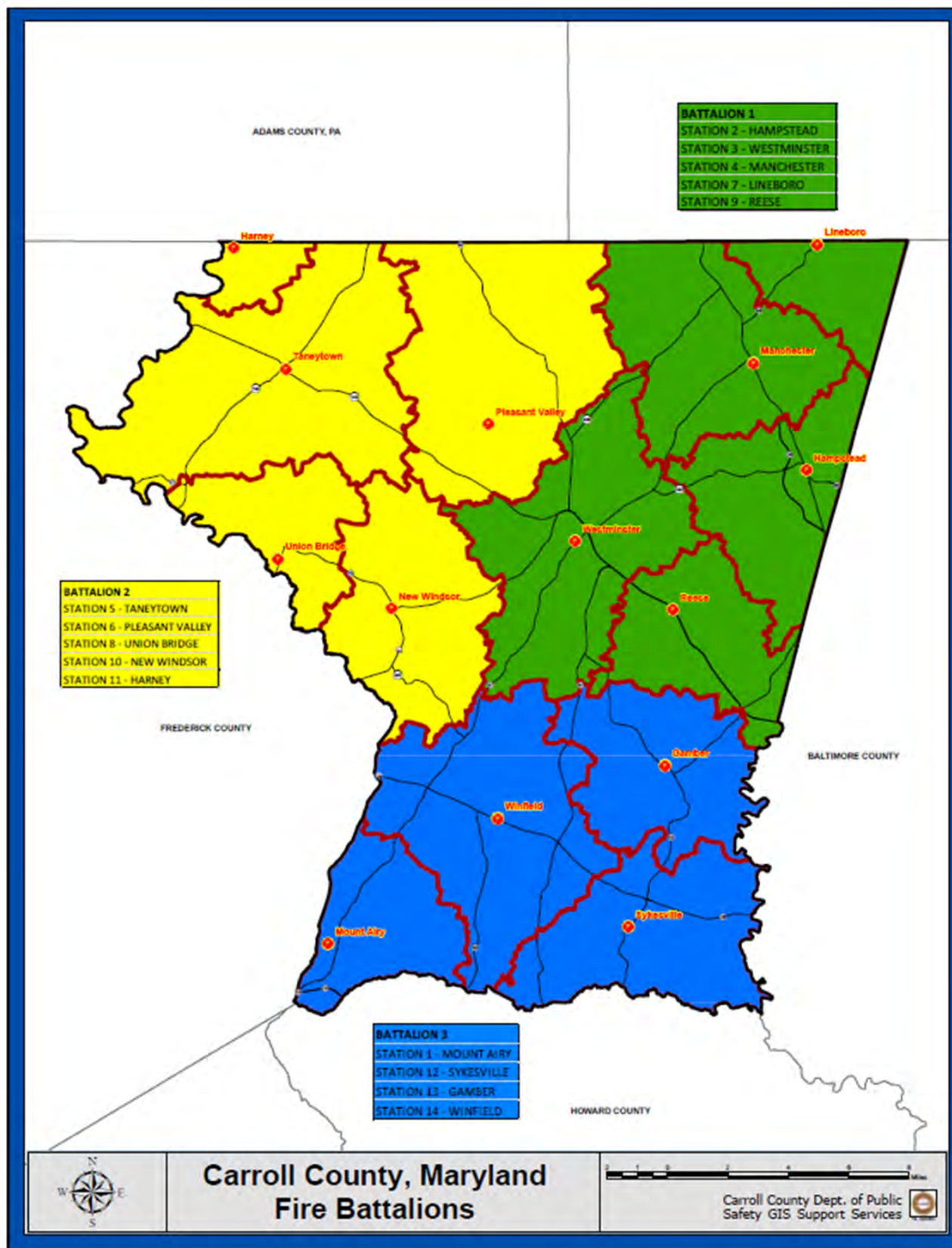
Mount Airy	21771	301-825-0100
Hampstead	21874	410-229-4300
Westminster	21157	410-845-1000
Manchester	21152	410-229-2296
Taneytown	21793	410-756-4253
Westminster	21156	410-845-1517
Lineboro	21152	410-354-2197
Union Bridge	21791	410-775-7422
Westminster	21157	410-845-2172
New Windsor	21176	410-848-8223
Taneytown	21797	410-756-4464
Sykesville	21784	410-756-9111
Friedburg	21648	410-795-3445
Sykesville	21784	410-756-7333

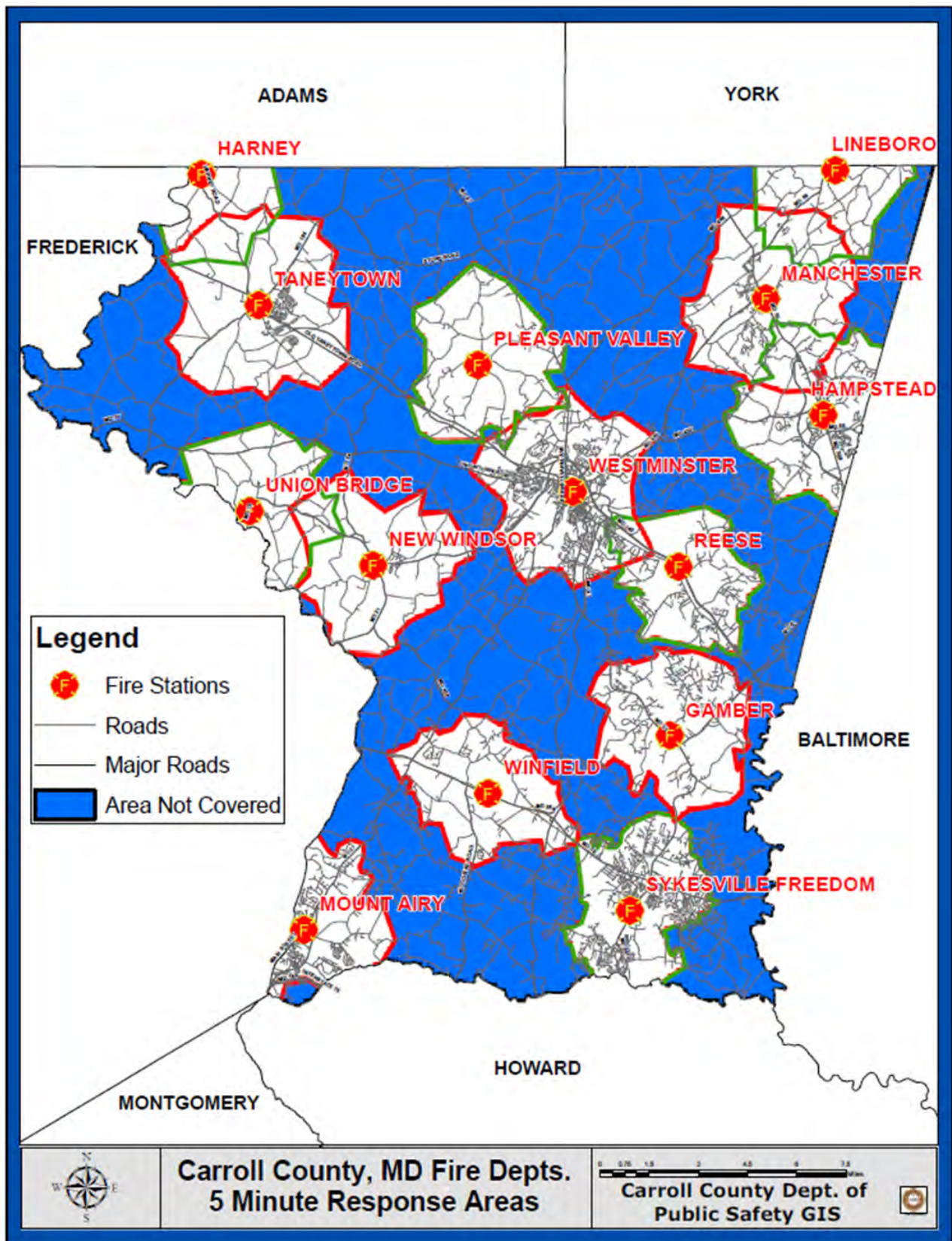
0 1 2 4 Miles

This map document has been prepared by the Carroll County, Maryland Office of Public Safety. No warranty is implied as to the accuracy of the information represented on this map document, the accuracy of the source data, or the suitability of this document for any purpose. jrw-022007

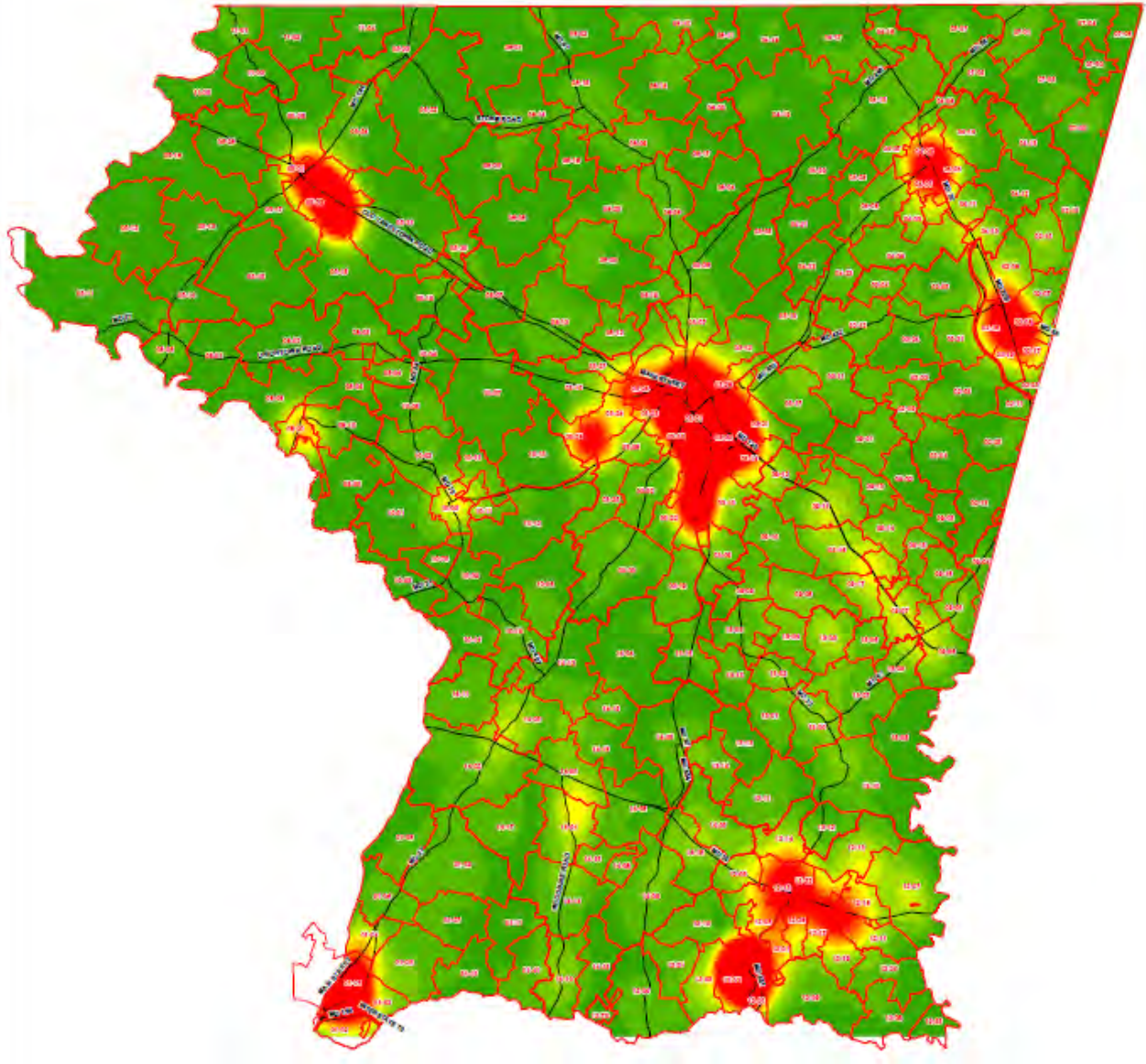


Carroll County, MD
Office of Public Safety
GIS Support Services
225 North Center Street
Westminster, MD 21157





This heat map illustrates the volume of fire and EMS calls in Carroll County for 2021. The areas in red represent the highest call volume, while green represents the lowest. From this map we can identify five core areas of fire & EMS activity in the county.



Carroll County Fire/EMS Calls for 2021

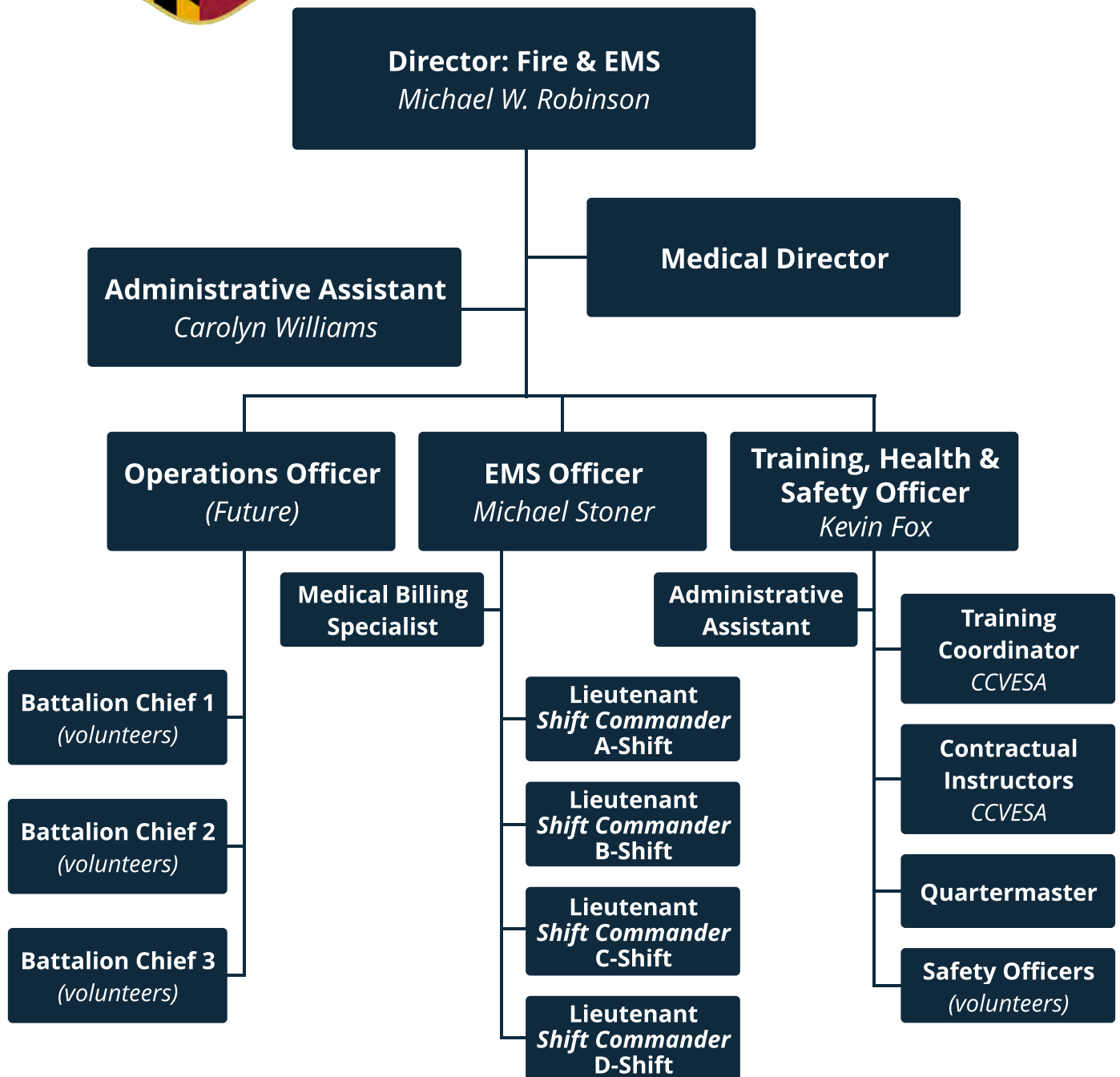
0 0.5 1 2 3 4 5 Miles

Carroll County Dept. of
Public Safety GIS





DEPARTMENT OF FIRE & EMS



THE STRATEGIC PLANNING PROCESS

The strategic planning process began on September 23, 2021 when Director Robinson and ESAC Chairman, Rick Baker met and began the discussion on the areas that needed to be addressed in the strategic plan. CCVESA President Bruce Fleming joined the discussion in October to form the strategic plan executive committee. It was determined that the process will include members from the 14 volunteer fire departments, employees of the volunteer fire departments, county government, CCVESA employees and the ESAC citizen representatives. Planning continued in October and November with an outside facilitator joining the group. Dr. Burton Clark, EFO served as the facilitator for the strategic planning day on November 21, 2021. Forty-seven people attended on November 21st making the commitment to contribute in writing a section of the goals and objectives.

Using the SWOT analysis model to interpret data gathered, the evolution of the plan, and develop action items were completed by the strategic planning committee. Updates on the progress of each group were provided at the December and January ESAC monthly meetings with each group leader. They were given additional direction at these meetings for refining their goals and objectives.

Dr. Burton A. Clark, EFO

Dr. Burton A. Clark, EFO, has been in the fire service for 50 years, including the District of Columbia in Washington, DC, Prince George's County Fire Department in Maryland and the National Fire Academy. He served as assistant fire chief in Laurel, MD, as an operations section chief at DHS/FEMA during national emergencies and disasters and as a Visiting Scholar at Johns Hopkins University. Clark presently serves on the Board of Advisors for the Fire Service Psychology Association and the Board of Governors for the John M. Moschella Fire Service Research Grant Trust. He is a technical expert reviewer for the National Institute for Occupational Safety and Health's Fire Fighter Fatality Investigation and Prevention program and a doctoral dissertation advisor at various universities. Clark is the author of "I can't Save You, But I'll Die Trying: The American Fire Culture." His webpage is americanfireculture.com. Clark was inducted into the National Fire Heritage Center's Hall of Legends, Legacies and Leaders.

Dr. Clark can be reached at drburtclark@gmail.com.



STRATEGIC PLANNING EXECUTIVE COMMITTEE

Michael W. Robinson, MA, CFO, NRP

Michael W. Robinson, MA, CFO, NRP was appointed by the Carroll County Board of Commissioners on September 9, 2021, to serve as the Director, Department of Fire & EMS. Director Robinson brings 46 years of fire/EMS experience to the position. He began as a volunteer firefighter in Anne Arundel County and quickly rose through the ranks to become Chief of the Earleigh Heights Volunteer Fire Company a position in which he served for 10 years. He was also active at the county level serving as the volunteer association president, Chairman of the Fire Chiefs Association and a member and chair of the county's Fire Advisory Board. He served for 10 years on the Executive Committee of the Maryland State Firemen's Association and on the National Board on Fire Service Professional Qualifications. He has also been an active instructor for 40 + years having taught with the MD Fire Rescue Institute, The National Fire Academy and currently as an Associate Professor with Purdue University. Michael spent nearly 33 years with the Baltimore County Fire Department and retired as a Deputy Fire Chief. He was responsible for numerous strategic initiatives and worked in field operations as well as serving as the training chief, Chief of Special Operations, Shift Commander, Public Information Officer and in Emergency Management. He was responsible for multiple strategic initiatives and special projects. Michael holds bachelor's and master's degrees as well as a Maryland paramedic license, Maryland Emergency Services Instructor, and multiple national fire service certifications as well as the Chief Fire Officer (CFO) credential. Michael is currently the chair of the MD Fire Service Personnel Qualifications Board (MFSPQB) and the Vice Chair of the Maryland Metro Fire Chiefs. He has also been inducted into the Anne Arundel County, Maryland State Firemen's Association and Maryland Fire Chiefs Association's Hall of Fame.



Earl "Rick" Baker

Mr. Baker joined the Carroll County volunteer fire service in March 1975. He has served as a firefighter/Emergency Medical Technician, firefighter/Cardiac Rescue Technician and held several operational line officer positions. He is a Past President of the Mount Airy Volunteer Fire Company and Past President of the Carroll County Volunteer Emergency Services Association (CCVESA). He is a member of the CCVESA Hall of Fame and Maryland State Firemen's Association Hall of Fame. Mr. Baker retired from the National Security Agency in 2020 after 40 years of service. Mr. Baker's last full-time assignment, he served as the Chief of Staff, of one of the major Groups and investment portfolios at NSA that was responsible for target collection. The staff responsibilities included workforce manning, billets, physical space, policy, budget, contracts, metrics, systems and operations.

Bruce Fleming

Mr. Fleming joined the Carroll County volunteer fire service in April 1987 with the Sykesville Freedom District Fire Department. He has served as a firefighter/Emergency Medical Technician (EMT-B), driver/operator of engine, squad, and tower. He is a member of the Carroll County Advanced Technical Rescue Team and held several administration and operational line officer positions to including Fire Chief, Board Member, and County Safety Officer. He is the current President of the Carroll County Volunteer Emergency Services Association (CCVESA). Lieutenant Fleming is employed full time with the Baltimore County Fire Department since 1999. He has worked for Maryland Fire Rescue Institute (MFRI) for over 20 years as an emergency service instructor in the disciplines of EMS, Fire, Rescue, HazMat, Management and Instructor Trainer.



SUB-COMMITTEE MEMBERS

ADMINISTRATION:

Dan Plunkert - Chair

President, Westminster Fire Department / Retired Captain, Balto. Co. Fire Department

Bruce J. Walz, PhD

Past President, Mount Airy Volunteer Fire Company / Professor Emeritus, University of Maryland, Baltimore County

Richard Koons

Liaison CCVESA/Retired Stanley Black & Decker Information Technology

Elwin Wagner

President Manchester Volunteer Fire Dept / Retired IT Project Manager & Consultant

Max Nickey

Past President, Carroll County Professional Fire Fighters & Paramedics, IAFF Local 5184 / Career Paramedic/Firefighter, Westminster Fire Department

Erik Brown

Hanover Area Fire & Rescue, Career Firefighter/EMT / Lineboro Volunteer Fire Department, Firefighter/EMT (paid staff) / Past Fire Chief, Parkville Fire Company

Suzanne Swisher, UMMS RN, CCDS

ESAC Citizen Representative

BUDGET / REVENUE:

Eugene Curfman - Chair

Past President, Union Bridge Fire Department / Paid President, Carroll County Firemen's Association / Assistant Treasurer, Harney Volunteer Fire Company / Retired Comptroller, Carroll County Government

Jim Dwyer

President, Hampstead Volunteer Fire Company / ALS provider for 22 years (retired) / Former fire/rescue officer / Former EMS Captain / Senior VP Global Operations and Cloud Systems for a Fortune 40 Company

Lynn Karr-Kratz

ESAC Citizen Representative / Retired Carroll County Senior Budget Analyst

Mary-Carole Stiffler

Treasurer, CCVESA / Retired Senior Executive Services, U.S. Social Security Administration

Joe Dennis

Deputy Chief Sykesville-Freedom District Fire Department/ Senior Vice President, Corporate Controller, Sandy Spring Bank

Mike Erdman

Vice President, Carroll County Professional Fire Fighters & Paramedics, IAFF Local 5184 / Career Firefighter/EMT, Westminster Fire Department

Dr. John Murphy

Retired Director of Administration, Maryland Institute for Emergency Medical Services Systems / Citizen representative for ESAC

Heather Blum

Member, Harney Volunteer Fire Company, Inc.

CORPORATE COMMUNICATIONS:

Bill Rehkopf - Chair

Director of Communications & Marketing, International Association of Fire Chiefs / Volunteer Departmental Public Information Officer / Military Instructor

Susan Mott

1st Vice President CCVESA / Secretary, Pleasant Valley Community Fire Company / Practice Manager, The Health Associates

Marianne Warehime

Past President, CCVESA / Retired from Carroll County Public Schools / NR Paramedic

Jeff Geiman

Director and 50-year member, Pleasant Valley Community Fire Company / County Delegate, PVCFC to CCVESA / Retired, Maryland State Highway Administration as Resident Maintenance Engineer and JMT Engineering as Project Engineer for Maintenance Contracts

Bob Cumberland

Past Chief & President, Westminster Fire Department / Past President, MSFA & CCVESA / Retired from BGE Electric Distribution

Bob Buckley

Full-time Employee, Union Bridge Fire Company / ESAC Non-Union Representative

Kati Townsley

Vice President & Chair of the Board, Reese & Community Volunteer Fire Company / Development & Community Engagement Manager, Carroll County Public Library

OPERATIONS:

Eddie Ruch- Chair

Chief, Sykesville Freedom District Fire Department / Chairman, Fire & Rescue Operations / Lieutenant, Frederick County Fire & Rescue - Fire Marshal Office

David Coe

EMS Captain, New Windsor Fire Department / Captain, Frederick County Fire & Rescue

Heidi Halterman, MSN, RN, CEN, TCRN, NRP

Assistant Chief, Division of EMS, Mount Airy Volunteer Fire Company / Nurse Manager, Shock Trauma Center

Jeffrey Leppert

Chief, Westminster Fire Department / First Sergeant & Flight Paramedic, Maryland State Police

Troy Hipsley

Chief, Hampstead Volunteer Fire Company / CCVESA FROPS Co-Chair / FADO Balto. Co. Fire Depart.

Forrest Shaw

Fire Chief, Pleasant Valley Community Fire Co Inc. / Manufacturing Supervisor, Knorr Brake Company

Mikel Hess

Career Fire Lieutenant, Westminster Fire Department / Parliamentarian, Carroll County Professional Fire Fighters & Paramedics, IAFF Local 5184

STAFFING:

Michael Karolenko - Chair

*President, Carroll County Professional Fire Fighters & Paramedics, IAFF Local 5184 /
Career EMT/Firefighter/EVOD, Westminster Fire Department & Lineboro Volunteer Fire Department*

Linas Saurusaitis, NRP

Past President/Past Fire Chief, Lineboro Volunteer Fire Dept. / EMS Captain, BWI Airport Fire-Rescue Dept.

Byron Welker

Chief, New Windsor Fire and Hose Co. No.1 / Lieutenant, Baltimore County Fire Department

Sue Hubble, NRP

Vice President, Mount Airy Volunteer Fire Company / Career Paramedic, New Windsor Fire Department

Libby Lubberman

Chairman, Carroll County Medical Advisory Board / Past President of the former Carroll County Ambulance Association / Past EMS Captain, Sykesville Fire Department / Secretary, Sykesville Fire Department

Jim Boilon

Career EMT/Firefighter, Hampstead Volunteer Fire Company

TRAINING:

Alan Barnes - Chair

*Assistant Chief/Board of Directors, Gamber Community Fire Company, TFMCC, Former EST
Coordinator / Master Firefighter, Montgomery County Fire/Rescue*

Leon Fleming

Retired Fire Captain, Balto. Co. Fire Dept. / Past President, CCVESA / Past Chief, Sykesville Freedom District Fire Department / MFRI Instructor / Past Liaison, CCVESA / Firefighter Hampstead VFD / Maryland Certification Committee

Evan Dayhoff

Member, Gamber Volunteer Fire Company & Winfield Volunteer Fire Company / MICRB Instructor, Maryland Fire & Rescue Institute / Coordinator of the Emergency Services Technology Program at Carroll County Training Center / Fire Captain, Baltimore County Fire Department

Randy Stair, MSN, MA, RN, NRP

Life Member, Pleasant Valley Volunteer Fire Company / Founding Director and Faculty, Carroll Community College / Supervisory Emergency Services Specialist, United States Secret Service

Charles J. Simpson, Jr., NRP

Manager, Public Safety Training Center / Past President, CCVESA / Past Chief & Director, Dorchester County EMS

Jeff M Fleming, BS, NRP

Emergency Medical Services Training Coordinator, Carroll County Volunteer Emergency Services Association / Assistant Chief, Sykesville Freedom District Fire Department / Emergency Service Instructor

Ryan Dyson

*Secretary, Carroll County Professional Fire Fighters & Paramedics, IAFF Local 5184,
Career Lieutenant - A Shift, Mount Airy Volunteer Fire Company*

VOLUNTEER ENHANCEMENT:

Bridget Weishaar-Chair

Recruitment and Retention Coordinator / Emergency Communications Dispatcher

George Wentz

2nd Vice President, CCVESA / Fire Lieutenant, EMT/IV Tech/EVOD

Ken Hyde

*President, Reese & Community Volunteer Fire Company / Emergency Preparedness Coordinator,
U.S. Social Security Administration*

Kevin Warner

*Board of Directors, Past Operations & Administrative Officer, Winfield Community Volunteer Fire /
Funeral Industry*

Wayne van Dommelen

Chief, Manchester Volunteer Fire Company / Lieutenant, Baltimore City Fire Department

Jen Donovan, BS, EMT

*EMS Lieutenant, Sykesville Freedom District Fire Department / Accountant at Capital Asset Mgmt
Services*

Joshua Shaffer

Carroll County Public Safety Training Center Coordinator / Lieutenant, Baltimore City Fire Department



S.W.O.T. ANALYSIS

Strengths • Weaknesses • Opportunities • Threats

Strengths

1. Volunteers are still responding to emergency incidents and raising monies for capital equipment and projects.
2. Fire and EMS apparatus that is owned by the volunteer fire departments and county government is in great operating condition and some is of the finest in the state.
3. Volunteer owned fire stations are in great condition, are able to accommodate career county employees and volunteers for many years to come.
4. Continue to foster strong public relations within our community.
5. Are an all hazards organization that responds to a wide range of emergency incidents, including non-traditional emergency services such as water rescues, hazardous materials, and technical rescues.
6. Maintain a strong commitment to all members of the organization.
7. Strive to be accessible to the community at all times.
8. Recognize the strength of our department is dependent upon the hiring/retention of quality employees and volunteers.
9. A council (Emergency Services Advisory Council) made up of citizens, volunteers, career and county leadership that advises the county commissioners on all things related to fire and EMS.

Weaknesses

1. Aging volunteer workforce to respond to emergency incidents.
2. Not enough Emergency Medical Technicians (EMT) and EMT-Paramedics to currently man ambulances and medic units.
3. Pay differences in Carroll from other near-by jurisdictions makes it hard to retain current employees.
4. Different pay scales and benefits at the volunteer corporations for current employees.
5. County government does not provide all of the current funding to pay employees at the volunteer departments.
6. EMS billing money does not meet the needs of some volunteer departments to make payroll. Monies are needed from fundraising efforts to make payroll in some departments.
7. Need improved technologies to reach the public.
8. Have administrative staffing shortages.

Opportunities

1. To build the best combination fire department in the state of Maryland.
2. Professional development of career and volunteer members.
3. Better inter-county agency collaboration.

Threats

1. Economic Impacts.
2. Staffing attrition.
3. Position turnover.

ADMINISTRATION

GOAL 1: Organizational Chart	
Goal 1	Develop CCDFEMS Organizational Chart
Objective 1A	Define Career and Volunteer entities 1.A.1 Include Lines of Authority 1.A.2 Identify Responsibility
Objective 1B	Reflect operational & administrative positions
Objective 1C	Reflect current & future positions
Objective 1D	Reflect budget planning
Timeframe	July-September 2022
Responsible Person/Group	Director
Critical Tasks	Objective 1A

GOAL 2: Memorandum of Understanding	
Goal 2	Develop Memorandum of Understanding (MOU) between Carroll County Government & Volunteer Corporations
Objective 2A	Address insurance coverage requirements 2.A.1. Coverage must address drivers regardless of employment status or affiliation 2.A.2. Coverage must address coverage for corporate assets to mirror existing coverages 2.A.3. Must include indemnification of Corporations that includes any and all liability incurred as a result of County operations/employees' actions
Objective 2B	Address use of facilities & equipment 2.B.1. Establish SOPs that address lines of authority for occupancy & use 2.B.2. Establish SOPs that address maintenance & repair of facilities & equipment
Objective 2C	Define fiscal responsibilities 2.C.1. To include County & Corporation responsibility
Objective 2D	Define service level requirements based on service demand of Fire, EMS & Rescue.
Objective 2E	Define budget support requirements which must reflect service demand
Objective 2F	Define periodic review process
Timeframe	Within 3 months
Responsible Person/Group	MOU Taskforce
Critical Tasks	Objectives 2A-F

GOAL 3: Logistical Standards	
Goal 3	Develop Logistical Standards
Objective 3A	<p>Establish & maintain compliance with applicable federal, state, & regional standards</p> <p>3.A.1. Regulatory Compliance</p> <p>3.A.1.a. Infection Control, bloodborne pathogen (BBP), respiratory protection, physicals/health, fire & EMS certifications, employment records</p> <p>3.A.1.b. Develop & maintain tracking database for same</p>
Objective 3B	<p>Establish & maintain equipment purchase and maintenance management system</p> <p>3.B.1. Quartermaster</p> <p>3.B.1.a. Disposable supply management to include bulk purchase & expiration tracking</p> <p>3.B.1.b. Gear/equipment supply management to include research & development purchasing, service life tracking, maintenance intervals & repair</p> <p>3.B.1.c. Station supply bulk purchasing (office, cleaning, paper products)</p> <p>3.B.2 Apparatus fleet management</p> <p>3.B.2.a. Manage use, maintenance, repair & replacement of reserve fleet</p> <p>3.B.2.b. Manage use, maintenance, repair & replacement of County owned first line apparatus</p> <p>3.B.2.c. Manage vendors supplying services to corporation owned equipment, including hose, ladder testing/certification</p> <p>3.B.3. Facility maintenance management</p> <p>3.C.3.a. Manage County supplied service, pest control, trash collection</p> <p>3.C.3.b. Develop & maintain tracking database for same</p>
Objective 3C	<p>Maintain Code of Maryland Regulations (COMAR) Compliance</p> <p>3.C.1. Medical Director</p> <p>3.C.1.a. Contract agreement</p> <p>3.C.2.b. Comprehensive quality assurance</p>
Objective 3D	<p>Establish & Maintain Data Analysis System</p> <p>3.D.1. Data Analyst</p>
Timeframe	July 2022 / Ongoing
Responsible Person/Group	Director, EMS Officer & Training, Health & Safety Officer
Critical Tasks	Objectives 3A, 3C & 3D



GOAL 4: Technology Requirements	
Goal 4	Identify & address technology needs
Objective 4A	Identify common IT equipment & workspace needs & access
Objective 4B	Identify facility access needs
Objective 4C	Establish staffing & time/attendance platforms
Objective 4D	Establish & maintain data analysis 4.D.1. Track statistical data 4.D.2. To include unit hours utilization model 4.D.3. To include first due / mutual aid response 4.D.4. Comprehensive Quality Assurance
Timeframe	July 2022 / Ongoing
Responsible Person/Group	Director, IT Department
Critical Tasks	Objectives 4A, 4B & 4C

GOAL 5: Employment	
Goal 5	Establish staffing plan and fair & equitable employee transition/hiring process
Objective 5A	Establish staffing plan 5.A.1. Based on service level needs (statistical data) 5.A.2. To include unit hour utilization model 5.A.3. Include consideration of first due/mutual aid response
Objective 5B	Establish fair & equitable employee transition / hiring process 5.B.1 Communicate plan
Objective 5C	Establish standard operating procedures
Objective 5D	Establish employee manual
Timeframe	July 2022 / Ongoing
Responsible Person/Group	Director
Critical Tasks	Objective 5A



BUDGET & REVENUE

GOAL 1: Funding Requirements	
Goal 1	Advocacy and education for funding requirements
Objective 1A	Establish standards and metrics that determine the level of required staffing. Defining nomenclature, including job descriptions, salary scales, shifts, FT vs PT, etc.
Objective 1B	Understand staffing goals and the timeline for implementation. These should be developed based on definition in 1A
Objective 1C	Understand the funding needs and coordinate these with community expectations
Objective 1D	Provide an overview of the funding inadequacy after considering the equitable distribution of billing funds to the individual stations. This should take into consideration the capital commitment and debt load.
Objective 1E	Develop an educational metric to communicate to the public and the Commissioners, the level of service the volunteers provide (mostly suppression and rescue) without compensation, and the level and cost of capital investments and station operations
Timeframe	April 1, 2022 / Ongoing
Responsible Person/Group	CCDFEMS, CCVESA, County Government
Critical Tasks	Definitions, current funding level vs. funding level required to meet staffing goals/Objectives 1A & 1B



GOAL 2: Revenue & Cost Savings	
Goal 2	Identify all potential revenue and cost savings
Objective 2A	Understand the status and sources of available funding, such as current budget, grants, supplemental taxes and fees, and EMS billing (shared with fire companies TBD)
Objective 2B	Determine the ability to consolidate like services (fuel, insurance, refuse, bldg. maintenance, etc.) for the purposes of acquisition, maintenance and repair services
Objective 2C	Encourage all Fire Companies to leverage any existing formal County vendor management agreement to ensure best practices, lower costs for engagement of vendor services, and consistency of station practices
Objective 2D	Develop an interoperability process for the submission of all available grants with the County in conjunction with private sources
Timeframe	July 2022 / Ongoing
Responsible Person/Group	CCDFEMS, CCVESA, County Government
Critical Tasks	Acquire consistent data from companies, County providing access to County Vendor Agreements / Objectives 2A & 2B

GOAL 3: Budgetary Process / Model	
Goal 3	Construct an interdependent budgetary process / model based on personnel / operational prolonged expenses. Model should provide for accountability and measurement, and encompass all aspects of costs, including Capital expenses, leases, and ancillary costs, and should ensure transparency of total cost of doing business.
Objective 3A	Standardize the reporting and classification of expenses and assets of all stations to align budgetary and projected expense needs for the future
Objective 3B	Prepare comprehensive budgetary model that incorporates both compensation / staffing model, operational model (including volunteer debt service and expense model) and capital acquisition / maintenance / repair model
Objective 3C	Develop an accountability process for the requisition and payment process of the codependent and independent expenditures
Timeframe	July 2022 / Ongoing
Responsible Person/Group	CCDFEMS, CCVESA, County Government
Critical Tasks	Develop comprehensive target budget model to provide a framework for the companies and consistent view of expenses. Include recognition of multi-year depreciation expenses and maintenance/Objective 3A, 3B & 3C

GOAL 4: Service & Use Fees	
Goal 4	Develop a service fee structure/model based on greatest usage above community standards. For example, the impact of Group Homes, ECF, and Nursing Homes on number of calls, and corresponding demand for services, on an ongoing basis.
Objective 4A	Develop a fully absorbed cost model, (including consideration for the medical billing) that predicts or estimates the average cost per type of EMS response, suppression/rescue response to assist in the overall development of the budgetary model
Objective 4B	Develop a process to review and adjust the cost structure based on evolving trends and data, no less than annually
Objective 4C	Evaluate trends that adversely impact response times by level of service required. Note that without this approach, ALS unit availability may be impacted
Objective 4D	Adequate public facility ordinance needs to consider the ongoing impact to support the service needs to include projected growth over next ten years. Ensure compliance with agreements established at time of facility approval.
Timeframe	July 2022 / Ongoing
Responsible Person/Group	CCDFEMS, CCVESA, County Government
Critical Tasks	Establish the key measures and metrics and develop models to identify trends adversely impacting service / Objective 4A



GOAL 5: Capital Planning Model	
Goal 5	Develop a comprehensive capital planning model that provides an assessment and inventory of all fire company equipment needs. Develop a prioritized and balanced acquisition plan that benefits the interdependent parties and meets the demands for service to the community.
Objective 5A	Complete a comprehensive full inventory of current equipment owned, leased and maintained by each of the 14 stations. Also develop a plan for the specialized units, e.g., Hazmat, ATR, Dive Team, Air Unit, MCI Trailers, etc.
Objective 5B	Determine the facility requirements of each station to comply with federal, state and county requirements
Objective 5C	Using a service centric needs-based plan, determine the future needs for acquisition, construction and replacement, to support the projected staffing and equipment requirements
Objective 5D	Develop a corresponding prioritization plan which supports the acquisition, construction, renovation, major replacement, etc., over a ten-year time frame with three-year milestones
Objective 5E	Determine the projected cost of using a time value / inflation adjusted model. Adopt a standardized methodology to ensure consistent valuation of monies, current and future
Objective 5F	Develop a concept model on funding the costs of the acquisitions, etc. regarding options, ownership and repair/maintenance responsibilities
Timeframe	July 2022 / Ongoing
Responsible Person/Group	CCDFEMS, CCVESA, County Government
Critical Tasks	Provide the framework and scope for development of projected models / Objectives 5A & 5B

GOAL 6: Funding Indexed to CPI	
Goal 5	Advocate for emergency service funding to be indexed to the projected annual Consumer Price Index (CPI)
Objective 6A	Develop a financial model for an intermediate term that illustrates and incorporates all costs associated with the creation and growth of the CCDFEMS, including staffing, capital and equipment needs maintenance/repair and associated costs of the creation and operation of all 14 stations, administration and training facilities
Objective 6B	Provide a variable analysis model based on a limited number of key data points which permits the leadership to develop corresponding financial models. This will provide the current administration and the Commissioners with an informed profile of the potential cost, based on the developed and proposed staffing and capital acquisition plans, to allow informed decisions to be made.
Timeframe	July 2022 / Ongoing
Responsible Person/Group	CCDFEMS, CCVESA, County Government
Critical Tasks	Identify key data points, corresponding cost basis and operational model / Objective 6A

CORPORATE COMMUNICATIONS

GOAL 1: Providing Information to the Public	
Goal 1	Provide timely and accurate CCDFEMS information to the citizens of Carroll County
Objective 1A	Provide information regarding incidents and organizational matters is to the public and stakeholders
Objective 1B	Ensure maximum transparency and minimum delay in providing essential information to all stakeholders
Objective 1C	Establish and maintain the official social media platforms for CCDFEMS
Objective 1D	Use appropriate means to distribute information, including traditional and social media methods
Timeframe	July 2022 / Ongoing
Responsible Person/Group	Communications Group, PIO Committee, Administration
Critical Tasks	Establishing standards and guidelines for info dissemination to CCDFEMS stakeholders / Objectives 1B & 1C

GOAL 2: Educating the Public About CCDFEMS	
Goal 2	Educate the public and other stakeholders on CCDFEMS's mission
Objective 2A	Conduct audience research, including demographic and development trends, in order to determine the best practices and platforms for delivering information
Objective 2B	Include in educational messaging the historical evolution of the volunteer and combination fire and EMS services in Carroll County
Objective 2C	Develop and maintain relationships with government and civic organizations
Objective 2D	Develop and maintain relationships with media organizations
Timeframe	July 2022 / Ongoing
Responsible Person/Group	Communications Group, Administration
Critical Tasks	Create awareness of CCDFEMS to stakeholders including government, residents, business and civic groups / Objectives 2A & 2B

GOAL 3: Marketing CCDFEMS	
Goal 3	Market all of CCDFEMS messaging
Objective 3A	Ensure transparency to the public and stakeholders on budget issues
Objective 3B	Ensure that CCDFEMS is the authority on external Risk Reduction and Prevention Messages
Objective 3C	Ensure external marketing of CCDFEMS Recruitment and Retention messaging
Objective 3D	Maintain regular internal communications with volunteers and career personnel
Timeframe	July 2022 / Ongoing
Responsible Person/Group	Communications Group
Critical Tasks	Establishing and maintaining programs aimed at education, public awareness and internal operations communication / Objectives 3A & 3D

GOAL 4: Intergovernmental / Agency Relations	
Goal 4	Support CCDFEMS's relationships with Intergovernmental / Agency partners
Objective 4A	Support establishment of relations with federal, state, county and local agencies and governments
Objective 4B	Assist in the education of intergovernmental partners and agencies about CCDFEMS growth and goals
Objective 4C	Facilitate shared interests and collaborative educational opportunities, e.g. training
Objective 4D	Support efforts to establish and maintain strong relationships with law enforcement agencies
Timeframe	July 2022 / Ongoing
Responsible Person/Group	Communications Group, Director
Critical Tasks	Establishing strong relations with federal, state, county and local governments and agencies, law enforcement and surrounding fire agencies / Objective 4B



GOAL 5: Maintain Relationships with Schools	
Goal 5	Support CCDFEMS's relationships with all public and private school administrations, as well as local and state school officials
Objective 5A	Support the EST program, working with county and state school authorities
Objective 5B	Support volunteer and career recruitment efforts on behalf of CCDFEMS
Objective 5C	Support Risk Reduction and Prevention Programs on behalf of CCDFEMS
Objective 5D	Support CPR/AED/First Aid Training for middle/high school students on behalf of CCDFEMS
Timeframe	July 2022 / Ongoing
Responsible Person/Group	Communications Group
Critical Tasks	Creating relationship with schools to enable a pipeline for students interested in volunteering or a career with CCDFEMS; also establishing strong training programs / Objectives 5A & 5B



OPERATIONS

GOAL 1: SOPs / SOGs	
Goal 1	Define functional SOPs / SOGs for Departmental Operations
Objective 1A	Establish a separate SOPs / SOGs workgroup
Objective 1B	Identify and collect existing known SOPs / SOGs as established through CCVESA
Objective 1C	Perform a “GAP Analysis” to identify SOPs / SOGs that may need to be created or substantially revised with the priority on member safety
Objective 1D	Create / Revise New Policies based on the GAP Analysis and member input
Objective 1E	Create (or identify) and communicate an accessible (Web) repository to be the only database for approved documents
Objective 1F	As an element of continuous improvement, create a process to identify, revise and create SOPs/ SOGs as needed
Timeframe	July 2022 / Ongoing
Responsible Person/Group	FROPS, EMSOPS, & Director
Critical Tasks	Objectives 1A - 1D

GOAL 2: Operational Chain of Command	
Goal 2	Formalize the Operational Chain of Command
Objective 2A	Determine minimum Training and Certification requirements for all positions
Objective 2B	Identify the Levels of Authority within CCDFEMS, Career and Volunteer
Objective 2C	Discuss the potential for “placeholder” positions as the organization grows
Objective 2D	Define, document, and communicate the Chain of Command
Timeframe	July 1, 2022 / Ongoing
Responsible Person/Group	FROPS, EMSOPS, & Director
Critical Tasks	Objectives 2A & 2B

GOAL 3: Required Staffing Levels	
Goal 3	Define Required Minimum Staffing Levels for Fire and EMS Units
Objective 3A	Identify and document current potential exceptions and consequences of understaffed units
Objective 3B	Review current expected minimum staffing requirements
Objective 3C	Define baseline staffing expectations
Objective 3D	Establish a process to capture staffing levels Career and Volunteer <ul style="list-style-type: none"> - Emergency Reporting - Mobile Data Terminals (MDT)
Objective 3E	Develop a process to collect, communicate and review historical unit staffing monthly to define and interpret possible trends
Objective 3F	Reevaluate minimum staffing levels and baseline requirements after review of monthly responses
Timeframe	July 2022 / Ongoing
Responsible Person/Group	FROPS & EMSOPS
Critical Tasks	Objective 3C

GOAL 4: Unit Response Times	
Goal 4	Identify required Unit Response Times / Late and No Responses
Objective 4A	Define minimum response from Dispatch to En-Route and Dispatch to Arrival for appropriate units. Define minimum late and no responses
Objective 4B	Work with ECC to define expectations and data collection/communication process
Objective 4C	Review current response timing benchmarks
Objective 4D	Review and document requirements of NFPA 1710 or other applicable standards
Objective 4E	Establish trend data for late and/or no responses and provide best practice recommendations on how to correct the problem
Timeframe	Guidelines shall be established by January 1, 2023 and then ongoing evaluations that could be by Month, Quarter, or Annually
Responsible Person/Group	Director shall work Closely with established FROPS & EMSOPS Committees
Critical Tasks	Objectives 4A - 4C

GOAL 5: Running Assignments

Goal 5	Running Assignments
Objective 5A	Review Current Running Assignments and Call Types
Objective 5B	Working with Emergency Communications Center (ECC), review EMD and EFD call types
Objective 5C	Work to understand current exceptions and establish consistent running assignments for all call types and all stations
Objective 5D	Provide timing and a mechanism for review of current responses and/or exception requests as they may arise
Timeframe	July 2022 / Ongoing
Responsible Person/Group	FROPS, EMSOPS & Emergency Communications Center
Critical Tasks	Objective 5A

GOAL 6: New Services

Goal 6	Establish mechanism for evaluation of and approval for New Services
Objective 6A	Establish a committee for evaluation of and approval of New Services
Objective 6B	Review current units within Carroll County
Objective 6C	Establish a policy on how New Units and Services get approved
Objective 6D	Define a mechanism for future needs analysis as specific response areas and requirements may change
Timeframe	July 2022
Responsible Person/Group	CCVESA, FROPS, EMSOPS & Director
Critical Tasks	Objective 6C



STAFFING

GOAL 1: ALS Delivery	
Goal 1	Provide Advanced Life Support (ALS) services in accordance with American Heart Association (AHA) standards and NFPA 1710 (staffing guidelines)
Objective 1A	Develop a mechanism for training ALS clinicians to include initial certification and continuing education
Objective 1B	Identify ALS demand based on geography / region and time of day based on historical data
Objective 1C	Identify locations for staffed ALS units which meet NFPA response guidelines and regional demands
Objective 1D	Purchase sufficient ALS equipment for each stand-alone resource
Objective 1E	Develop response criteria that provide an additional ALS clinician on high acuity calls (NFPA 1710)
Timeframe	July 2022 / Ongoing
Responsible Person/Group	Director, Staffing Group
Critical Tasks	Objectives 1B & 1C

GOAL 2: Necessary Redundancies / Operational Sustainability	
Goal 2	Identify a staffing model that will meet operational requirements and assure consistency of service
Objective 2A	Evaluate and validate response requirements to follow to NFPA 1710
Objective 2B	Maintain career staffing levels in excess of daily minimums to alleviate the potential negative operational impacts of short-term vacancies
Objective 2C	Identify areas of high demand and/or concurrent calls to ensure adequate staffing is in place to provide service with minimal impact on the surrounding service areas
Objective 2D	Create flexibility through staffing interoperability and cross-training that allows for fluidity of available staffing to support operational needs
Objective 2E	Identify data reports to be run on a recurring basis which define success in response performance and staffing levels
Timeframe	July 2022 / Ongoing
Responsible Person/Group	Director, Staffing Group
Critical Tasks	Objectives 2A & 2B

GOAL 3: Adequate Staffing Levels	
Goal 3	Develop a combination volunteer and career staffing model
Objective 3A	Develop incentives to increase and maintain volunteer fire and EMS staffing
Objective 3B	Monitor volunteer staffing statistics monthly per company to maintain situational awareness of trends and response rates
Objective 3C	Identify staffing requirements to establish parameters qualifying what exceeds, meets, or is below operational requirements
Objective 3D	Adjust dispatch and unit response algorithms to supplement below standard staffing
Timeframe	July 2022
Responsible Person/Group	Director, Staffing Group
Critical Tasks	Objective 3B

GOAL 4: Vulnerabilities	
Goal 4	Develop parameters to identify vulnerabilities within the system related to staffing
Objective 4A	Evaluate the NFPA 1710 standard to identify requirements for volunteer and career staffing levels
Objective 4B	Develop reliable analysis of data on an effective interval to evaluate staffing vulnerabilities
Objective 4C	Develop a mechanism to evaluate foreseeable factors that could create future staffing vulnerabilities to remain proactive and minimize crisis scenarios
Timeframe	July 2022
Responsible Person/Group	Director, Staffing Group
Critical Tasks	Objective 4B

GOAL 5: Supervision	
Goal 5	Identify critical leadership/supervision which supports span of control
Objective 5A	Use NFPA guidelines recognized models to establish supervisor-to-employee ratios to guide development of operationally effective staffing structures
Objective 5B	Define expectations and guidelines that identify supervisory requirements and rank structures for career and volunteer members
Objective 5C	Maintain classes to support opportunities for career and volunteer promotional opportunities
Timeframe	July 2022
Responsible Person/Group	Director, Staffing Group
Critical Tasks	Objective 5A

TRAINING

GOAL 1: Fiscally Ensure Training & Program Delivery	
Goal 1	Optimize and advocate for fiscal needs that ensure quality training and program delivery
Objective 1A	Develop programs or opportunities to educate political figures and citizens on what training is required to become a firefighter and/or emergency medical services provider in Carroll County
Objective 1B	Identify grant opportunities that support fire/rescue/EMS training
Objective 1C	Develop and maintain statistical information to support training and education requirements/needs for Carroll County, in which elements have a financial impact on the department
Objective 1D	Evaluate current funding allocated for operations provided by the Public Safety Training Center to ensure current functions and training courses are properly funded
Timeframe	July 2022
Responsible Person/Group	Director, CCVESA President, Training Group
Critical Tasks	Objectives 1C

GOAL 2: Develop Minimum Training Standards	
Goal 2	Develop minimum training standards for CCDFEMS (volunteer/career) to establish training pathways and for advancement/promotion
Objective 2A	Establish and validate rank structure for CCDFEMS (volunteer/career)
Objective 2B	Establish and validate minimum training, competencies and professional development requirements once a rank structure is defined for current personnel
Objective 2C	Establish and define new (untrained) entry level fire/rescue/EMS pathways for volunteer and career
Objective 2D	Establish minimum training standards for special operations teams, Hazardous Materials, Advance Technical Rescue, Water Rescue
Timeframe	July 2022
Responsible Person/Group	FROPS Committee and Director
Critical Tasks	Objectives 2B

GOAL 3: Adequate Training Staff	
Goal 3	Identify appropriate staffing needed to effectively manage and deliver volunteer/career training and course needs for CCDFEMS
Objective 3A	Establish and maintain a county-wide course registration and records management system for training 3.A.1 Allocate appropriate staff to meet the needs of registration and records management
Objective 3B	Identify and maintain a component of training that addresses/manages the needs of volunteer training needs, to include Emergency Services Training program
Objective 3C	Establish a command officer development and certification program that can initially be used to evaluate current command practices
Objective 3D	Establish procedure for instructor certification and MD Instructor Certification Review Board (MICRB) certification management
Objective 3E	Establish training program coordination for emergency medical services that includes each clinician level ALS and BLS, manage refreshers, continuing education, affiliations, preceptors, CPR/AED, first aid certification, blood borne pathogen training, Carroll Community College EMS programs liaison
Objective 3F	Establish training program coordination for fire/rescue training programs that include MD Fire and Rescue Institute (MFRI) course requests and needs, delivery of site safety management for the training facility, officer development and monthly basic training
Timeframe	July 2022
Responsible Person/Group	Director, CCVESA President, Training Group
Critical Tasks	Objective 3A

GOAL 4: Enhance Training Infrastructure & Capabilities	
Goal 4	Enhance public safety training facility infrastructure and capabilities
Objective 4A	Research and establish simulation centers for fire/EMS and command competency on site
Objective 4B	Information Technology enhancements for the facility for online learning, video equipment for recording and delivery of training courses, and expanded in-classroom technology
Objective 4C	Enhancement of current on-site training props
Objective 4D	Evaluate current training props and practical skill areas and provide a plan entailing facility needs for future practical skills training
Objective 4E	Continue department support and evaluation of current training facility expansion
Timeframe	Ongoing
Responsible Person/Group	FROPS, Director, Training Group & Training, Health & Safety Officer
Critical Tasks	Objectives 4A & 4D

GOAL 5: Establish Training Research & Development	
Goal 5	Establish research and development component within the public safety training facility
Objective 5A	Develop a training program that uses after-action reporting, quality assurance and quality insurance reviews to create trainings and/or station drills
Objective 5B	Evaluate and establish professional development programs for volunteer and career personnel
Objective 5C	Review and expand upon outside professional development education program opportunities for volunteer and career personnel (FDIC, JEMS, MD Weekend, EMS Today, local seminars, National Fire Academy)
Objective 5D	Develop a procedure that evaluates the need for jurisdictional specific programs (fire/rescue/EMS training techniques, airport training, pipeline/utilities)
Timeframe	July 2022 / Ongoing
Responsible Person/Group	FROPS, Director, Training Group & Training, Health & Safety Officer
Critical Tasks	Objective 5A



VOLUNTEER ENHANCEMENT

GOAL 1: Retain Current Volunteers	
Objective 1A	Recognize current volunteers at state, county, and company level. This can lead to improved moral
Objective 1B	Utilize the county website to disseminate information. Not all companies take back information from the numerous meeting they attend. This would allow everyone access to the same information.
Objective 1C	Hold department-wide social events (annual banquet/company picnic/company dinner)
Objective 1D	Design a tracking method for all members. Have a master record to see when a volunteer started, track their progress towards becoming an active member and track longevity.
Timeframe	July 2022
Responsible Person/Group	Recruitment & Retention Committee
Critical Tasks	Create a standard for all departments to follow / Objectives 1A & 1B.

GOAL 2: Enhance the Current EST Program	
Objective 2A	Officially establish a Program Manager that would oversee the EST program and handle all necessary paperwork and tracking
Objective 2B	Establish a timeline and goals for promoting the program within the schools
Objective 2C	Evaluate the current program offerings and determine what classes should be included
Objective 2D	Create a recruitment template with deadlines for applying to the program
Objective 2E	Streamline information so everyone is receiving the same message
Objective 2F	Consider and develop pathways for EST students to transition into an internship or apprentice type program
Timeframe	July 2022
Responsible Person/Group	Training, Health & Safety Officer
Critical Tasks	Establish Program Manager/Objectives 2A & 2B.

GOAL 3: Educational Benefits & Tax Incentives	
Goal 3	Provide educational benefits and tax incentives for new and current volunteers
Objective 3A	Offer free training, tuition assistance, and professional development courses 3.A.1. Conveniently located with flexible schedules 3.A.2. 100% tuition assistance to volunteers who attend college in Maryland working toward a degree in Emergency Services 3.A.3. 50% tuition assistance to volunteers who attend college in Maryland working towards a non-Emergency Services degree
Objective 3B	Tax Incentives 3.B.1. Maryland Income Tax Subtraction Modification Point System 3.B.2. Offer free membership to the National Volunteer Fire Council 3.B.3. Wills for Heroes Program
Objective 3C	Introduce the benefits that the fire department offers once you have been a member for a certain period of time (For example, tax benefits- takes 3 active years to qualify). We need to present the long-term benefits because many only focus on the here and now
Timeframe	July 2022
Responsible Person/Group	Director, Recruitment & Retention Committee, CCVESA & Volunteer Group
Critical Tasks	Secure Funding / Objectives 3A

GOAL 4: Provide a County-Wide Campaign for Recruitment	
Objective 4A	Hands-on training for the community. This provides a chance for the community to come into the station
Objective 4B	Marketing campaign - create materials that promote the same message (billboard/brochures/media)
Objective 4C	Educate the public on volunteers in the fire service - go out into the community and talk with residents (senior center/library/town meeting)
Objective 4D	Educate the members and have them assist in recruiting in their day-to-day life. Use current members to spread the word whenever they have an opportunity
Timeframe	July 2022
Responsible Person/Group	Director, Recruitment & Retention Committee, Communications Group
Critical Tasks	Objectives 4B & 4C

GOAL 5: Recruit New Volunteers	
Objective 5A	Utilize the county website to disseminate information on how to become a member. Attempt to get a centralized location that can point someone toward the department that best fits them
Objective 5B	Hold recruitment events that allow you to meet a wide variety of people and potentially tap into skills and resources that you may not have known about (Open House/Public Safety Day/4H Fair)
Objective 5C	Strengthen and create new partnerships with local businesses. For example, partner with a local gym that would be willing to offer new members a discounted rate. This can be done with numerous businesses throughout the community.
Objective 5D	Utilize numerous outlets - develop materials that will appeal to the younger crowd but still maintain current materials for those who are not tech-savvy. We need to create our platforms to be appealing to all ages (social media/TV).
Timeframe	July 2022 / Ongoing
Responsible Person/Group	Recruitment & Retention Committee
Critical Tasks	Objectives 5A & 5B



FUTURE CHALLENGES

The future provides the Carroll County Department of Fire & EMS with many opportunities and challenges that will require the cooperation of all the stakeholders. The Department continues to grow and expand, providing and maintaining the services that the community has come to expect. The following is a summary of some of the needs that have been identified during the Strategic Planning process.

Fleet Management

The Department will create and maintain a fleet of vehicles with an approved replacement schedule and provide maintenance on the units. An apparatus committee, composed of county employees and volunteer members, will create and enact purchasing guidelines compliant with State and County laws and requirements for new apparatus. Current plans are to replace three medic units per year.

Technology Upgrades

The Department needs to supply computers and upgrade current technology to provide communications and information to CCDFEMS. This will include the County Employees and Volunteer members at all work locations and facilities. An infrastructure is much needed to provide statistics and personnel to interpret and report data in a usable format. This information will be used to evaluate service delivery and gaps of coverage.

Current Facilities

The current 14 Fire Stations are owned and operated by 14 individual corporations with the continued financial support from the CCDEFMS. The Department will need to obtain additional buildings/space for a Fire Department Headquarters and supply depot. The expansion of the current Public Safety Training Center is underway and consideration of support staff for the department must be purposeful and planned.

Aging Population & Population Growth

The current population and aging community will inevitably increase the potential for EMS services. The County is still experiencing growth in the building of new communities. These communities and neighborhoods will increase EMS and Fire services in areas that are remote to the current coverage mapping that has been done. Some of these communities include the construction of low-rise apartment buildings with 55 and older residences that will also increase service levels.

Economic Impacts

A cost saving measure of maximizing county government purchasing power and the use of bulk purchasing for items that are common to all the partners will improve fiscal efficiency. New revenue sources will need to be identified, along with the expansion of the budget as the Department increases staffing requirements.

Evolving Threats & Risks

The Department must be aware and vigilant in regard to computer and cyber-security. The changes and advances in technology, such as those in social media, to assess threats or potential threats that may cause harm to our jurisdiction. More user and input devices increase the vulnerability of the systems that are needed to provide emergency and lifesaving services.

Recruitment & Retention

The challenge of recruiting, selecting and retaining qualified and competent personnel will continue to be at the forefront of the department's evolution. The department must remain competitive with other regional jurisdictions and our compensation plans must consider competitive pay scales along with the development and sustainment of a quality work environment. We can't become a "revolving door" where the transience of our human resources limit our ability to achieve a retained and cohesive workforce.



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