

Montgomery County Fire and Rescue Service Comprehensive Equity Assessment

NATIONAL ACADEMY OF PUBLIC ADMINISTRATION

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BACKGROUND

Montgomery County (Maryland) is a majority-minority jurisdiction with over one million people. It is the most affluent and populous jurisdiction of Maryland. The Montgomery County Fire and Rescue Service (MCFRS) provides maximum protection of lives, property, and the environment. MCFRS employs approximately 1,200 career firefighters, 900 active volunteer firefighters, and 82 professional staff members. The FY21 budget was \$224,995,408 with budgeted overtime costs of \$18.3 million.

PROJECT DESCRIPTION

MCFRS will require new skills and approaches to respond to the diversifying community it serves. MCFRS and the Montgomery County Government contracted with the Academy to provide a comprehensive equity assessment of the MCFRS. The Academy will:

1. Review the hiring, training, promotional, and evaluation practices/processes of the MCFRS.
2. Review the understanding and knowledge of all MCFRS personnel on community characteristics, and the culture and diversity that exists.
3. Administer an anonymous survey to all MCFRS personnel (career and volunteer) to identify disparities in achieving fair and equitable outcomes for all.
4. Review the MCFRS external citizen complaint process looking for patterns or trends in citizen complaints, case processing, and outcomes.
5. Review the impact of emergency service delivery and non-emergency calls for service in diverse communities.

The Academy has appointed a three-member Expert Advisory Group of Fellows to oversee and guide this study. Information on the Expert Advisory Group and study team is provided on the next page. A final report with findings and recommendations by September 2022.

Expert Advisory Group

Anthony Griffin,* Practitioner in Residence, Center for State and Local Leadership, Department of Public and International Affairs, George Mason University; At-large Board Member, Fairfax County Water Authority; County Executive, Fairfax County, Virginia; Acting County Executive and Deputy County Executive, Fairfax County, Virginia; City Manager, Falls Church, Virginia; Acting County Manager and Deputy County Manager, Arlington County, Virginia; 2nd Lieutenant-Captain, Artillery and Infantry, U.S. Marine Corps.

Thelma Harris,* President & CEO, Hite Consulting, Inc, 2014, ongoing; Business Development Consultant, Marketing, McKing Consulting Corporation, 2007, 2014; Director, EEO & Diversity Field Services, Agency Wide Shared Services, IRS, 2000, 2005; Design Team Member & Leader, Organizational Redesign, IRS, 2000, 2001; Sr. Program Manager, Human Capital, IRS, 1997, 2000; Supervisory Program Manager, Executive Training, IRS, 1995, 1997; Human Resources Advisor, Inspector General, Housing & Urban Development, 1994, 1995; Supervisory Systems Consultant, Quality Improvement, IRS, 1990, 1994; Quality Coordinator, Quality Improvement, IRS, 1989, 1990; Supervisory Employment Development Specialist, Training & Development, IRS, 1982, 1989; Director, Affirmative Employment, EEO & Diversity, OPM, 1979, 1982; Personnel Management Specialist, Human Capital, OPM, 1997, 1979; Personnel Classification Specialist, Human Capital, IRS, 1976, 1977; Intern & Personnel Management Specialist, Human Capital, IRS, 1972, 1976.

Michael Massiah,* Chief Diversity, Equity, and Inclusion Officer, The Port Authority of New York & New Jersey; Chief, Capital Planning, Execution & Asset Management, Management & Budget Department, The Port Authority of New York & New Jersey; Director, Management and Budget Department and Director, Office of Organizational Effectiveness and Change Management, The Port Authority of New York and New Jersey; Director and Deputy Director, Human Resources Department, The Port Authority of New York and New Jersey; Director, Office of Business and Job Opportunity, The Port Authority of New York and New Jersey.

PROJECT STAFF

Brenna Isman, *Director of Academy Studies*

Adam Darr, *Project Director*

Sukumar Rao, *Senior Advisor*

Sharon Yoo, *Research Analyst*

E. Jonathan Garcia, *Research Associate*

***Academy Fellow**